



# The Effect of Organizational Culture on Performance Mediated by Interpersonal Communication in Employees of the Regional Revenue Agency of Bengkalis Regency

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## ABSTRACT

*The purpose of this study was to determine the effect of Organizational Culture on Performance through Interpersonal Communication of Employees of the Regional Revenue Agency of Bengkalis Regency. The population in this study were all employees of the Regional Revenue Agency of Bengkalis Regency with a sample size of 96 respondents. Data collection techniques using questionnaires. The data analysis technique in this study is Structural Equation Modeling (SEM) using SmartPLS 3.0 as a data processing tool. The results of this study indicate that organizational culture has a positive effect on performance. Organizational culture has a positive effect on interpersonal communication. Interpersonal communication has a positive effect on employee performance. In addition, organizational culture has a positive effect on performance through interpersonal communication in employees of the Bengkalis Regency Regional Revenue Agency.*

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## Introduction

The development of science and technology that continues to progress rapidly has brought significant changes in various aspects of life, including in the world of work. The work environment and the dynamics that occur in it also affect employee performance, so their ability to deal with and adapt to various new phenomena is very important. Performance is needed by the organization as a useful tool to achieve the goals to be achieved by the organization, besides that performance is also used to assess and determine the amount of contribution or imbalance that will be given by the organization to employees.

In an organization, organizational culture is one of the factors that influence employee performance. A strong and positive organizational culture can increase employee motivation, engagement, and work efficiency, which ultimately has an impact on achieving organizational goals. Organizational culture can be a system of values, beliefs, assumptions, or norms that have been applied, agreed upon and followed by members of an organization as a guide to behavior and solving organizational problems (Y. Mulyana et al., 2021). Apart from organizational culture, employee performance is also influenced by interpersonal communication. Interpersonal communication is the process of exchanging information and meaning between individuals in the organization, also plays an important role.

In public organizations or government in Indonesia, the performance of public organizations is very important to realize good governance and clean governance, as well as support the task of government to provide the best service to the community in accordance with



its characteristics as a public service oriented organization, not profit oriented. In its efforts to provide the best service to the community, active participation and support from the community is also very important, making collaboration between government and society the key to achieving common goals.

In practice, problems often arise related to the application of organizational culture and interpersonal communication. At the Bengkalis Regency Regional Revenue Agency, an organizational culture that has not been fully internalized can lead to differences in perception among employees, lack of coordination, and decreased morale. In addition, barriers in interpersonal communication, such as a lack of openness or empathy, often hinder the effectiveness of cooperation and problem solving.

According to Amnuai in (Yosepha, 2019) organizational culture is a set of basic assumptions by members of the organization, then developed and inherited to overcome problems of external adaptation and internal integration. According to Mas'ud in (Dunan et al., 2020) organizational culture is a system of meanings, values and beliefs shared within an organization or company that guides action and distinguishes one organization or company from another. According to (Robbins, 2017) organizational culture is a set of values, principles, traditions, and ways of working that are shared by members of the organization and influence the way they act.

(Tumigolung et al., 2019) state that organizational culture is a pattern of basic assumptions discovered, created, or developed by a particular group with the intention that the organization learns to overcome its problems arising from external adaptation and internal integration that have gone well enough, so it needs to be taught to new members as the right way to understand, think and feel regarding these problems (Andayani & Soehari, 2019). Organizational culture is the norms that have been agreed upon to guide individual behavior in the organization. Organizational culture shows the values, beliefs, principles, traditions, and ways a group of people move in the organization (Magdalena et al., 2022).

Organizational culture indicators according to (Sopiah, 2014) consist of six main elements that play a role in shaping and influencing behavior and dynamics in an organization. The following is an explanation of each of these indicators: Rules of Conduct, Norms, Dominant Values, Philosophy, Regulations, Organizational Climate.

According to (D. Mulyana, 2014) interpersonal communication or interpersonal communication is communication between people face to face which allows each participant to capture the reactions of others directly, both verbally and non-verbally. According to (Budyatna, 2015) interpersonal communication is the process of exchanging information in a person with at least one other or usually between two people who can be immediately known otherwise. Interpersonal communication refers to the actions of one or more people who send and receive messages, occur in a certain context, have a certain influence, and there is an opportunity to do feedback which is influenced by the environment (context) where the communication occurs (Ruliana, 2016).

Interpersonal communication is defined as a communication skill or skill that is carried out face-to-face between two people or between a small group, with several effects and feedback and involves an honest attitude, responsibility and involves feelings for the message to be conveyed in a communication process that is being carried out (DeVito, 2014). Indicators of interpersonal communication and which are aspects of interpersonal communication according to (DeVito, 2014): *openness, empathy, support, positiveness, equality*.

Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period (Kasmir, 2016). According to (Prawirosentono & Primasari, 2015), performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the objectives of the organization concerned legally, not



against the law and in accordance with morals and ethics. There is a close relationship between individual performance and company performance. According to Gomes in (Jalil, 2022) reveals several dimensions or criteria that need attention as indicators in performance measurement, including : *Quantity of Work, Quality of Work, Job Knowledge, Creativeness, Cooperation, Dependability, Initiative.*

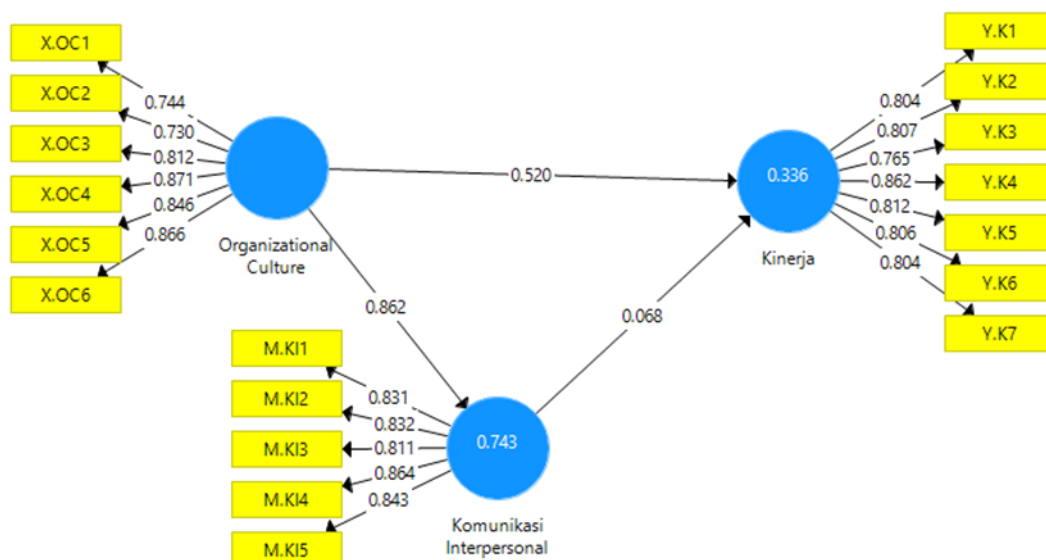
**Method**

The method used in this research is quantitative research methods. The data collection method used in this study used a questionnaire. In this study the questionnaire was measured using a Likert scale. The Likert scale is used to measure the attitudes, opinions and perceptions of individuals or groups of people about social phenomena.

The population in this study were employees of the Bengkalis Regency Regional Revenue Agency totaling 97 people. According to (Arikunto, 2014), a sample is a portion of the population that is used as an object and source of data and information in research that is considered representative of a study. Guidelines in determining the sample size according to (Arikunto, 2014) which says that if the population is less than 100 people, then the sample is taken as a whole. Given the current population of only 97 people, this study used a sample of the entire population. Sampling is done using the census sample technique, but the author includes employees of the Bengkalis Regency Regional Revenue Agency, so the number of samples is 96 samples.

The data analysis technique used is descriptive data analysis and Structural Equation Modeling (SEM) PLS. Structural Equation Modeling (SEM) is a multivariate statistical method that can be used to parse complex patterns of relationships between unobservable concepts and measurable indicators of those concepts, including direct measurement error. Partial Least Square is a powerful analytical approach because it does not rely on many assumptions or criteria, such as normality and multicollinearity tests. In addition, using PLS, the data used does not need to be multivariate normally distributed, and measurement items on scales ranging from categories and ranks to interval and ratio data can be included in the same model, and there is no requirement for a large sample size.

**Results**



Source of research data processing results in 2024



It can be seen that the outer loading values of all variables in this study have valid values. So it can be included in the next model. Based on the picture and also the outer loading table above, it is known that the value of the loading factor of all items on the indicator > 0.70, therefore all items are declared valid. Then to measure convergent validity, the Average Variance Extrated measuring instrument can be used. In convergent validity, the rule of thumb is Average Variance Extrated > 0.5. The following is the AVE value which will be displayed in the table below:

**Table 1. Score Test Results *Average Variance Extrated* (AVE)**

	<i>Average Variance Extrated</i>
<i>Organizational culture</i>	0.662
<i>Interpersonal communication</i>	0.699
<i>Performance</i>	0.654

Source of research data processing results in 2024

The results of research data processing show that all variables have good construct validity.

**Table 2. *Average Variance Extrated Root Value***

	<i>Organization culture</i>	<i>Komunikasi Interpersonal</i>	<i>Kinerja</i>
<i>Organization culture</i>	<b>0.578</b>		
<i>Interpersonal communication</i>	0.516	<b>0.836</b>	
<i>Performance</i>	0.809	0.832	<b>0.814</b>

Source of research data processing results in 2024

From the results of the data processing above, it is found that all indicators have a higher correlation coefficient number for each variable itself compared to the correlation coefficient number of indicators with other variables, so that in the end it is concluded that each indicator in the block is a variable shaper or construct in that column.

Meanwhile, discriminant validity is assessed by comparing the root value of AVE per variable to the relationship between variables and other variables. The AVE root number can be seen from output number 2, namely discriminant validity in the fornell larcker criterion column section. Referring to the results of the data processing above, it can be concluded that according to the test with the AVE root, the model has good discriminant validity.

Reliability measurement is used in two ways, namely by using Cronbach's Alpha and also Composite Reliability which can provide a fairly low value. However, it is recommended to use Composite Realibility whose value must be more than 0.7. The table of Cronbach's Alpha and Composite Realibility values in this study is:

**Table 3. *Composite Reliability Variabel***

	<i>Cronbach's Alpha</i>	<i>rho_A</i>	<i>Composite Reliability</i>
<i>Organization culture</i>	0.897	0.905	0.921
<i>Interpersonal communication</i>	0.893	0.895	0.921
<i>Performance</i>	0.913	0.925	0.930

Source of research data processing results in 2024



The conclusion of data processing shows satisfactory numbers, the Cronbach's Alpha and Composite Reliability values of all variables are above the 0.70 threshold, indicating the consistency and stability of the instruments used are high. It is concluded that all the constructs of this study have become fit measuring instruments, and have good reliability.

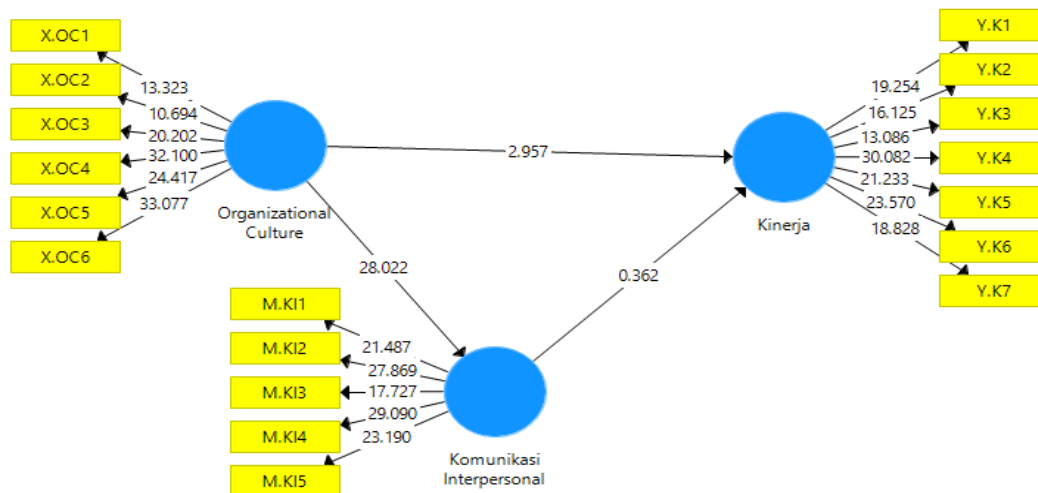
**Table 4. R Square Value**

	R Square	R Square Adjusted
<i>Interpersonal communication</i>	0.743	0.740
<i>Performance</i>	0.336	0.322

Source of research data processing results in 2024

Based on the table above, the following results can be seen:

1. The R-square value of the interpersonal communication variable is 0.743, meaning that the variability of the interpersonal communication construct that can be explained by the variability of organizational culture is 74.3%, while the rest is explained by other variables outside the study. According to what is conveyed in (Ghozali & Chariri, 2016), the R2 value of 0.67, 0.33, and 0.19 can be concluded that the model is strong, moderate, and weak. The final conclusion is that the effect is strong.
2. The R-square value of the performance variable is 0.336. This R-square value means that the variability of performance constructs that can be explained by the variability of organizational culture constructs and interpersonal communication constructs is 33.6%, while the rest is explained by other variables outside those studied. According to (Ghozali & Chariri, 2016), R2 values of 0.67, 0.33, and 0.19 can be concluded that the model is strong, moderate, and weak. With this it can be said that the effect is moderate.



Source of research data processing results in 2024

**Table 5. Path Coefficient**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<i>Organization culture -&gt; Performance</i>	0.520	0.538	0.176	2.957	0.003
<i>Organization culture -&gt; Interpersonal communication</i>	0.862	0.863	0.031	28.022	0.000
<i>Interpersonal communication -&gt; Performance</i>	0.068	0.059	0.188	0.362	0.717

Source of research data processing results in 2024



The results of the direct effect hypothesis test in this study are as follows:

H1 : Organizational culture has a positive and significant effect on the performance of employees of the Bengkalis Regency Regional Revenue Agency. The effect of organizational culture on the performance of employees of the Bengkalis Regency Regional Revenue Agency with a coefficient value of 0.520 which shows a positive direction of influence with a p-value of  $0.003 < 0.05$  which means significant. so it can be concluded that the first hypothesis (H1) is accepted.

H2 : Organizational culture has a positive effect on employee interpersonal communication at the Regional Revenue Agency of Bengkalis Regency. The effect of Organizational culture on employee interpersonal communication at the Regional Revenue Agency of Bengkalis Regency with a coefficient value of 0.862 which shows a positive direction of influence with a p-value of  $0.000 < 0.05$  which means significant. So it can be concluded that the second hypothesis (H2) is accepted

H3 : Interpersonal communication has a positive and insignificant effect on employee performance at the Bengkalis Regency Regional Revenue Agency. The effect of interpersonal communication on employee performance at the Regional Revenue Agency of Bengkalis Regency with a coefficient value of 0.068 which shows a positive direction of influence with a p-value of  $0.717 > 0.05$  which means insignificant. So it can be concluded that the third hypothesis (H3) is accepted.

**Table 6. Indirect Effects**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organization culture -> Interpersonal communication -> Performance	0.059	0.051	0.164	0.357	0.721

Source of research data processing results in 2024

H4 : Organizational culture indirectly has a positive effect on the performance of employees of the Bengkalis Regency Regional Revenue Agency through interpersonal communication with a coefficient value of 0.059 which shows a positive direction of influence. So it can be concluded that the fourth hypothesis (H4) is accepted.

## Discussion

### The influence of Organizational culture on Employee Performance at the Regional Revenue Agency of Bengkalis Regency

Based on the results of data processing from the research conducted, it is known that there is an influence of organizational culture on employee performance at the Regional Revenue Agency of Bengkalis Regency. The effect is positive directly proportional to the coefficient value, assuming that if organizational culture increases, employee performance also increases.

The effect of organizational culture on employee performance relates to how organizational culture shapes employee behavior, attitudes, and ways of working so that it has an impact on their performance. Organizational culture includes values, norms, and practices applied in the organization, which directly or indirectly direct employee performance. Organizational culture sets the standards of behavior and expectations at work. When values such as innovation, cooperation, or efficiency are upheld, employees are encouraged to perform in line with these values. For example, in a culture that supports collaboration, employees tend to be more open to working together and sharing information, which in turn increases productivity and work quality.

Attribution theory explains how individuals give reasons or causes for their behavior and the behavior of others. In the context of the influence of organizational culture on performance,



this theory can be used to understand how employees interpret organizational culture and relate it to their work outcomes. Organizational culture has a significant influence on employee performance because it shapes the work environment, directs behavior, and influences motivation and job satisfaction. In the context of attribution theory, organizational culture can influence how employees interpret the factors that affect their performance, both internally and externally. By creating a supportive culture, organizations can motivate employees to make positive attributions to performance, thereby increasing productivity and work results.

The results of this study are in line with research conducted by (Amri, 2022), (Bela et al., 2022), (Dahliyanti et al., 2023), (Kharishma et al., 2019) (Leopani et al., 2022), (Putra Tampi et al., 2022), organizational culture affects performance. Meanwhile, research conducted by (Wahyudi & Tupti, 2019) organizational culture has a positive but insignificant effect on performance.

### **The influence of Organizational culture on Interpersonal Communication at the Regional Revenue Agency of Bengkalis Regency**

Based on the results of data processing from the research conducted, it is known that there is an influence of organizational culture on employee interpersonal communication at the Regional Revenue Agency of Bengkalis Regency. The effect is positive directly proportional to the coefficient value, assuming that if organizational culture increases, employee interpersonal communication will also improve.

Organizational culture includes values, norms, and beliefs that shape how employees interact with each other. This has a major impact on interpersonal communication in the workplace, both in terms of quality and frequency. An organizational culture that encourages openness and honest communication allows employees to more easily express opinions, ideas and feedback without fear. This increases trust between employees and encourages more productive and effective dialog.

Attribution theory explains how individuals provide explanations or causes for behavior, both their own behavior and the behavior of others. In the context of organizational culture's influence on interpersonal communication, this theory helps explain how employees interpret their interpersonal interactions at work, as well as how they assess the actions of their peers. Attribution theory explains how individuals interpret the cause of an event. In an organizational context, this theory can help us understand how employees interpret the messages they receive and how they respond to those messages.

(Robbins, Stephen P. Judge, 2019) explains that an organizational culture that supports openness and cooperation will result in better interpersonal communication. In an open culture, employees tend to be more comfortable in conveying ideas, feedback, and information, which supports healthy interpersonal communication.

### **The influence of Interpersonal communication on Employee Performance at the Bengkalis Regency Regional Revenue Agency**

Based on the results of data processing from the research conducted, it is known that there is an influence of interpersonal communication on employee performance at the Regional Revenue Agency of Bengkalis Regency. The effect is positive directly proportional to the coefficient value, assuming that if interpersonal communication increases, employee performance also increases.

Good interpersonal communication plays an important role in improving employee performance, both by increasing collaboration, motivation, providing feedback, and reducing conflict. In the context of attribution theory, the way employees interpret and attribute the results of their work is strongly influenced by the quality of interpersonal communication in the workplace. Effective communication helps employees make more accurate attributions about



their and others' performance, thus positively affecting motivation and work outcomes. (Robbins, Stephen P. Judge, 2019) explains that good interpersonal communication enables effective information exchange, which in turn has a positive impact on employee performance. Employees who have good communication skills tend to be able to cooperate better, have more positive relationships with coworkers, and ultimately contribute to improved performance.

The results of this study are in line with research conducted by (Dendhana et al., 2023) concluded that interpersonal communication has an insignificant effect on performance. The results of this study prove that interpersonal communication has a non-strong influence on the performance of employees of the Bengkalis Regency Regional Revenue Agency. This happens because employees who work at the agency are likely not to establish good and effective interpersonal communication, so that the quality of the intended work results is not achieved.

### **Organizational culture affects employee performance at the Bengkalis Regency Regional Revenue Agency through interpersonal communication**

Based on the results of data processing from the research conducted, it is known that there is an effect of organizational culture on employee performance at the Regional Revenue Agency of Bengkalis Regency mediated by interpersonal communication. Organizational culture plays an important role in shaping employee behavior, attitudes, and performance. When organizational culture creates an environment that supports open communication, cooperation, and strong values, it has an impact on overall employee performance. In this case, interpersonal communication acts as a mediator that bridges the influence of organizational culture on performance.

Interpersonal communication is a key factor that mediates how organizational culture affects performance. Good interpersonal communication helps deliver messages, ideas, and work instructions effectively. With good communication, employees can more easily understand tasks, clarify roles, and overcome obstacles or misunderstandings that can interfere with productivity.

When employees are able to communicate well, they tend to reach agreements more easily, share insights, and cooperate in task completion. In this context, interpersonal communication enables a positive organizational culture to truly influence performance. A strong and positive organizational culture creates the basis for effective interpersonal communication in the workplace. Good interpersonal communication then mediates the relationship between organizational culture and employee performance. In other words, when organizational culture encourages open and healthy communication, employee performance tends to improve through better cooperation, effective information sharing, and faster problem solving.

Attribution theory, focuses on how individuals provide explanations for their own and others' behavior. In an organizational context, this theory helps explain how employees interpret and understand the causes of their success or failure, and how these perceptions influence interpersonal interactions and performance. In relation to attribution theory, a strong organizational culture influences how employees interpret the causes of their successes and failures, which then affects performance. When interpersonal communication is a mediator, employees are more likely to make accurate attributions about their actions, avoid miscommunication, and collaborate effectively. This leads to improved performance, as employees better understand their tasks, manage interpersonal relationships well, and feel more accountable for their work outcomes. However, from the research results, indirectly interpersonal communication has an influence that is not strong in mediating between organizational culture and employee performance, so that employee performance is not optimal.





## Conclusion

The conclusions of the research are as follows:

1. Organizational culture has a positive effect on employee performance, it can be interpreted that if Organizational culture increases, employee performance at the Bengkalis Regency Regional Revenue Agency will also increase.
2. Organizational culture has a positive effect on employee interpersonal communication, it can be interpreted that if organizational culture increases, employee interpersonal communication at the Regional Revenue Agency of Bengkalis Regency will also increase.
3. Interpersonal communication has a positive effect on employee performance, it can be interpreted that the better the interpersonal communication of employees, the performance of employees at the Regional Revenue Agency of Bengkalis Regency will also increase.
4. Organizational culture has a positive effect on employee performance through interpersonal communication, meaning that the higher a person's organizational culture, the more likely it is that they will develop a strong commitment to the organization where they work. This high commitment in turn improves their overall performance.

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