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### THE INFLUENCE OF COMMUNICATION, ORGANIZATIONAL CULTURE AND THE RELATIONSHIP OF MASS MEDIA TO PERFORMANCE DEFENSE UNIVERSITY OFFICER

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#### **ABSTRACT**

The goal to be achieved by an organization is to improve existing performance for the better. Performance is influenced by communication, communication, organizational culture, and mass media relations in its implementation. The problems discussed in this study are the influence of Communication, Organizational Culture, and Mass Media Relations on the Performance of Defense University Employees. The methodology used in research tries to make a systematic, factual, and accurate picture of the facts and properties of a particular object. The sample used was 302 people. In conclusion, communication, organizational culture, and intense media relations will create good employee performance. At the same time, the implications of communication, corporate culture, and good mass media relations will make reliable employee performance. Recommendations for improving communication, organizational culture, and mass media relations so that employee performance will be more optimal.

#### **INTRODUCTION**

The Defense University was built based on Presidential Regulation (Perpres) Number 5 of 2011 and the Letter of the Minister of National Education (Mendiknas) Number 29/MPN/OT/2009 dated March 6, 2009. President Susilo Bambang Yudhoyono inaugurated the Defense University on March 11, 2009, at the State Palace as one of the first Defense Universities in Indonesia that focuses on studying defence science. To support the provisions of the Presidential Decree and the letter from the Minister of National Education, the

study program process at the Defense University is oriented to the Decree of the Minister of National Education (Mendiknas) Number: 196/E/O/2011 dated September 7, 2011, which states that the implementation of study programs at the Defense University is one of the national flagship programs in the field of education.

The performance of the Defense University employees greatly determines the management of a flexible and easy-to-understand organization which is carried out through positive steps that greatly support the version of the Defense University, including: establishing solidity and synergy with both national and international universities, establishing exchanges of lecturers and students to teach and get to know the education system abroad, build partnerships with the private sector to finance student research, collaborate with the mass media, conduct short study visits, Field Work Practices (PKL), educational visits abroad, attend seminars upon invitations from abroad, carry out charity work by teaching in high school schools in the Depok and Bogor areas, holding a Homeland Love Parade Competition (PCTA) involving high schools in the Depok and Bogor neighborhoods, continuing to improve the accreditation of study programs so that all existing study programs receive an assessment from BAN-PT with accreditation i A, continue to improve the quality of education, increase the capacity of lecturers/teachers by exchanging lecturers and students.

The implementation of these activities involves the use of social media. (Lumumba, 2017) explains that the use of social media by Samsung companies contributes to the performance of sales representatives at Samsung Electronics. The use of the Internet has shaped collaboration and community that can improve employee performance. (Bennet et al., 2005) Also, some people utilize mass media communication to see if a person's or a group's performance in competing to be the fastest in acquiring news and anticipating developments from the information has solved every problem. These two opinions indicate that Indonesia Defence University's performance in the shape of a positive image as a university can provide high-quality education globally. It is vital to cooperate with government, private and public institutions, including the mass media. Positive and factual. The Defense University realizes that the existence and performance of the Defense University require the assistance of other institutions to improve its reputation as the best university in Indonesia.

(A.O., shonubi, 2016) explains that effective communication on performance is obtained from a series of activities between employers and members or employees who master the art of communication. Through communication, information, resource, and policy channels will flow widely in the organization's context. At the same time, (Kaul et al., 2015) argue that social media has taken a business and communication attitude in running its business, which is done by developing communication patterns, collaboration, and profound innovation. The practice creates active interactions as experiments and corrections to answer every growing challenge.

Organizational culture is by cooperating with universities at home and abroad and sending lecturers and employees as implementers of the Defense University to find solutions and the best steps to cultivate educational organizations at the Defense University. Of course, this process requires a lot of time and money, but All of these steps must begin in order to attain the goal of becoming a world-class educational institution.

The performance of Defense University employees is built with various efforts, including by establishing synergy with the mass media. However, as the only state university in Indonesia that focuses on studying the defence sciences and state defense, the Defense University is not widely known by the public. Many outsiders do not know much about the existence of the Defense University as a university providing scholarships for Postgraduate and Doctoral programs with institutional accreditation A and most of the existing study programs have been accredited "A."

(Amron, 2018) states his support that in improving the image and trust of the wider community, quality graduates are needed and can compete at the world level. This quality can be achieved if the performance of employees who carry out the education process at the Defense University is of high quality, in the sense of having good skills, increased knowledge, and experience of professional lecturers by the field of science being taught at the Defense University and having good conditions, and having good cooperation. Both with parties from within and outside the country. This means that synergy and solidity at the Defense University in increasing professionalism in education can be achieved if there is good cooperation for all the academic community.

The Ministry of Defense / TNI, on the other hand, has a wide range of organizations. It is even the Republic of Indonesia's largest Ministry / Institution organization. The Ministry of Defense / TNI has a different budget execution mechanism than other Ministries / Agencies based on the budget management organization's posture. The KOM / KOP mechanism is the budget execution mechanism within the Ministry of Defense / TNI. KOM / KOP: Ministerial Authorization Decree / Central Authorization Decree. This study aims to determine the effect of communication, organizational culture, and mass media relations on the performance of Defense University employees.

### **LITERATUR REVIEW**

According to (L. S & Glinov, 2010), "performance is joining and staying with the organization." This can be interpreted that performance is joining and being in the organization. This can be construed, and performance is related to the behaviour of someone who has the quality to join and be in the organization to realize its goals. Because it will not happen if qualified people do not enter and are in the organization to realize its goals. On the other hand, it is said that "performance appraisal is a process of formally evaluating performance and providing feedback on which performance adjustments can be made" (Schermerhorn et al., 2020). Performance appraisal is an evaluation process carried out by the organization on employees who can provide feedback. The organization can explicitly identify the improvements or

adjustments needed to improve employee performance carried out systematically to support a person's performance in the organization. Performance appraisal does need to be done, but the most crucial basis is how the organization sets its goals to improve performance. This is as identified by (B. P., 2007) in his perception related to it, namely:

whether the goals set must be realistic, achievable, and specific.

Whether or not the party whose performance needs to be improved should be involved in goal-setting.

Whether or not to provide comments on progress toward goals.

Employee performance appraisal has a purpose. The primary objectives of performance appraisal are:

having a goal in development. This is intended as information collected through performance appraisals that can be used to identify and plan the required training and learning, and development. Then it can also be used to develop day-to-day performance and can help prepare for greater responsibilities in the future.

It has a purpose for administration. This is intended as a performance appraisal will provide the information needed by managers in determining salaries, promotions, or dismissals on the one hand and help workers understand and accept the basis for decisions made by managers on the other (Bateman, 2019) There must be a method in conducting performance appraisals because the technique is fundamental and has a specific impact. Performing a performance appraisal with a method to improve its performance, so it must refer to the outline that has proven helpful in the assessment, namely:

- a. Always take deliberate actions.
- b. The basic standard of performance lies in job analysis
- c. Development of formal processes.
- d. We are communicating work standards to employees.
- e. I am evaluating employees based on specific performance-related behaviours.
- f. Documenting the performance appraisal process should be careful.
- g. If possible, use more discussion (Bateman, 2019).

Related to performance appraisal within the company so that performance appraisal can be carried out properly, an understanding of the steps required is needed because this impacts the good and evil in the implementation of performance appraisals. Some steps to carry out a performance appraisal are as follows:

Assessing performance, which is to compare the actual performance of subordinates with the standards that have been set; this concerns the type of form that has been defined.

Defining the job intends to ensure that the leader and subordinates agree on their duties and job standards.

Feedback, where performance and progress of subordinates are discussed, and plans are made for what developments are required (G, n.d.)

Based on the description above, it can be synthesized that performance is the performance displayed in completing tasks according to their role in the organization, with indicators: persisting with enthusiasm and spending more effort, carrying out activities that are formally their duties, helping and collaborating with other employees, following rules and regulations. organizational procedures, and seek, support and defend the goals of the organization (Davis & Newstrom, 2019) defines communication as accepting verbal and nonverbal ideas, feelings, and attitudes to produce a favourable response. In addition, communication is a process of exchanging information and can be understood by two or more people to motivate their behaviour. Communication refers to the exchange of information between the sender (source) and the recipient (destination) so that it is received, understood, and leads to action) (Sugiarto & Putra, 2020). The same thing was said by (A.O., shonubi, 2016) that "communication is a process that involves the transmission of a message from a sender to the receiver." Communication is defined as a process that involves transmitting a message from the sender to the receiver.

According to (Uchjana 2017), organizational communication takes place in three forms. First, vertical transmission, namely communication from top to bottom (downward communication) and bottom to top (upward communication). That is communication that comes from leaders to subordinates and from subordinates to leaders reciprocally. Vertical communication in management is essential because if communication is only one-way from the leadership to subsidiaries, the management process is likely not going as expected. Mutual vertical communication reflects democratic leadership, a type of leadership that is best among other types of leadership. Second, horizontal transmission, namely communication between someone with someone else who has the same position.

In contrast to vertical communication, which is more formal, horizontal communication often occurs in an atmosphere of resting, returning home, or having recreation. Third, diagonal touch or cross-communication, namely communication that takes place between one person and another in different positions and different units. People who engage in diagonal communication generally do not show strength in vertical transmission, nor do they offer intimacy as in horizontal touch. These three forms of communication take place in the organization according to the needs of the dynamics of the organization played by the members of the organization.

Based on the description above, it can be synthesized that communication is the process of conveying information and understanding from one person to another verbally and non-verbally through certain symbols or signs that can be understood and understood by both parties to groups contained in both formal

and informal organizations. with indicators: vertical, horizontal, and diagonal.(Schermerhorn et al., 2020) says, "organizational culture is a system of shared actions, values, and beliefs that develop within an organization and guide the behavior of its members." Organizational culture is a system of shared actions, values, and beliefs that develop within an organization and guide the behavior of its members. In this case, Schermerhorn describes organizational or corporate culture as a system of shared actions, values, and beliefs that develop within an organization and guide the behavior of its members. In business settings, this system is often referred to as corporate culture. Just as no two individual personalities are alike, no two organizational cultures are identical. Today, scholars and management consultants believe that cultural differences can significantly impact organizational performance and the quality of work-life experienced by their members.

(Boyle, 2008) state, "organizational culture is a widely used term but one that seems to give rise to a degree of ambiguity." In this case, O'Donnell and Boyle describe that the concept of culture originally came from the metaphor of an organization as developed. Over the past few decades, most academics and practitioners who study organizations have suggested that culture is the climate and practices that organizations develop around their handling of people or the values that are promoted and the statements of an organization's beliefs.(R. P., 2014) identifies some characteristics of organizational culture, namely:

#### ***Individual Initiative***

This characteristic is the level of responsibility, freedom or independence that each organization member has in expressing opinions. The individual initiative needs to be appreciated by the group or the leader of an organization as long as it involves ideas to advance and develop the organization or company;

#### ***Tolerance of risky actions***

This characteristic is that organizational culture is said to be good if it can tolerate members or employees to act aggressively and innovatively to advance the organization or company and dare to take risks in what they do.

#### ***Briefing***

This characteristic is intended to determine how an organization or company can create the desired goals and expectations. These goals and expectations are clearly stated in the vision, mission, and objectives of the organization. This condition can affect the performance of the organization or company

#### ***Integration***

This characteristic is interpreted as the extent to which the organization or company can encourage organizational units to work in a coordinated manner. The cohesiveness of these units can promote the quality and quantity of work produced;

### ***Management support***

This characteristic is the extent to which managers can provide clear communication or direction, assistance and support to subordinates;

### ***Control***

This characteristic is a control tool that can be used as regulations or norms that apply within an organization or company;

### ***Identity***

This characteristic is intended to the extent to which members of an organization or company can identify themselves as a unit within the company and not as a particular work group or specific professional expertise;

### ***Reward system***

This characteristic is the extent to which the allocation of rewards (salary increases, promotions and so on) is based on employee performance, not based on seniority, favoritism, and so on;

### ***Tolerance to conflict***

This characteristic is the extent to which employees are encouraged to express conflict and criticism openly. Difference of opinion is a phenomenon that often occurs in an organization or company. However, these differences of opinion and criticism can be used to make improvements or changes in strategy to achieve organizational or company goals;

### ***Communication pattern***

This characteristic is the extent to which communication is constrained by a hierarchy of authority. Sometimes the hierarchy of authority can hinder communication patterns between superiors and subordinates or between employees themselves. Based on the description above, it can be synthesized that organizational culture is a set of assumptions or belief systems, values and norms or characteristics that exist and are adhered to by every member of the organization, which is used as a guide to shape and direct behavior in overcoming problems due to change, with indicators: freedom innovating, ensuring organizational stability, respect for others, result-oriented, attention to detail, team-oriented, and aggressive competition. Mass media denotes part of the media designed to reach a broad audience and can be referred to as a means of public communication such as television, radio and newspapers that are widely circulated that tend to get a wide audience with similar social characteristics

(Charanza & Naile, 2012) say, "the mass media is an outlet that offers "speed of transmission and structural connectedness to 'expert' sources of

information," which satisfies the needs of the public. "speed of transmission and structural linkage with 'expert' information sources," which meet the public's needs Mass media is also defined by The Encarta Encyclopedia (Animashaun, 2017) as follows: "mass media as communication media that reaches a large audience, especially television, radio and newspaper." Mass media is a medium of communication that reaches a wide audience, especially television, radio and newspapers. Media can also be defined broadly as a channel of communication. It is considered in terms of its software and hardware (Animashaun, 2017)

(Campbell et al., 2012) state that "mass media is a public means of hearing complaints about the cruel partisans that thrive in politics and the news media." The mass media are the public's means of hearing complaints about the ruthless partisans that thrive in politics and the news media. In this case, Campbell describes the main reason for the recent emergence of partisans in the news media today: the economy. In the nineteenth century and well into the twentieth century, newspapers and later T.V. news sought objectivity or neutrality, silencing their political viewpoints to appeal to the broadest possible audience. However, in today's fragmented market, newspapers and T.V. news have lost many of their audiences to smartphones, social networks and the Internet. This means that the media must target small groups of shared interests such as conservatives, liberals, sports fanatics, history buffs, or shopping buffs to find audiences and advertisers and the revenue that comes with them.

The media plays a vital role in today's society, making news, the Internet, magazines, and other media consumption an everyday routine. ) (Charanza & Naile, 2012). The media has changed significantly over time from something interesting to its current role as an essential information system for society. Media relations is an important part of public relations when the organization is conducting a program. This function helps the success of a program to work efficiently in disseminating information without requiring a lot of funds through publicity techniques about the program (Iriantara, 2011: 27-29).

(Zerfass et al., 2016) says: Show how public relations adapts itself to expectations and routines of journalism in various dimensions. These involve object-related (e.g., selection, placement, and presentation of news), temporal (timing of information), and psychosocial (psychic preconditions, organizational frameworks, and routines) dimensions. Moreover, they demonstrate that journalists, news organizations, and the media system also adapt to public relations practice.

Bentele and Nothaft show how P.R. adapts to the expectations and routines of journalism in various dimensions. This involves dimensions related to the object (e.g., selection, placement, and presentation of news), temporal (time of news), and psychosocial dimensions (psychic prerequisites, organizational framework, and routines). In addition, they show that journalists, news organizations, and media systems are also attuned to public relations practices. Based on the description above, it can be synthesized that media

relations are relationships that are built and developed with the media to reach the public to increase the image, trust, and achieve individual and organizational goals that are carried out systematically, planned, directed, and mutually beneficial between organizations and mass media, with indicators: maintaining and updating media contacts, disseminating news releases, organizing press conferences, offering content and responding to media inquiries, mastering basic writing and editing skills, and utilizing communication technology and social media.

## **METHODOLOGY**

This study uses a quantitative approach. According to Neuman (2006:14), quantitative research measures objective facts by focusing on research variables so that reliability or consistency is the key to quantitative analysis, in addition to being value-free or accurate and free from situational contexts. The research method used is a survey that examines large and small populations by selecting and reviewing selected samples from that population to find the incidence, distribution, and close interrelation of the variables (Kerlinger, 2006:660). In line with this, McMillan and Schumacher (2006:233) say that survey research is used to study attitudes, beliefs, values, demographics, behavior, opinions, habits, desires, ideas, and other types of information. While this study's design is causal, research that attempts to determine the causal relationship of some research variables, which in this study includes communication as an exogenous variable, as well as organizational culture, media relations, and performance as endogenous variables.

### ***Data and Data Analysis Techniques***

This study uses primary data obtained from distributing questionnaires. Because the data collected through the distribution of Likert scale surveys is interval data, The data analysis techniques used are descriptive statistical tests, analysis requirements testing, and hypothesis testing with inferential statistics, with the following details.

### ***Descriptive Statistics Test***

This test is conducted to describe the condition of each research variable based on the mean, median, mode, standard deviation, variance, maximum and minimum scores and is equipped with frequency distribution and histogram.

**Relevant Research**

No.	Peneliti dan Tahun	Judul	Tempat Penelitian	Metodologi Penelitian	Hasil Penelitian
1	(Chen & Wei, 2020)	<i>The impact of social media use for communication and social exchange relationship on employee performance</i>	Chile	Untuk menguji model penelitian, penulis melakukan kuesioner survei di Cina. Penulis menggunakan database panel pelanggan yang disediakan oleh perusahaan riset pemasaran di Cina untuk mengidentifikasi responden yang sesuai. Akhirnya, penulis menerima 243 tanggapan yang valid	penggunaan media sosial untuk vertikal dan horizontal komunikasi memberikan efek yang besar pada LMX dan TMX, masing-masing. Selain itu, LMX dan TMX sekaligus meningkatkan kinerja karyawan. Kompleksitas tugas secara positif memoderasi hubungan antara LMX dan kinerja karyawan, sementara itu negatif memoderasi hubungan antara TMX dan kinerja karyawan. Secara kolektif, ini
2	(Zerfass et al., 2016)	<i>The Dawn of a New Golden Age for Media Relations?</i>	Jerman	Metode survei kuantitatif Teknik kuesioner dan teknik analisis tinjauan pustaka	Terdapat hubungan dalam pergeseran kuat dari prevalensi <i>public relation</i> (PR) sebagai komunikasi yang dimediasi media massa terhadap media massa ke media milik sendiri terutama di Eropa Barat dan Utara.
3	(Lantara, 2019)	<i>The Effect of The Organizational Communication Climate and Work Enthusiasm on Employee Per-Formance.</i>	Indonesia	Metode Kuantitatif. Teknik kuesioner dan teknik analisis regresi berganda dan analisis jalur ( <i>path analysis</i> ).	Iklim komunikasi organisasi dan semangat kerja berpengaruh terhadap kepuasan kerja. Iklim komunikasi organisasi dan semangat kerja mempengaruhi kinerja pegawai

4	(A.O., shonubi, 2016)	<i>The International Journal of Social Sciences and Humanities Invention</i>	Nigeria	Metode kajian literatur (rangkaiian studi empiris) Teknik kajian literatur dan dokumen, serta teknik analisis kajian pustaka secara deskriptif	Adanya hubungan sinergis antara pendekatan komunikasi dan kinerja organisasi yang efisien.
5	(Sinambela et al., 2020)	<i>Influence of Information Technology, Organizational Communication, and Leadership Towards Employee Performance.</i>	Indonesia	Metode kuantitatif Teknik kuesioner, dan teknik analisis regresi	Teknologi informasi, komunikasi organisasi, dan kepemimpinan berpengaruh terhadap kinerja pegawai
6	(Arifin, 2018)	<i>DISCOURSE IN MASS MEDIA: A STUDY OF CRITICAL ANALYSIS RESEARCH AGENDA</i>	Nigeria	CDA ilustrasi sebagai pendekatan multidisiplin untuk Analisis Kritis wacana media massa	Penerangan masalah dan masalah sosial dalam pendekatan ini hanya dapat membiarkan individu dan masyarakat yang terpinggirkan, terpinggirkan dan tertindas kelompok tempat mereka tinggal.
7	(Pradana et al., 2018)	<i>The Role of Communication Climate on The Performance of P.T. Lazada Express Bandung Employees With Work Motivation as an Intervening Variable.</i>	Indonesia	Metode Kuantitatif. Teknik kuesioner dan teknik analisis jalur ( <i>path analysis</i> )	Iklm komunikasi memiliki pengaruh secara signifikan terhadap kinerja karyawan.

### ***Test Requirements Analysis***

This test ensures that data processing results cannot, then the data used for SEM analysis with LISREL should meet some assumptions, or what is commonly called the BLUE test (Best Linear Unbiased Estimator). Especially for LISREL, according to Ghazali and Fuad (2005), at least there is a test that needs to be done, namely:

Normality test. The most fundamental assumption in multivariate analysis is normality which is a form of data distribution on a single metric variable producing a normal distribution. Suppose the normality assumption is not met and the deviation is significant. In that case, all statistical test results are invalid because the t-test and other calculations are calculated to assume that the data is not standard. In LISREL, normality is divided into two, namely univariate normality and multivariate normality. To test for normality, the statistical value of z skewness and kurtosis can be used. If the value of z, neither kurtosis nor skewness, is significant, then the data distribution is normal. Other references can use the provisions of Curran et al. (in Ghazali and Fuad, 2005: 37), i.e., if the value of skewness  $< 2$  and kurtosis  $< 7$ , then the data is standard.

Multicollinearity test. Just as in other multivariate analyses, one of the assumptions that should be met is multicollinearity. The assumption of multicollinearity requires that there is no perfect or significant correlation between the independent variables. The correlation value between the observed variables that are not allowed is 0.9 or more.

***Test the significance and linearity of the regression with Analysis of Variance (ANOVA).***

### ***Hypothesis Test***

Inferential statistical analysis was conducted to test the research hypotheses using Structural Equation Modeling (SEM). The consideration is that the variables studied cannot be measured directly except through indicators (manifest variables) and findings through SEM are more complete. SEM is widely used in research in the fields of education, marketing, psychology, sociology, management, testing and measurement, health, demography, organizational behavior, and biology, according to Hair et al. (2010), so it is appropriate to use in this study, which has variables in the fields of education, psychology, and management. SEM helps design management research in which simultaneous models are formed through a dependent or endogenous variable described by one or more independent variables (exogenous), where one dependent variable (endogenous) at the same time acts as an independent variable (exogenous) for the relationship. Other tiers, namely as an intervening variable, moderating variable or mediating variable.

The structural equation model or SEM is determined by the variance and covariance of the variables in the model that serves to estimate the coefficients of the four fundamental matrices, namely: (Gamma), (Beta), (Phi), and (Psi).

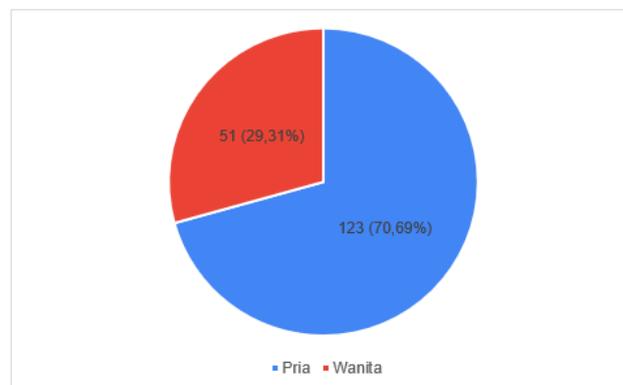
The effect of exogenous variables on endogenous variables is indicated by the coefficient ( $\gamma$ ). The matrix of all coefficients of exogenous variables to endogenous variables is given the symbol ( $\Gamma$ ). The effect of endogenous variables on other endogenous variables is indicated by the coefficient ( $\beta$ ). The variance and covariance of the exogenous variables are displayed by ( $\Phi$ ). The variance/covariance matrix of the endogenous variables is given the symbol ( $\Psi$ ) (Mueller, 1996).

According to Ferdinand (2002), data processing procedures with SEM must meet many assumptions, namely: (1) sample size; the sample size that must be met in SEM modeling is at least 100 and then using a comparison of 5 variable observations for each estimated variable; (2) normality and linearity; the distribution of the data must be analyzed to see if the assumption of normality is met so that the data can be processed further; (3) outliers; i.e. the observed data has unique characteristics that look very different from other observations or data and appear in extreme values for either a single variable or a combination variable. Outliers were evaluated by residual analysis, and (4) the measurement scale for causal variables and effect variables is at least an interval.

## RESULTS

### *Respondent Profile*

Respondent profiles seen by gender, age, last education, status, and length of work are presented as follows



**Figure 4.1.** Respondent Profile

Based on gender, male respondents dominate, as many as 123 (70.69%) people and female respondents as many as 51 (29.31%) people.

### *Data Description*

The results of descriptive data analysis of each research variable are presented as follows:

### *Performance*

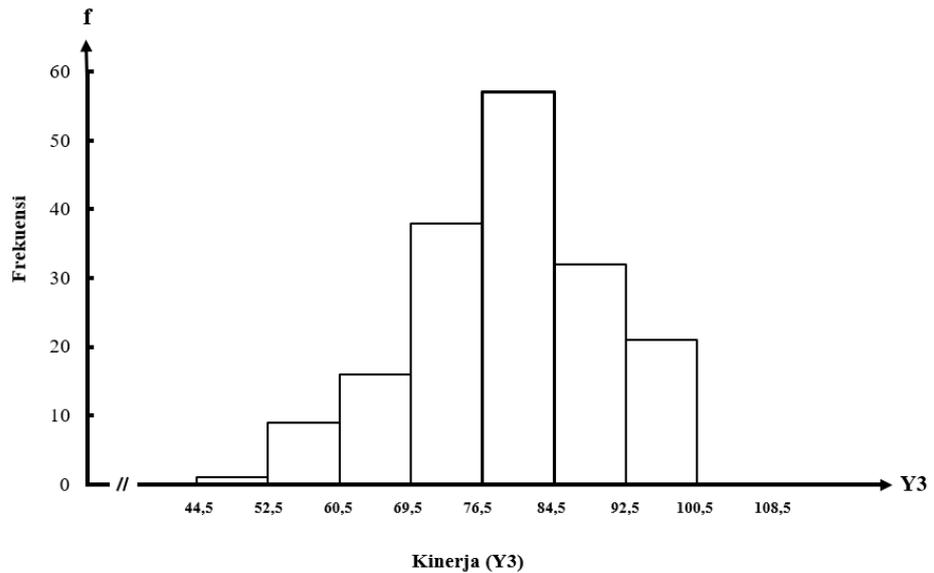
The useful performance variable statement items are 20 items, so the theoretical score is between 20-100. The lowest score of 20 indicates the multiplication between the answer score never (1) with the number of statement items (20). In contrast, the 100 indicates the multiplication between the answer scores always (5) with the number of statement items (20). Based on the research results, the lowest score is 45, and the highest is 100, so the data range is  $= 100 - 45 = 55$ . The average value is 80.20, mode = 78, median = 80.00, standard deviation = 10.763, and variance = 115.846

Based on these results, the frequency distribution of the performance variable scores is as follows:

**Table 4.1:** Performance Score Frequency Distribution

No	Class Interval	Frequency		Real Limit	
		Absolut	Relatif (%)	Under	On
1	45 – 52	1	0,6	44,5	52,5
2	53 – 60	9	5,1	52,5	60,5
3	61 – 68	16	9,2	60,5	69,5
4	69 – 76	38	21,8	69,5	76,5
5	77 – 84	57	32,6	76,5	84,5
6	85 – 92	32	18,3	84,5	92,5
7	93 – 100	21	12	92,5	100,5
8	101 – 108	0	-	100,5	108,5
<b>Amount</b>		<b>174</b>	<b>100</b>	-	-

The frequency distribution of performance variable scores is mostly at intervals of 77–84, which accounts for 32.6 percent, followed by data at intervals of 69–76, which accounts for 21.8 percent, 85–92, which accounts for 18.3 percent, 93–100, which accounts for 12 percent, 61–68, which accounts for 9.2 percent, 53–60, which accounts for 5.1 percent, and 45–52, which accounts for 0.6 percent. A more detailed description of the performance variable frequency distribution can be seen in Figure 4.2



**Figure 4.2**  
Histogram of Frequency Distribution of Performance Variable Score

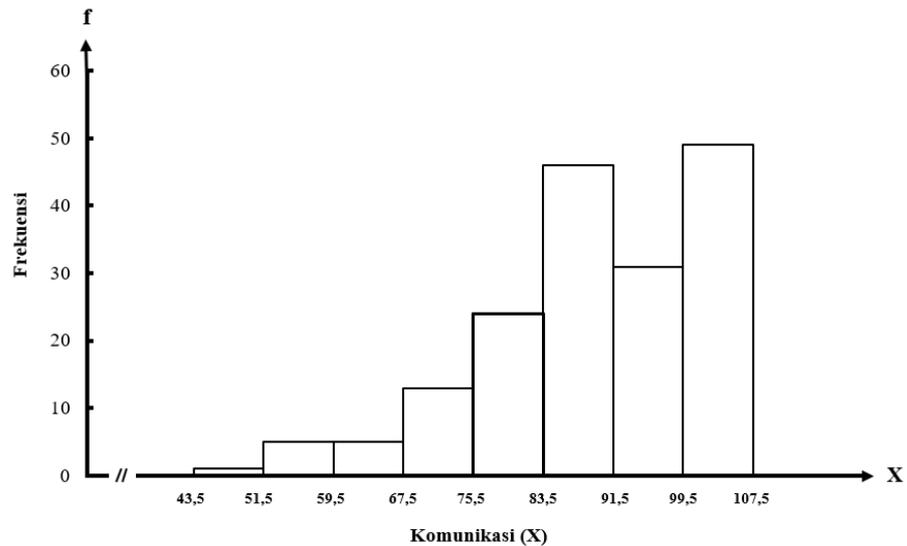
*Communication*

Table 4.2 shows the frequency distribution of the communication variable scores using the Sturges formula as follows:

**Table 4.2:**Communication Score Frequency Distribution

No	Class interval	Frequency		Real Limit	
		Absolut	Relatif (%)	Under	On
1	44 – 51	1	0,6	43,5	51,5
2	52 – 59	5	2,9	51,5	59,5
3	60 – 67	5	2,9	59,5	67,5
4	68 – 75	13	7,4	67,5	75,5
5	76 – 83	24	13,6	75,5	83,5
6	84 – 91	46	26,5	83,5	91,5
7	92 – 99	31	17,7	91,5	99,5
8	100 – 107	49	28	99,5	107,5
<b>Amount</b>		<b>174</b>	<b>100</b>	-	-

The most excellent communication score has a frequency distribution of 28 percent in 100 to 107. Between the ages of 84 and 91, 17.7% live between 92 and 99, and 13.6 percent live between the ages of 76 and 83. 7.4 percent of the population lives in the 68–75 range, 2.9 percent in the 52–29 and 60–67 ranges, and 0.6 percent in the 44–51 range. Figure 4.3 shows a complete depiction of the communication frequency distribution.



**Gambar 4.3**

Histogram of Frequency Distribution of Communication Variable Scores

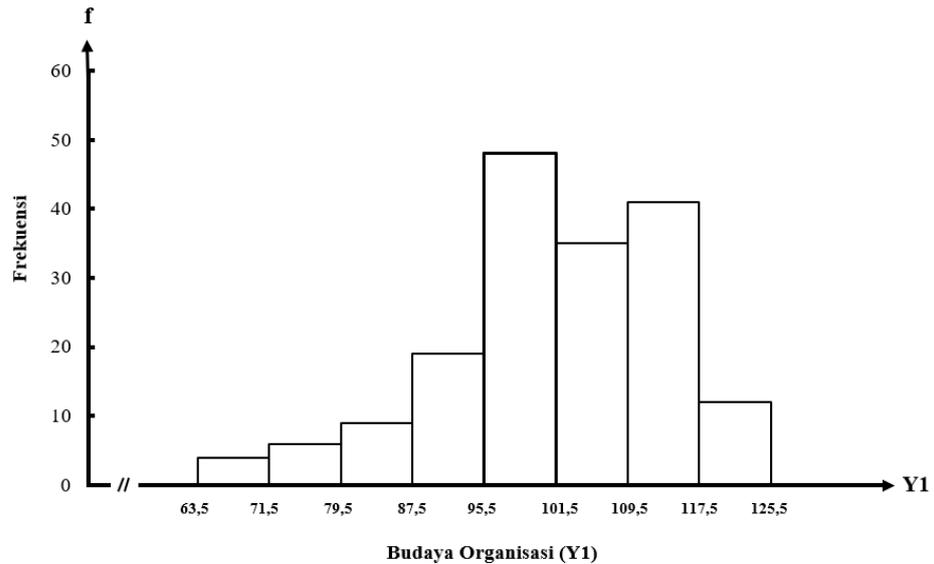
**Organizational Culture**

Table 4.3 shows the frequency distribution of organizational culture variable scores using the Sturges formula as follows.

**Table 4.3:**Organizational Culture Score Frequency Distribution

No	Class interval	Frequency		Real Limit	
		Absolut	Relatif (%)	Under	On
1	64 – 71	4	2,3	63,5	71,5
2	72 – 79	6	3,4	71,5	79,5
3	80 – 87	9	5,1	79,5	87,5
4	88 – 95	19	10,8	87,5	95,5
5	96 – 103	48	27,5	95,5	101,5
6	104 – 111	35	20,1	101,5	109,5
7	112 – 119	41	23,6	109,5	117,5
8	120 – 127	12	6,9	117,5	125,5
<b>Amount</b>		<b>174</b>	<b>100</b>	-	-

The most significant organizational culture scores have a frequency distribution of 27.5 percent in the range 96–103, 23.6 percent in the range 112–119, 20.1 percent in the field 104–111, 10.8 percent in the range 88–95, 6.9 percent in the range 120–127, 51.1 percent in the range 80–87, 3.4 percent in the field 72–79, and 2.3 percent in the range 80–87. Figure 4.4 shows a complete description of the frequency distribution organizational culture.



**Figure 4.4:** Histogram of Frequency Distribution of Organizational Culture Variable Scores

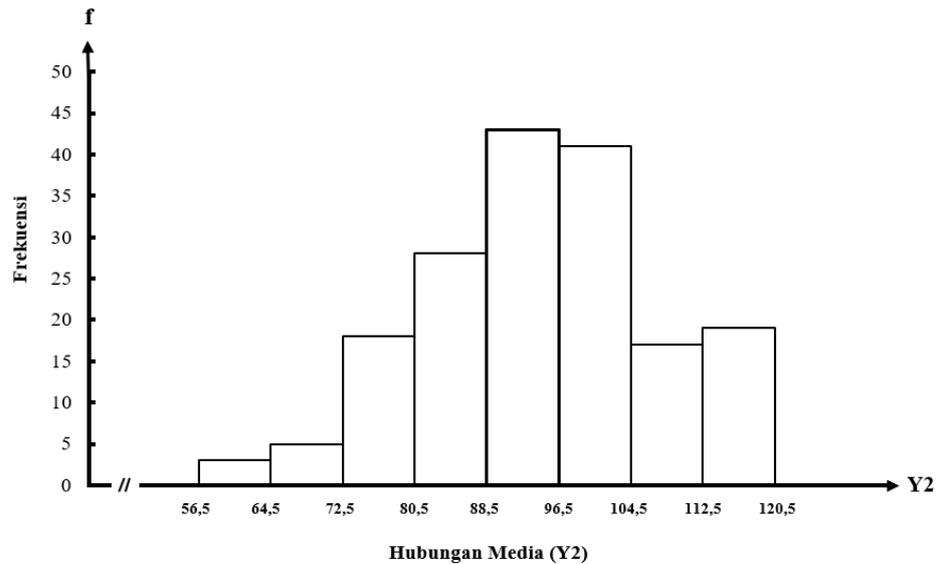
**Media Relations**

Table 4.4 shows the frequency distribution of media relations variable scores using the Sturges formula as follows:

**Table 4.4:** Frequency Distribution of Media Relations Score

No	Class Interval	Frequency		Real Limit	
		Absolut	Relatif (%)	Under	On
1	57 – 64	3	1,8	56,5	64,5
2	65 – 72	5	2,9	64,5	72,5
3	73 – 80	18	10,2	72,5	80,5
4	81 – 88	28	16	80,5	88,5
5	89 – 96	43	24,6	88,5	96,5
6	97 – 104	41	23,4	96,5	104,5
7	105 – 112	17	9,6	104,5	112,5
8	113 – 120	19	10,9	112,5	120,5
<b>Amount</b>		<b>174</b>	<b>100</b>	-	-

The highest media relations score has a frequency distribution of 24.6 percent in the range 89 – 96, 23.4 percent in the field 97 – 104, 16 percent in the range 81 – 88, 10.9 percent in the range 113 – 120, 10, 2 percent in the range 73 – 80, 9.6 percent in the field 105 – 112, 2.9 percent in the range 65 – 72, and 1.8 percent in the range 57 – 58. Figure 4.9 shows a complete explanation of the frequency distribution of the related media.



**Figure 4.5:** Histogram of Frequency Distribution of Variable Scores of Media Relations

***Significance Test and Regression Linearity***

The significance test and regression linearity results for each communication effect on organizational culture, media relations, and performance can be described as follows.

***Test the significance and linearity of organizational culture regression on communication.***

The significance test of organizational culture regression on communication obtained  $F_{count} = 77.820$ , while the  $F_{table}$  value at an error rate ( $\alpha$ ) of 0.05 was 3.90.  $F_{count} > F_{table}$ , then the organizational culture regression equation for communication is very significant. Regression linearity test obtained  $F_{count} 1.470$  and  $F_{table}$  value at an error rate ( $\alpha$ ) of 0.05 with  $dk$  for numerator 41 and  $dk$  for denominator 131, namely 1.74. The value of  $F_{count} <$  value of  $F_{table}$ , then the organizational culture regression equation for communication is linear.

***Test the significance and linearity of media relations regression on communication.***

The regression significance test of media relations on communication obtained  $F_{count} = 43,688$ , while the value of  $F_{table}$  at an error rate ( $\alpha$ ) of 0.05 was 3.90.  $F_{count} > F_{table}$ , then the regression equation for media relations on communication is very significant. Regression linearity test obtained  $F_{count} 1.613$  and  $F_{table}$  value at error rate (kesalahan) 0.05 with  $dk$  for numerator 41 and  $dk$  for denominator 131, namely 1.74. The value of  $F_{count} <$  value of  $F_{table}$ , then the regression equation for media relations on communication is linear

***Test the significance and linearity of the performance regression on communication.***

The significance test of the performance regression on communication obtained the  $F_{count} = 60.969$ , while the  $F_{table}$  value at the error rate (tingkat) 0.05 was 3.90.  $F_{count} > F_{table}$ , then the regression equation for communication performance is very significant. Regression linearity test obtained  $F_{count} 1.487$  and  $F_{table}$  value at error rate ( $\alpha$ ) 0.05 with dk for numerator 41 and dk for denominator 131, namely 1.74. The value of  $F_{count} <$  value of  $F_{table}$ , then the regression equation for communication performance is linear.

***Test the significance and linearity of media relations regression on organizational culture.***

The significance test of media relations regression on organizational culture obtained  $F_{count} = 53.304$ , while the  $F_{table}$  value at an error rate ( $\alpha$ ) of 0.05 was 3.90.  $F_{count} > F_{table}$ , then the regression equation for media relations on organizational culture is very significant. Regression linearity test obtained  $F_{count} 1.685$  and  $F_{table}$  value at an error rate ( $\alpha$ ) of 0.05 with dk for the numerator of 42 and dk for the denominator of 130, namely 1.74. The value of  $F_{count} <$  value of  $F_{table}$ , then the regression equation of media relations on organizational culture is linear.

***Test the significance and linearity of the performance regression on organizational culture.***

The significance test of the performance regression on organizational culture was obtained by  $F_{count} = 58.213$ , while the  $F_{table}$  value at an error rate ( $\alpha$ ) of 0.05 was 3.90.  $F_{count} > F_{table}$ , then the regression equation for the performance of organizational culture is very significant. With dk for the numerator of 42 and dk for the denominator of 130, namely 1.74, the regression linearity test yielded  $F_{count} 1.691$  and  $F_{table}$  value at an error rate ( $\alpha$ ) of 0.05. When the value of  $F_{count}$  equals the value of  $F_{table}$ , the regression equation for organizational culture performance is linear.

***Test the significance and linearity of the performance regression on media relations.***

The significance test of the performance regression on media relations obtained  $F_{count} = 235.030$ , while the  $F_{table}$  value at an error rate ( $\alpha$ ) of 0.05 was 3.90.  $F_{count} > F_{table}$ , then the regression equation for the performance of media relations is very significant. Regression linearity test obtained  $F_{count} 0.849$  and  $F_{table}$  value at error rate ( $\alpha$ ) 0.05 with dk for numerator 41 and dk for denominator 131, namely 1.74. The value of  $F_{count} <$  value of  $F_{table}$ , then the regression equation for the performance of media relations is linear.

**Table 4.5:**Summary of Significance Test Results and Regression Linearity Test

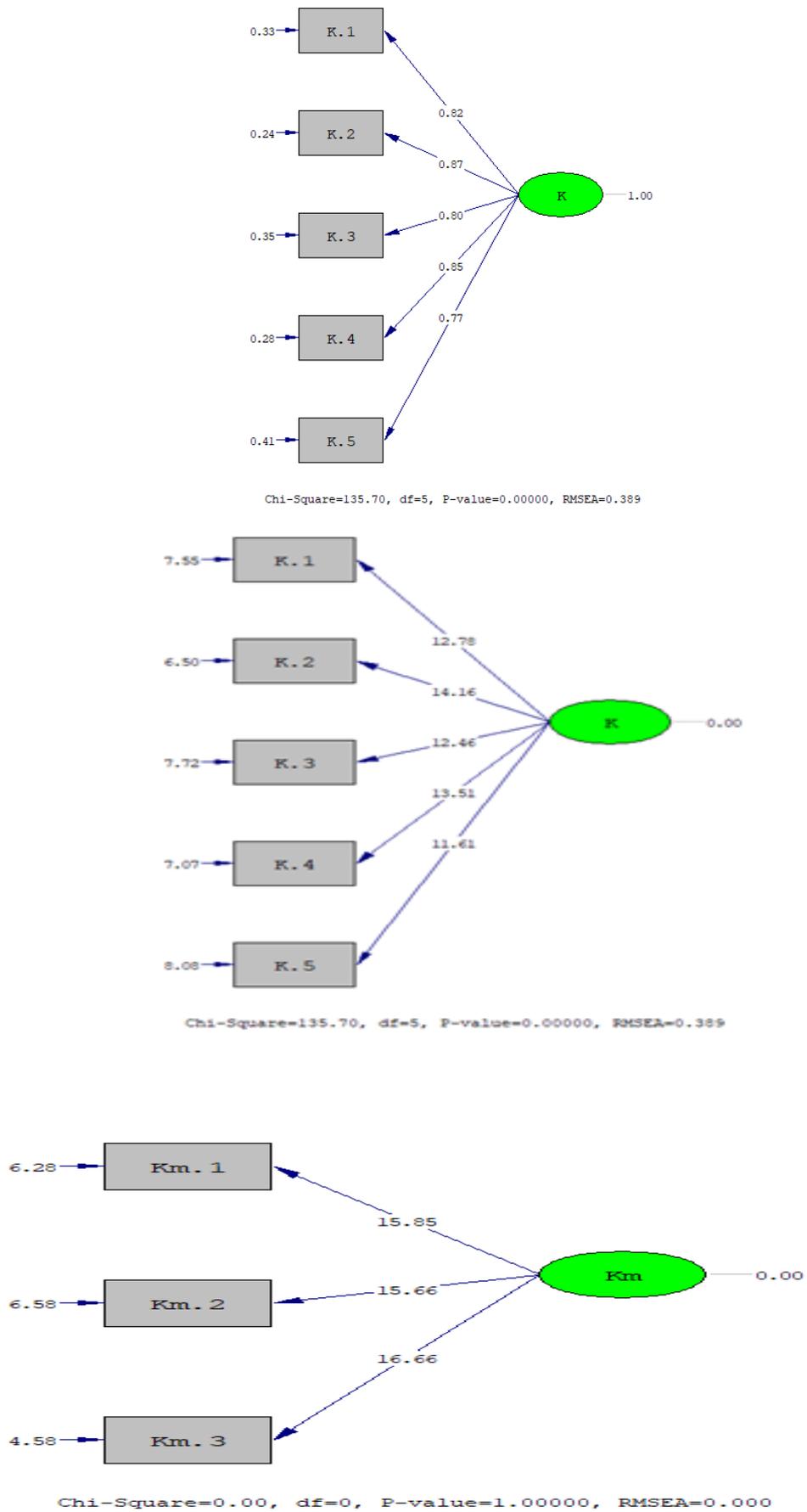
Regression	Regression Equation	Significance Test		Linearity Test		Conclusion
		Fhitung	Ftabel $\alpha = 0,05$	Fhitung	Ftabel $\alpha = 0,05$	
Y <sub>1</sub> atas X	$\hat{Y} = 54,192 + 0,547X$	77,82 0**	3,90	1,470 ns	1,74	Reg. Linier
Y <sub>2</sub> atas X	$\hat{Y} = 55,047 + 0,440X$	43,68 8**	3,90	1,613 ns	1,74	Reg. Linier
Y <sub>3</sub> atas X	$\hat{Y} = 41,656 + 0,431X$	60,96 9**	3,90	1,487 ns	1,74	Reg. Linier
Y <sub>2</sub> atas Y <sub>1</sub>	$\hat{Y} = 44,362 + 0,485Y_1$	53,30 4**	3,90	1,685 ns	1,74	Reg. Linier
Y <sub>3</sub> atas Y <sub>1</sub>	$\hat{Y} = 35,612 + 0,433Y_1$	58,21 3**	3,90	1,691 ns	1,74	Reg. Linier
Y <sub>3</sub> atas Y <sub>2</sub>	$\hat{Y} = 18,342 + 0,656Y_2$	235,0 30**	3,90	0,849 ns	1,74	Reg. Linier

**Variable Measurement Model**

The variable measurement model was carried out by confirmatory factor analysis (CFA). According to Wijanto (2008) and Hair et al. 2010), CFA is based on the reason that the observed variables are imperfect indicators of latent variables or certain underlying constructs. CFA is one of the two main approaches in factor analysis, in addition to Explanatory Factor Analysis (EFA). CFA testing was carried out on each research variable using LISREL 8.80 software. The CFA test is carried out by looking at the standardized loading factor value for each indicator to the latent variable and comparing the tcount value based on empirical data with ttabel at an error rate of 5% for the 2-way test is 1.65. The results of the CFA calculations for each research variable are presented as follows.

**Performance**

The results of the CFA test consisting of standardized factor load values, tcount and model suitability index for performance variables are presented as follows.

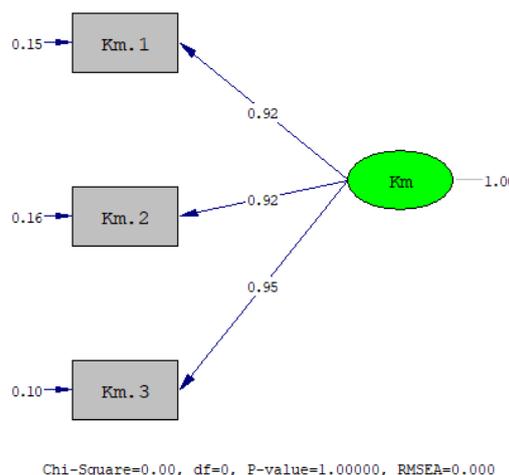


**Figure 4.6:**Confirmatory Factor Analysis Test of Performance Variables

From the test results above, it can be seen that all the tcount values needed to test the significance of the factor load value  $>$  ttable value = 1.65. The hand performs formal activities that are their duties (K.2), the factor load = 0.87 and tcount = 14.16, indicators help and cooperate with other employees (K.1), the standardized factor load = 0.82 and  $t = 12.78$ , the hand persists with enthusiasm and puts forth more effort (K.1), the standardized factor load = 0.82 and  $t = 12.78$ , the hand performs formal activities that are their duties (K.2), the factor load = 0.87 and tcount = (K.3) Indicators follow organizational rules and processes, with a factor load of 0.80 and a tcount of 12.46. (K.4) The indication of seeking, supporting, and defending organizational goals (K.5) has a factor load of 0.77 and a tcount of 11.61, and the indicator of seeking, supporting, and defending organizational goals (K.5) has a factor load of 0.77 and a tcount of 11.61. These results indicate that the five indicators have good validity to measure the latent variables of performance.

**Communication**

The results of the CFA test consisting of standardized factor load values, tcount and model suitability index for communication variables are presented in the following figure.

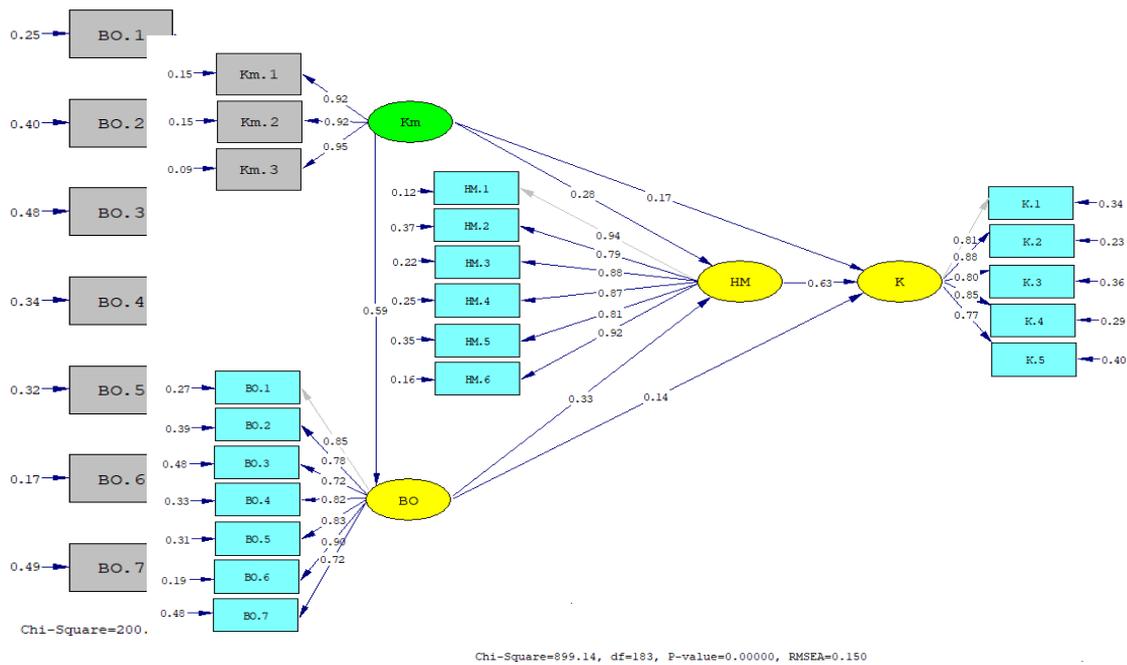


**Figure 4.5:**Communication Confirmatory Factor Analysis Test

Based on the test results above, it can be seen that all tcount values to test the significance of the factor loading value are greater than the ttable value = 1.65. For the vertical indicator (Km.1), the standardized factor load = 0.92 and tcount = 15.85, the horizontal indicator (Km.2) obtained the factor load = 0.92 and tcount = 15.66, and the diagonal indicator ( Km.3) obtained factor load = 0.95 and tcount = 16.66. These results indicate that the three indicators have good validity to measure the latent variable of communication.

**organizational culture**

The results of the CFA test consisting of factor load values, tcount and model suitability index for organizational culture variables are presented in the following figure:



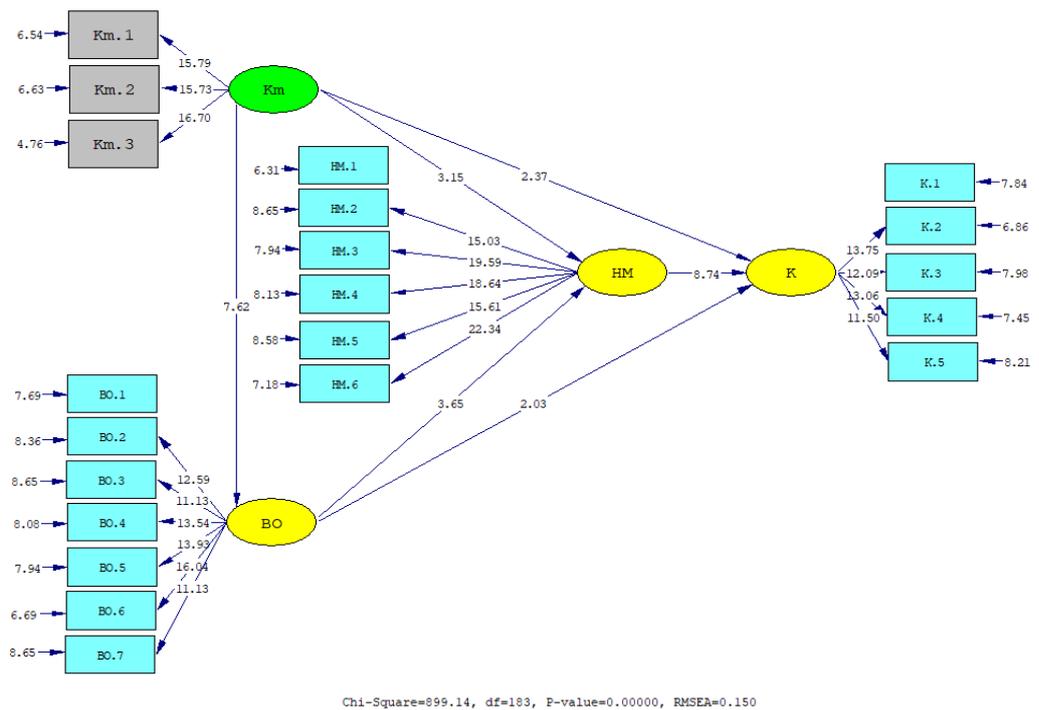
**F**  
**Figure 4.6:**Confirmatory Factor Analysis Test for Organizational Culture Variables

From the test results above, it can be seen that all tcount values to test the significance of the factor loading value are greater than the ttable value = 1.65. For the indicator of freedom to innovate (BO.1), the standardized factor load = 0.86 and tcount = 14.11, the indicator of ensuring organizational stability (BO.2) is obtained by factor load = 0.78 and tcount = 11.93, indicator of respect for others (BO.3) obtained factor load = 0.72 and tcount = 10.71, result-oriented indicator (BO.4) obtained factor load = 0.81 and tcount = 12.77, indicator of attention to things -details (BO.5) obtained factor load = 0.82 and tcount = 13.09, team-oriented indicator (BO.6) obtained factor load = 0.91 and tcount = 15.42, and competitive aggressiveness indicator ( BO.7) obtained factor load = 0.71 and tcount = 10.61. These results indicate that the seven indicators have good validity to measure the latent variables of organizational culture.

### *Hypothesis Testing*

In the following, the results of the statistical calculation of hypothesis testing are presented. The hypothesis tested in this study is the effect of communication on organizational culture, media relations, and performance. Hypothesis testing is done by using SEM which is processed using the LISREL 8.80 program. The results are presented in the form of a path coefficient model (Figure 4.6) and tcount (Figure 4.7).

**Figure 4.7:**Path Coefficient of Communication Effect on Organizational Culture, Media Relations and Performance



**Figure 4.15:**Calculating the Effect of Communication on Organizational Culture,Media Relations and Performance

The results of the model accuracy test demonstrate that two of the nine indices are considered unsuitable (P (2) and RMSEA), three are considered good fit (NNFI, CFI, and IFI), and four are considered marginal fit (GFI, AGFI, NFI , and RFI). From the results of this test, it can be seen that more indices are

categorized as a good fit and marginal fit, so it can be concluded that the empirical model of the influence of communication on organizational culture, media relations, and performance is following the theoretical model. The direct and indirect effect path coefficients, tcount/Zcount and their significance are summarized as follows:

**Table 4.6:** Coefficient of Direct and Indirect Influence Path

Alur ( <i>Path</i> )	Koefisien Jalur	Nilai $t_{hitung} / Z_{hitung}$	Signifikansi $\alpha = 5\%$ , ( $t_{tabel} / Z_{tabel} = 1,65$ )
Komunikasi (X) → Budaya Organisasi (Y <sub>1</sub> )	0,59	7,62*	Signifikan
Komunikasi (X) → Hubungan Media (Y <sub>2</sub> )	0,28	3,15*	Signifikan
Komunikasi (X) → Kinerja (Y <sub>3</sub> )	0,17	2,37*	Signifikan
Budaya Organisasi (Y <sub>1</sub> ) → Hubungan Media (Y <sub>2</sub> )	0,33	3,65*	Signifikan
Budaya Organisasi (Y <sub>1</sub> ) → Kinerja (Y <sub>3</sub> )	0,14	2,03*	Signifikan
Hubungan Media (Y <sub>2</sub> ) → Kinerja (Y <sub>3</sub> )	0,63	8,74*	Signifikan
Komunikasi (X) → Hubungan Media (Y <sub>2</sub> ) → Kinerja (Y <sub>3</sub> )	0,17 (0,28 x 0,63)	6,03*	Signifikan
Budaya Organisasi (Y <sub>1</sub> ) → Hubungan Media (Y <sub>2</sub> ) → Kinerja (Y <sub>3</sub> )	0,21 (0,33 x 0,63)	6,63*	Signifikan
Komunikasi (X) → Budaya Organisasi (Y <sub>1</sub> ) → Hubungan Media (Y <sub>2</sub> )	0,20 (0,59 x 0,33)	5,64*	Signifikan
Komunikasi (X) → Budaya Organisasi (Y <sub>1</sub> ) → Kinerja (Y <sub>3</sub> )	0,09 (0,59 x 0,14)	5,75*	Signifikan

**CONCLUSION**

Based on the results of the analysis and discussion in Chapter IV, the results of this study can be concluded as follows:

Communication has a positive and significant direct effect on organizational culture. This indicates that good communication contributes to corporate culture. Thus, improving communication can stimulate the conduciveness of organizational culture.

Communication has a positive and significant direct effect on media relations. This indicates that good communication has the potential to improve the quality of media relations. Thus, improved communication can lead to an increase in the rate of media relations.

Communication has a positive and significant direct effect on performance. This indicates that effective communication can encourage increased performance. Thus, improved communication can be an essential stimulus for performance improvement.

Organizational culture has a positive and significant direct effect on media relations. This shows that a conducive corporate culture can contribute to improving the quality of media relations. Thus, improving organizational culture can improve the quality of media relations.

Organizational culture has a positive and significant direct effect on performance. This indicates that a conducive corporate culture can stimulate increased performance. Thus, improving organizational culture can reinforce performance improvement.

Media relations have a positive and significant direct effect on performance. This indicates that good media relations can encourage increased performance. Thus, improving the quality of media relations can make a real contribution to strengthening performance.

Communication has a positive and significant indirect effect on performance by mediating media relations. This indicates that communication supported by the quality of media relations can stimulate increased performance. Thus, improved communication supported by a high rate of media relations can be an amplifier for improved performance.

Organizational culture has a positive and significant indirect effect on performance by mediating media relations. This indicates that corporate culture supported by good quality media relations can stimulate performance growth. Thus, improving organizational culture with the support of high-quality media relations can contribute to improving performance.

Communication has a positive and significant indirect effect on media relations with mediating organizational culture. This shows that communication supported by a conducive corporate culture can encourage the growth of high quality media relations. Thus, improved communication with the support of organizational culture contributes to improving the quality of media relations.

Communication has a positive and significant indirect effect on performance by mediating organizational culture. This indicates that communication supported by a conducive corporate culture can stimulate the growth of performance. Thus, improving communication with the support of a conducive organizational culture can be a reinforcement for enhancing performance

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