

Organizational Culture And Organizational Communication On Employee Performance With Organizational Commitment As An Intervening Variable, A Case Study Of Hospitals Ibnu Sina

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ABSTRACT

The purpose of this research is based on the efforts of Ibnu Sina Regional Hospital as a reliable hospital by showing a good level of performance results. By paying attention to the level of existing human resources, it will make a big contribution in improving employee performance results, for 20 years working as a permanent employee. This research uses quantitative methods with data collection techniques using questionnaires, literature study and interviews, the data is processed using test instruments, statistics and classical assumptions. The results of research using the Ttest test show that: (1) organizational culture and organizational communication have a positive and insignificant direct effect on employee performance, (2) organizational culture and organizational communication have a positive and significant direct effect on organizational commitment, (3) organizational commitment has a direct and significant effect on organizational commitment. positive and significant towards employee performance. (4) The results of the study using path analysis (path analysis) organizational culture and organizational communication have a positive and significant indirect effect on employee performance mediated by organizational commitment.

Keywords:

Culture, Communication, Commitment, Performance

1. Introduction

Organizational culture becomes the values, norms, attitudes, and work ethics in an organization that become common guides in running the company. These elements can also be used to assess the employee's way of thinking, employee attitudes and behavior, cooperation and interaction with the work environment. If the organizational culture that has been running in the work process is good, then this can improve employee performance and will also build company success (Arianty , 2014: 144).

According to Nuroniah and Triyanto (2015: 86) explained that human resources in a company play a very important role in carrying out company activities in order to achieve company goals. So that the company is a body with human resources as the framework. Companies where the employees have low human resources, the production steps of the company are also not optimal.

This is also expressed by Eddy (2016: 52) which states that human resources are the key to being able to achieve the goals of a company or in other words, the success and failure of a company depends on the management process and the work of its human resources . It can be said that a good company can reflect good resources, while a company that is less productive has low resource values.

To improve human resources or employee performance in a company, it can be done by building an organizational culture that will direct the performance of company members, according to Ernika (2016: 97), the performance of employees of a company can also be influenced by organizational communication from the company. Because in his research it states that organizational communication is an important thing for employees, because with good communication in organization it makes employees more active at work.

The definition of communication itself according to Zainal, et al. (2014: 337) in his book states that communication is a social process that has great relevance and influence in the functioning of any group, organization or society. According to Riyantini and Triyono (2016: 228) what is meant by organizational communication is the giving and interpretation of messages between communication units that are part of a particular organization. With good communication between members of the organization, the performance of the organization will also be good.

Organizational commitment is the dimensions or pillars with which dimensions the tendency of employees to stay and build the company can be seen. In other words, an employee who has a high commitment to the company is able to provide positive values to the company, and is also more able to survive in the company in all circumstances. Meanwhile, employees with low commitment values will tend to make *turnover* (employee turnover) if the conditions in the company are not in accordance with their wishes (Sapitri, 2016: 2). This statement is in accordance with the statement of Hakim (2015: 40) in his research, namely that organizational commitment has a positive and significant effect on employee performance.

Based on the background description above, the researcher wants to know the relationship between some of the influence of organizational culture and organizational communication on employee performance with organizational commitment as an intervening variable of the Ibnu Sina Regional Hospital at Jl. Wahidin S. Husodo 243 b, Gresik.

2. Literature Review

In classifying organizational culture, Stephen P Robbin (in Wibowo, 2010: 27) divides it into 4 different types. This grouping is based on the relationship of two variables, namely the level of sociality and the level of solidarity. The sociality variable can be seen from the level of friendship between members of the organization. Meanwhile, the solidarity variable can be seen from the extent to which the members of the organization *share* their knowledge and understanding of their goals and duties in the organization. According to Rivai (in Hatta and Rachbini, 2015: 75), organizational culture can show a value that plays an important role in the organization, such as the beliefs and values of the founders of the organization. As long as positions, beliefs and values can be embedded in policies, programs and informal statements, they can strengthen the existence of the organization.

In an organization, the prevailing culture in the environment around the organization can also affect the organizational culture that is running. Organizational culture tends to follow the norms prevailing in the surrounding community. External adaptation and readiness in organizational survival is one of the factors that must be faced by organizational members. The problems that occur in the organization will also form an organizational culture in a group.

Communication is the life of an organization, because communication is needed to exchange information, exchange opinions, make plans and proposals, reach agreements, implement decisions, send and fulfill orders and make sales. If communication goes well, someone who is the recipient will take an action as intended in the information. However, if the communication does not go well, sometimes the actions taken are not in accordance with the information provided, of course it will be detrimental to the organization itself. In a study Nurandini and Lataruva (2014: 2) Luthan define organizational commitment as a strong desire to remain a member of an organization, wishes to strive hard to realize the objectives of the organization, as well as the acceptance of the values of the organization.

Performance can also be defined as the peak of acquisition from humans, resources, and certain environments that have been collected in such a way as to produce something in the form of finished

goods or services. This definition is according to the opinion of Ainsworth, Smith and Millership (in Fattah, 2014: 12). If the final result is in accordance with the objectives or in accordance with the expenses that have been issued, the performance is considered to have reached a good point, and vice versa.

Meanwhile, according to Auginis (in Fattah, 2014: 13) performance is all behavior or activities that have been carried out by employees in a company, not based on what they have obtained or the results of the employee's performance.

This is certainly different from the opinion of Ainsworth, et al., which focuses more on the number of products that have been produced. Performance can consist of three main parts, namely the ability and interest of a person to work, the ability and acceptance of job descriptions and roles in the organization, and finally the level of motivation to work. These three factors are interrelated and form a positive synergy with one's performance.

Employee performance requires an assessment or performance measurement so that it can be seen that within a certain period of time the employee's performance of a company has increased or decreased. The existence of this assessment, managers can give appropriate rewards to their employees for the outcomes that have been produced.

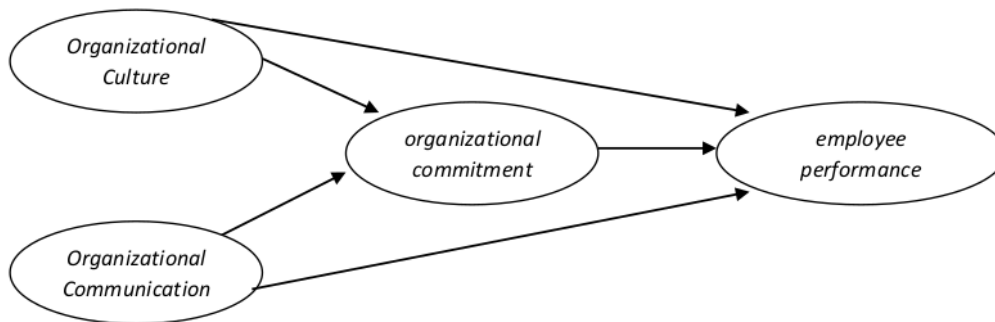


Figure 1. Research Framework

As stated in the introduction, the conceptual framework of this study depicted in Figure 1. wants to know the relationship between the influence of organizational culture and organizational communication on employee performance with organizational commitment as an intervening variable of the IBNU SINA Hospital so that 4 hypotheses are obtained,

1. The influence of organizational culture and organizational communication on employee performance,
2. The influence of organizational culture and organizational communication has a positive and significant direct effect on organizational commitment.
3. Organizational commitment has a positive and significant effect on employee performance.
4. The influence of organizational culture and organizational communication on employee performance is mediated by organizational commitment.

3. Methodology

This research uses quantitative, because the researcher wants to confirm the concepts and theories described in the previous chapter with the facts and data found in the field. This research is about the influence of organizational culture factors and organizational communication on employee performance which will be mediated by organizational commitment. The objects that are taken in this research are employees. Because employees can know the positive side and the negative side of what they have done

during their work in hospitals Ibnu Sina Gresik according Anton Bawono (2006: 28) population is the total area of the object and subject of study to be analyzed and pulled discussion by researchers.

The totality of the objects and research subjects used by the researcher, of course, those who have a relationship or meet certain conditions with the problem set. The population used in this study was 51 permanent employees who worked more than 20 years, so that the whole population was taken to be the quota sample. And according to Sugiyono (2001), quota sampling is a technique for determining a sample of a population that has certain characteristics up to the desired quota. This technique the population number is not taken into account but is classified into several groups. Samples were taken by giving a certain quorum to the group. This technique is usually used and designed for research where a small sample is required where each case is studied in depth. Data collection was carried out directly on the sampling unit. After the quota was met, data collection was stopped. This is what makes the authors take data on permanent employees who have worked for 20 years.

Types and sources of data are divided into 2 (two), namely: 1) Primary data and, 2) Secondary data, obtained by the author indirectly through intermediaries.

The data collection technique is done with observasi interview, angket/questionnaire and penelitian library (library research) while teknik analisis data carried out after obtaining the data, then in gunakalah formulas or rules exist, according to the research approach or designs are drawn. Data analysis is a way to manage research data in order to obtain a discussion. The results of the data analysis are the answers to the problems and provide clues to whether the research objectives are achieved or not.

The data analysis conducted (Anton Bawono, 2006) is quantitative data analysis, carried out in various steps, including:

- Results test instrument with test validity and test reliability,
- Statistics tests, namely with; t-test, f-test, coefficient of determination, and path analysis test (This test is a path analysis which is an extension of the regression analysis to estimate the causality relationship between variables that have been previously determined based on theory. Path analysis alone cannot determine the causal relationship. effect and also cannot be used as a substitute for researchers to see the causal relationship between variables. The causal relationship between variables has been formed with a model based on theoretical grounds)The classic assumption test is an important step in regression analysis. Through this classic assumption test, it is expected to produce a reliable regression model according to the BLUE (*Best Linear Unisex Estimator*) rules, which produces an unusual and reliable regression model as an estimator. The classical assumption test consists of *Multicolinearity*, *Heterocendasticity*, *Autocorrelation* and *Normality*.
- The analytical tool used in this research is to use a program by the SPSS 21 data (*statistical product and service solution*), which is a statistical computer program that functions to assist in processing statistical data accurately and quickly, and to produce the desired outputs for decision maker.

4. Result and Discussion ⁴

This study describes the influence of organizational culture and organizational communication on employee performance with organizational commitment as an intervening variable in the Ibnu Sina Hospital, Gresik.

The number of samples that the author uses in this study is 51 employees. This sample uses all employees contained in the Ibnu Sina Hospital. In the following, the authors present the old working class of all employees in Table 1:

Table 1 Profile of Respondents

No.	Length of work	total
1	1 month - 1 year	16
2	1 year - 3 years	13
3	More than 3 years	22
total		51

Source: Processed data (2020)

Based on table 1, it can be seen that most of the employees who work at the Ibnu SIna Hospital have worked for more than 3 years, namely 22 people. And the least number of employees who worked between 1-3 years amounted to 13 people.

4.1. Instrument Test

- Reliability Test Results, testing the reliability of a questionnaire is said to be reliable if a person's answer to a question is consistent over time , which is obtained in this study as follows:

Table 2 Instrument Reliability Test Results

Variable	Cronbach's Alpha	Conclusion
X1	0.629	Reliable
X2	0.785	Reliable
Z	0.721	Reliable
Y	0.710	Reliable

Source: Processed data (2020)

Based on table 2, it can be seen that each variable has a Cronbach alpha value of more than 0.60 ($\alpha > 60$), so it can be concluded that all variables used in the study according to Eka's criteria (in Anton, 2006) are said to be reliable.

- Validity Test Results, carried out to reveal whether the questions on the questionnaire are valid or not. The significance of the research we do can be seen in the column or row total score (tolerance) (Bawono, 2006).

Table 3 Instrument Validity Test Results

Variable	Item Statement	R count	R table	Conclusion
Culture Organization	Item 1	0.709	0.36	Valid
	Item 2	0.457		Valid
	Item 3	0.674		Valid
	Item 4	0.679		Valid
	Item 5	0.598		Valid
Communication Organization	Item 1	0.709		Valid
	Item 2	0.797		Valid
	Item 3	0.786		Valid
	Item 4	0.804		Valid
	Item 5	0.611		Valid
Commitment Organization	Item 1	0.668		Valid
	Item 2	0.718		Valid
	Item 3	0.806		Valid
	Item 4	0.777		Valid
	Item 5	0.503		Valid
Performance	Item 1	0.773		Valid
Employees	Item 2	0.675		Valid
	Item 3	0.696		Valid
	Item 4	0.644		Valid
	Item 5	0.649		Valid

Source: Processed data (2020)

From table 3 it can be seen that each statement item has r count > r table (0.36) and is positive. With the results obtained above, it can be said that all statement items are said to be valid.

4.2 Statistical Test

- T test, this test is used to see the significance level of the independent variable affecting the dependent variable individually or individually.

Table 4 T test Results 1 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,316	4,302		2,630	,011
	Organizational culture	,155	,131	,156	1,189	,240
	Organizational Communication	,202	,133	,208	1,521	,135
	Organizational Commitment	,478	,134	,480	3,565	,001

Dependent Variable: Employee Performance

Source: Processed SPSS data (2020)

Based on table 4 , it can be concluded as follows:

- Organizational culture has a t value of 1.189 and a significance value of 0.240 at the alpha coefficient of 5%. Because the significance value > 0.05, this means that organizational culture has a positive and insignificant effect on employee performance .
- Organizational communication has a t value of 1.521 and a significance value of 0.2135 at 5% alpha coefficient . Because the significance value > 0.05, this means that organizational communication has a positive and insignificant effect on employee performance .
- Organizational commitment has a t value of 3.565 and a significance value of 0.001 in the alpha coefficient of 5%. Because the significance value <0.05, this means that organizational commitment has a positive and significant effect on employee performance .

Table 5. T test Result 2 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,350	4,624		,508	,614
Organizational culture	,331	,132	,331	2,505	,016
Organizational Communication	,429	,129	,439	3,319	,002

a. Dependent Variable: Organizational Commitment

Source: Processed SPSS data (2020)

Based on table 5 , it is explained as follows:

- Organizational culture has a t value of 2.505 and a significance value of 0.016 at the alpha coefficient of 5%. Because the significance value <0.05, this means that organizational culture has a positive and significant effect on organizational commitment .
- Komunikasi organization has t values of 3.319 and 0.002 at a significance value of coefficient alpha 5%. Because the significance value <0.05, this means that organizational communication has a positive and significant effect on organizational commitment.
- F test, obtained the influence of all independent variables together on the dependent variable, the explanation of the test result f which have been presented in table 6l This means that the independent variable simultaneously has a positive and significant influence on employee performance.

Table 6. F Test Results ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	656,085	3	218,695	19,743	,000
Residual	520,621	47	11,077		b
Total	1176,706	50			

Source: Processed SPSS data (2020)

• **Test of determination**

Tabel 7. Determination Test Results, Model Summary ^b

R	R Square	Adjusted R Square	Std. Error of the Estimate
,747 ^a	,558	,529	3,3282

Predictors: (Constant), Organizational Commitment, Organizational Culture, Organizational Communication
Source: Processed SPSS data (2020)

From the table 7 above, it is known that the correlation coefficient R is: 0.747. This indicates a strong relationship between the independent variable and the dependent variable. While the coefficient of determination (R²) = 0.558 which explains that the independent variable contributes to the dependent variable by 55.8%, the remaining 44.2% is explained by other variables outside the model. And the adjusted R² coefficient (Adj R²) so that the picture is closer to the population.

• **Test Path Analysis**

To test the effect of intervening variables, the path analysis method is used which is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate the causal relationship between variables (casual models) that have been predetermined based on theory and determine the relationship pattern between three or more variables. and cannot be used to confirm or reject the hypothesis (Ghozali, 2013: 249)

Based on tables 4 and 5 above then produce a path analysis model figure 2 as below:

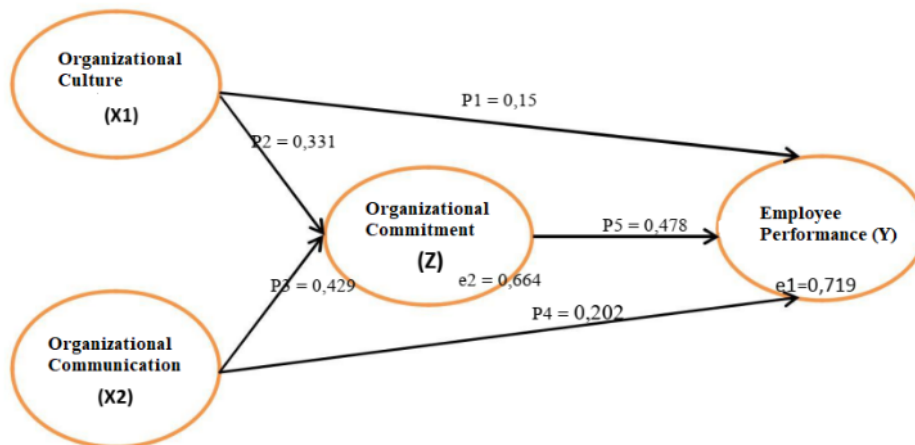


Figure 2
Path Analysis Model

Based on the figure 2 above, it can be seen that the direct or indirect effect and the total effect of this research are:

The direct influence of organizational culture on employee performance (P1) = 0.155, Indirect influence of organizational culture on employee performance $P2 \times P5 = 0.331 \times 0.48 = 0.158218$. Then the indirect effect between X1 to Y is 0.158, The total influence of organizational culture on employee

performance Direct effect plus indirect influence = $p1 + (p2 \times p5) = 0.155 + 0.158218 = 0.313218$. Then the total effect of X1 to Y is 0.313.

The effect of total organizational communication on employee performance (P4) = 0.202 , The indirect effect of organizational communication on employee performance $P3 \times P5 = 0.429 \times 0.478 = 0.205062$. Then the indirect effect between X2 to Y is 0.205, The effect of total organizational communication on employee performance Direct influence + indirect effect = $p4 + (p3 \times p5) = 0.202 + 0.205062 = 0.407062$. Then the total effect of X2 to Y is 0.407062

To determine the mediation level of the variable organizational commitment to organizational culture and organizational communication on employee performance, the standard error of the resulting indirect effect coefficient is 0.0791 for Sp2Sp5 and Sp3Sp5 as large as 0.0086, thus the t statistical value of the effect of mediation is as follows:, Because t_1 count is 2.5075 greater than t table, namely 1.96 with a significance level of 5%, it can be concluded that the mediation coefficient of 0.313218 is significant. Which means that organizational commitment can be a mediator in the influence of organizational culture on employee performance and t_2 count is 3.3288 greater than t table, namely 1.96 with a significance level of 5%, it can be concluded that the mediation coefficient is 0.501. Which means that organizational commitment can be a mediator in the influence of organizational communication on employee performance .

4.3 Classic Assumption Test

- Multicollinearity Test Results aims to test whether a regression model found a correlation between the independent variables. In this test, researchers used the VIF (*Varian Inflation Factor*) method and the Tolerance value as well as the correlation matrix, and result table 8, three variables did not occur multicollinearity.

Table 8, Multicollinearity Results, Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	11,316	4,302		2,630	,011		
Organizational culture	,155	,131	,156	1,189	,240	,547	1,829
Organizational Communication	,202	,133	,208	1,521	,135	,503	1,989
Organizational Commitment	,478	,134	,480	3,565	,001	,518	1,929

Dependent Variable: Employee Performance

Source: Processed SPSS data (2020)

Heterosidasticity Test , the basis for the analysis of the heteroscedasticity test with a graph figure 3 plot is that if the points in the graph are scattered (do not form a pattern) then there is no heteroscedasticity. Based on this figure, it can be seen that the dots do not form a regular pattern. So it can be concluded that the data in this study did not occur heteroscedasticity. This means that in the regression function in this study, there is no interference because the variants are not the same

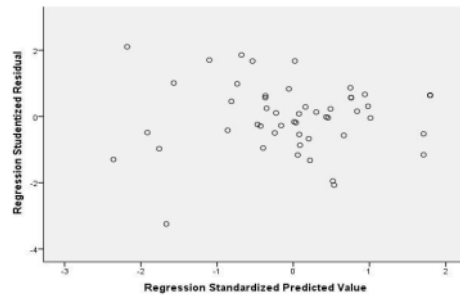


Figure 3 Heteroscedasticity Test Graph

- **Auto Correlation Test**

Table 9, Auto Correlation Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,747 ^a	,558	,529	3,3282	2,229

Predictors: (Constant), Organizational Commitment, Organizational Culture, Organizational Communication
Dependent Variable: Employee Performance

Source: Processed SPSS data (2020)

From the table above, it can be seen that the value of Durbin Watson (DW) is 2.229. Based on the formula $DU < DW < 4DU = 1.674 < 2,229 < 2.326$ there are no symptoms of autocorrelation in the regression mode, it can be concluded that in this regression model there are no symptoms of autocorrelation disease and no cure is needed .

- **Normality Test Results**

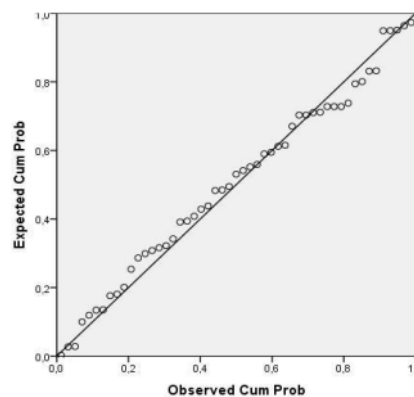


Figure 4. Normality Test Graph (P-Plot)

By looking at the histogram graph and normal plot graph figure 3 and figure 4, it can be concluded that the histogram graph provides a normal distribution pattern. Whereas in the normal plot graph, the dots spread around the diagonal line and follow the direction of the diagonal line which shows the normal distribution pattern, so the regression model fulfills the assumption of normality.

The identification of significant variables can be seen from the significant value of the relevant variables .

- Organizational culture has no significant effect on employee performance. The calculation of organizational culture variables has a Coefficients value of 0.156 and a Significant level of 0.240 at 5% alpha coefficient. With these results indicate that the level of significance exceeds 5% ($0.240 > 0.05$). So it means that there is no significant influence between organizational culture (X1) on employee performance (Y). What can be drawn is the notion that each 1% increase in organizational culture variables will increase 15.6% of employee performance levels. And organizational communication has no significant effect on employee performance with the results of the organizational communication variable having a coefficients value of 0.208 and a significant level of 0.135 at 5% alpha coefficient. With these results indicate that the level of significance exceeds 5% ($0.135 > 0.05$). So it means that there is no significant influence between organizational communication (X2) on employee performance (Y). What can be drawn is the understanding that each increase in organizational communication variables 1% will increase 20.8% of employee performance levels. These results agree with the research of Eddy, et al. (2016: 526) that good communication will produce good performance, this has not been proven in his research. Agreeing with Gita, Lina (2014: 94) states that the existing culture is not good enough to improve employee performance levels
- Organizational culture has a significant effect on organizational commitment. The results obtained by organizational culture have a Coefficients value of 0.331 and a Significant level of 0.016 at a 5% alpha coefficient. With these results indicate that the significant level is less than 5% ($0.016 < 0.05$). So this means that there is a significant influence between organizational culture (X₁) on organizational commitment (Z). What can be drawn is the notion that each 1% increase in the organizational culture variable will increase 33.1% the level of organizational commitment. The next calculation on the organizational communication variable has a coefficients value of 0.439 and a significant level of 0.002 at a 5% alpha coefficient. With these results indicate that the significant level is less than 5% ($0.002 < 0.05$), so there is a significant influence between organizational communication (X₂) on organizational commitment (Z). What can be drawn is the understanding that each increase in the organizational communication variable 1% will increase 43.9% the level of organizational commitment and this study agrees with the research of Marchalina and Ahmad (2017: 9) that internal communication can significantly increase the level of commitment and research from Taurisa and Ratnawati (2012: 179) that the higher the organizational culture, the higher the organizational commitment. Mustikasari (2014: 347) also states that a strong organizational culture will form a maximum commitment
- Organizational commitment has a significant effect on employee performance. The results show that the organizational communication variable has a Coefficients value of 0.480 and a Significant level of 0.001 in the alpha coefficient of 5%. With these results indicate that the level of significance is less than 5% ($0.001 < 0.05$). So it means that there is a significant influence between organizational commitment (Z) on employee performance (Y). What can be drawn is the understanding that each increase in the organizational commitment variable of 1% will increase 48% of the employee's performance level. This study is in accordance with several previous studies with the same discussion. Sapitri (2016: 7) states that organizational commitment has a positive and significant effect on employee performance. Likewise, Hakim (2015: 40) states that workers with a high level of integrity will have a major contribution to the company.
- Organizational culture and organizational communication mediated by employee performance have t count of 2.5075 greater than t table, namely 1.96 with a significance level of 5%, obtained a

mediation coefficient of 0.313218 which is significant, which means that there is an influence that mediates meaning culture organization and organizational communication can mediate the influence on employee performance with a positive and significant effect. This study agrees with Arief (2016: 50) that organizational culture mediated by organizational commitment has a positive and significant effect on performance. The organizational communication variable mediated by organizational commitment has at count of 3.3288 which is greater than the t-table, 1.96 with a significance level of 5%, it can be concluded that the mediation coefficient of 0.5015218 is significant, which means that there is a mediating effect.

5. Conclusions

From the results obtained, the hospital needs to improve the performance of its human resources. This is a demand that must be met because HR performance is closely related to the achievement of overall company performance, especially in,

1. The influence of organizational culture and organizational communication on employee performance, which states that the existing culture is not good enough to increase the level of employee performance
2. The influence of organizational culture and organizational communication has a positive and significant direct effect on organizational commitment because a firmly embedded organizational culture will form a maximum commitment
3. Organizational commitment has a positive and significant effect on employee performance, so that a high level of integrity will have a major contribution to the company
4. Organizational commitment can mediate the influence of culture and organizational communication on employee performance with a positive and significant effect

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