

## **THE ROLE OF COMMUNICATION AND WORK CULTURE ON PERFORMANCE IN THE PAMONG PRAJA POLICE UNIT OF CIREBON DISTRICT**

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### **Abstract**

*Successfulness within an organization cannot be separated from the success or failure of the organization in optimizing its Human Resources. This research aims to empirically test the relationship between communication and work culture on performance. The sampling method in this research used a purposive sampling technique, so that the subjects used in this research were 145. The major hypothesis test in this research used multiple linear regression analysis. From the results of the research that has been carried out, it can be concluded that there is a significant positive relationship simultaneously between organizational communication and work culture and the performance of Civil Service Police Unit employees, with  $F = 132.668$  and  $p = 0.000$  ( $p < 0.05$ ),  $p$ . This shows that the higher the organizational communication, the higher the performance and the higher the work culture, the higher the employee performance. Then, in the first minor hypothesis test, it was rejected, there was no significant correlation between organizational communication and performance among members of the Cirebon Regency Satpol PP. Meanwhile, the second minor hypothesis shows that there is a significant correlation between work culture and performance among members of the Cirebon Regency Satpol PP.*

**Keywords:** communication organization, work culture and pamong praja police

### **Introduction**

Satuan Polisi Pamong Praja (also known as Satpol PP) is a provincial, district, city government agency tasked with maintaining peace, discipline, and enforcing regulations, and is an important component of the government (Harruma, 2022). The organization and operation of Satpol PP are regulated by the laws of the Minister of Home Affairs Regulations and Regional Regulations. Bangun (2012) explains that every individual must have certain standards to evaluate employee performance metrics. One of the keys to success in a human resource management is the quality of good human resources so that they can perform well (Supriyadi et al., 2020).

Employee performance is one of the factors that greatly affects the success rate of an organization (Dessler, 2017). The better the performance of employees, the better the implementation of the duties and responsibilities given so that it will have an impact on the success of an organization in achieving its goals. In carrying out its duties, the Cirebon Regency Satpol PP is dealing with individuals who are resources that are always changing and have the ability to develop. Government Regulation of the Republic of Indonesia Number 6 of 2010 outlines the duties, functions, rights, and obligations of Satpol PP in more detail and clearly (Suryadi & Efendi, 2019).

The implementation of these duties and responsibilities maximizes performance with organizations and institutions located under the auspices of the government can create programs to support the creation of quality improvement in terms of expertise, skills, creativity, exemplary, and professionalism (Rizal, et al 2020). Employee performance is measured by the skills and time it takes an employee to complete a job. In addition, employee performance factors can also be determined by length of service and employee attendance (Adhisty et al., 2023). In line with this, to support this matter, good performance is also needed by all employees in the Cirebon Regency Satpol PP.

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Bangun (2012) explains that everyone must have certain standards to evaluate employee performance metrics. In line with this, to support this matter, good performance is also needed by all employees in the Cirebon Regency Satpol PP. However, there is a gap between civil servant and non-civil servant employees. That is why there are not many non-civil servants who do not comply with working hours because attendance is not as emphasized as civil servants.

In addition, the performance of an employee is also influenced by communication within the organization. According to Woru, et al (2021) which states that communication has a positive effect on employee performance. Organizational communication concerns the importance of messages in an organization (Apriani, 2020). One indicator of good organizational communication is the presence of pleasure which shows that communication is going well. Organizational communication concerns the importance of messages in an organization (Apriani, 2020). In line with Khoirunnisa (2023), performance is one of the levels of success of a person in carrying out their work. There are several things that show the performance of an employee, namely shown through organizational communication and habits and rules in the organization or work culture.

Research conducted by Siregar, et al (2023) states that communication practices are shaped by cultural characteristics. The role of communication, which originally only relied on the need to communicate with the interlocutor, then changed to communication to solve problems or communication to achieve a certain goal (Apriani, 2021).

The government must consider the issue of work culture (corporate culture) as one of the challenges of the future. This is because the development of information technology in the era of the industrial revolution has changed many things, including government culture (Nur et al., 2020). Work culture will be implemented well by employees if the effectiveness of organizational communication in the organization runs well too.

Work culture will be applied well by employees if the effectiveness of organizational communication in the organization goes well too. This is in line with research conducted by Tulail & Yulianti (2023) the results of the research obtained, there is an internal relationship, internal communication, and superior openness to employee abilities. The results of Hutajulu's research (2020) also state that work culture has a positive effect on ASN performance at the Central Kalimantan Province Satpol PP.

Referring to the description above, this study aims to empirically examine the relationship between organizational communication and work culture together with performance at the Cirebon Regency Satpol PP, examine the positive relationship between organizational communication and the performance of the Cirebon Regency Satpol PP and examine the positive relationship between work culture and the performance of the Cirebon Regency Satpol PP. The results of this study are expected to contribute to the contribution of knowledge in the field of psychology, especially the field of industrial psychology.

### **Literature Review**

#### **Performance**

Robbins (2016) reveals that performance is the result of assessing employee performance looking at previously set standards. Then Septiawan et al. (2020) explain performance is a term in the world of work used in describing a work or actual performance (the actual performance of the person). Performance is a quantitative form that management achieves in the implementation of tasks and attitudes.

Fadhilah (2021) reveals that performance is the actual achievement that individuals express when they have completed their duties and contributed to the organization. The opinion expressed by Purnomo (2021) is that performance is a determination that can be accepted by a person or group in an organization based on authority and responsibility to achieve organizational goals. A different understanding is said by Maulidiyah and Rofiah (2021) that performance refers to the implementation of tasks that include excellence and the value that individuals have obtained to do their jobs in accordance with the directions received.

Based on several expert opinions, in this study, the theory of employee performance in accordance with the object of research is that performance is the implementation of an individual's duties in a predetermined organizational context to determine whether someone's work is good or bad. According to Robbins (2016), there are

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aspects of measuring performance, namely:

1. Quality: The excellence of performance measured by leaders' perceptions of the quality of work produced and the perfection of tasks against the abilities and skills of employees is a way to measure the quality of a person.
2. Quantity: The value or amount created and shown in terms of the number of units as well as the total of activity cycles completed is known as quantity.
3. Timeliness: Accuracy in time is where work within a certain period of time can be completed according to what is set as a standard.
4. Effectiveness: Effectiveness is the use of my resources in an organization at an optimized level (energy, money, technology, and raw materials) for the purpose of increasing the price per unit.
5. Self-reliance: Self-reliance is the level of independence possessed by an employee in fulfilling his obligations in an organization.
6. Work commitment: Work commitment is when an employee is committed to working with an organization or institution and has responsibilities as an employee.

The aspects of employee performance measurement that will be used in this study are theories from Robbins (2016) which include quality, quantity, timeliness, effectiveness, independence and work commitment.

### Organizational Communication

Organizational communication is the relationship or behavior that occurs within the organization and how members of the organization behave towards events that occur to give meaning to what is done (Pace and Faules, 2006). According to Wiryanto (2005), organizational communication is the sending and receiving of various organizational messages in formal and informal groups of organizations. Organizational communication according to Muspawi, et al (2023) is the process of exchanging messages and forming meaning between organizational units, both

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formally and informally. Effective communication means communication that can visually change the perspectives of others during the communication process.

Based on some of these expert opinions, in this study the theory of organizational communication in accordance with the object of research that organizational communication is a process of exchanging information or messages conveyed from an individual in the organization. Aspects of organizational communication according to Pace and Faules (2002), namely:

1. Communication events are related to the extent to which information is created, displayed and distributed throughout the organization.
2. The aspect of conducive organizational communication climate, organizational leaders and communicators use appropriate communication methods and techniques according to the situation and time of communication to share perceptions.
3. Aspects of organizational communication satisfaction, explaining the level of communication satisfaction expected from each member of the organization as a whole with communication.

The aspects of measuring employee performance that will be used in this study are the theories of Pace and Faules (2002) which include communication events, conducive organizational communication climate, and organizational communication satisfaction.

### Work Culture

Work culture is a basic idea that can be used to improve work efficiency and human collaboration in a group of people (Ndraha, 2003). Then according to Riadi (2019) work culture is an assumption, values and norms adopted by employees in an organization and reflected in attitudes towards behavior, beliefs, ideals, opinions and actions of employees who consider their work as a resource to improve work efficiency.

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In line with other expert opinions, Hartanto (2009) states that work culture is an expression of life at work. Work culture is a system of meanings related to work, employment, and mutually agreed professional interactions used in daily professional life.

Based on some of these expert opinions, in this study, the work culture theory that is in accordance with the object of research reveals that work culture is a value developed by the organization and reflected in professional life to improve work efficiency.

According to Ndraha (2003), the components of work culture have five aspects, namely:

1. Basic assumptions about work. The construction of logistical thinking creates basic beliefs and perceptions about the world of work. The starting point is empirical life experiences and conclusions.
2. Attitude toward work. The concept that a person exhibits when working and a mental disposition toward work. The tendency varies from fully accepting to strongly rejecting.
3. Behavior at work. The behavior a person exhibits while at work.
4. Work environment and work tools. An individual creates a comfortable workspace with the use of technology to work effectively, efficiently and productively.
5. Work ethic. The term work ethic is the main characteristic or spirit of culture, various expressions of the beliefs, practices, or behaviors of a group of people. Because ethos is closely related to work culture.

The aspects of work culture that will be used in this study are the theories of Ndraha (2003) which include basic assumptions about work, attitudes towards work, behavior when working, work environment and work tools, and work ethic.

**Method**

This research is a quantitative correlation that will test the following hypotheses:

Major Hypothesis:



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There is a relationship between communication and work culture with performance in employees at the Cirebon Regency Pamong Praja Police Unit.

Minor Hypothesis:

1. There is a positive relationship between communication and performance in the Cirebon Regency Pamong Praja Police Unit
2. There is a positive relationship between work culture and employee performance in the Cirebon Regency Pamong Praja Police Unit.

The subjects in this study were 145 people consisting of 25% or 36 women and 75% or 109 men. The data collection method uses two methods, namely the field study method and the test. The field study method was conducted through semi-structured interviews with employees at the Cirebon Regency Satpol PP. While the test method uses a psychological scale measuring instrument, which consists of three scales, namely the organizational communication scale, with a reliability coefficient of 0.863, a work culture reliability coefficient of 0.929, and performance, with a reliability coefficient of 0.966. The data analysis technique of the research results was carried out by multiple regression analysis using the IBM SPSS Statistics 25 program (Statistical Package for Social Science's Version 25 for Windows).

**Findings**

This study involved 145 employees consisting of 38 civil servants and 107 non-civil servants with an age range of 25-60 years. The results of descriptive data analysis consist of minimum score, maximum score, mean, and standard deviation. Details of the results of descriptive statistical analysis can be seen in table 1.

The results of employee performance categorization show that performance is in the low to very high low category. The low category is 1 person or 0.68% and the very high category is 29 people or 20%. The results of the categorization of organizational communication show that performance is in the low to very high low category. The low category was 2 people or 1.37% and the very high category was 16 people or 11.03%. The results of work culture categorization show that performance is in the low to very high low category. The low category was 1 person or 0.68% and the very high category was 23 people or 15.86%.



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Assumption tests carried out before hypothesis testing include normality tests, multicollinearity tests and heteroscedasticity tests. The normality assumption test was carried out using the One Sample Kolmogorov-Smirnov Test technique. Based on table 2, the results of the unstandardized residual normality assumption test show the Kolmogorov-Smirnov statistical value of ... and a significance value of  $0.200 > 0.05$ , which means that the variable data in this study are normally distributed. While the

multicollinearity test results of the organizational communication variable show a tolerance value of  $0.877 > 0.01$  and a VIF value of  $1.140 < 10$ . The results of the multicollinearity test of the work culture variable show a tolerance value of  $0.877 > 0.01$  and a VIF value of  $1.140 < 10$ . Based on the test results, it can be concluded that there is no multicollinearity in the two independent variables, both in the organizational communication and work culture variables.

The heteroscedasticity test is carried out using a scatterplot graph, based on Figure 1 it is found that the data points spread above and below zero on the Y axis, and the distribution of points does not form a pattern. So it can be concluded that there is no heteroscedasticity problem.

The results of this research hypothesis test obtained

1. Major hypothesis: there is a relationship between organizational communication and work culture with performance. The results of the analysis show that organizational communication and work culture with performance have a relationship together with an F value of 132.668 and p of 0.000 ( $p < 0.05$ ). Based on these results, it can be concluded that the major hypothesis is accepted, namely that there is a significant correlation between organizational communication and work culture with performance in Cirebon Regency Satpol PP members, it can be concluded that the proposed major hypothesis is accepted.
2. Minor hypothesis 1: there is a positive relationship between organizational communication and performance. The results of the analysis show that organizational communication and performance have a beta coefficient of 0.41

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and t of 0.777 with p of 0.438 ( $p > 0.05$ ). Based on these results, it can be concluded that the first minor hypothesis is rejected, namely that there is no significant relationship between organizational communication and performance in Cirebon Regency Satpol PP members.

3. Minor hypothesis 2: there is a positive relationship between work culture and performance. The analysis results show that work culture and performance have a beta coefficient of 0.792 and t of 14.96 with p of 0.000 ( $p < 0.05$ ). Based on these results, it can be concluded that the second minor hypothesis is accepted, namely

there is a significant positive relationship between work culture and performance in Cirebon Regency Satpol PP members.

## **Discussion**

The results of the major hypothesis test show that there is a relationship between communication and work culture with performance obtained F value = 132.668 with p of 0.000 ( $p < 0.05$ ). From these results indicate that there is a significant positive relationship between organizational communication and work culture with performance together, it can be concluded that the proposed major hypothesis is accepted. This shows that the higher the organizational communication, the higher the performance will be, but the work culture partially (t test) has a dominant influence compared to the communication variable. The findings are in line with research conducted by Nur & Syam (2020) which states that partially the work culture variable has a dominant influence compared to the communication variable.

The coefficient of determination ( $R^2$ ) of organizational communication and work culture together with performance is 0.659 or 65.9%, so organizational communication and work culture together make an effective contribution of 65.9% to performance, the rest is determined by other factors.

The success generated by the organization is inseparable from the success or failure of the organization in optimizing its Human Resources. Nawawi (2004) states that performance is the level of achievement of the results of the implementation of a job,

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both physical / material and non-physical / non-material. In this case it can be said that the organizational achievements of Satpol PP are achieved so that performance can be categorized as high with a frequency of 77 or 53.1%.

In addition, the performance of an employee is also influenced by the way of communication within the organization. Communication in previous research according to Woru, et al (2021) which states that communication has a positive effect on employee performance. In addition, his research conducted by Umniyyah, et al (2023) had a significant positive effect on employee performance.

Based on the results of the calculation between communication and performance, the beta coefficient is 0.041 with  $t = 0.777$  with  $p = 0.438$  ( $p > 0.05$ ), these results indicate that there is no significant relationship between communication and performance, which means that the first minor hypothesis is rejected. The results of the minor hypothesis test on the organizational communication and performance variables that have been carried out by researchers show a significance value on the organizational communication variable of 0.438 or greater than 0.05, which means that there is no role of organizational communication on performance because the significance value  $< 0.05$  (Field, 2009). together provide an effective contribution of 1.3% to performance.

Based on the analysis and conclusions that have been made, there are several notes that researchers can convey where communication contributes together to have a non-strong impact of 1.3%. In this case communication has no effect if done partially, it does not mean that it is an unnecessary variable to improve performance.

In line with the results of research by Akbar, et al (2020) which shows that communication has no significant effect on performance. Minimal communication carried out in an organization causes waste of resources due to lack of information obtained. Effective communication between leaders and members is an important factor in achieving the goals of an organization (Vizano et al., 2019).

Some things that can be done are by combining together between improving

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teamwork with good communication in certain ways, such as each employee has clear duties and responsibilities, building team trust by often holding activities that can increase team cohesiveness, namely family gatherings and others, giving authority and opportunities to the team in making decisions, managing time in structured coordination, and providing opportunities for personal or teams to add insight. Then in research conducted by Siregar, et al (2023) which states that communication practices are shaped by cultural characteristics. According to Dessler (2017), work culture is the process of teaching skills that employees must do.

Based on the results of the calculation of the correlation coefficient of work culture with performance, the beta coefficient = 0.792 with  $t = 14.96$  and  $p = 0.000$  ( $p < 0.05$ ), these results indicate that there is a significant positive relationship between work culture and performance, which means that the second minor hypothesis is accepted. This shows that the higher the work culture, the higher the employee performance. In line with research by Hutajulu, et al (2020) concluded that work culture has a positive effect on ASN performance in Satpol PP. The coefficient of determination ( $R^2$ ) of work culture with performance is 0.637 or 63.7%, so organizational communication and work culture together make an effective contribution of 63.7% to performance.

Found for performance categorization shows that 53.1% or 77 research subjects have a performance that is included in the high category. This is in line with Supriyadi et al. (2020), that one of the keys to success in a human resource management is the quality of good human resources so that they can perform well.

Furthermore, the results of the categorization of organizational communication show that the subjects are in the high category with a frequency of 90 with a percentage of 62.02%. So it can be said that individual communication is high. This is because the subject understands the communication patterns in the organization. In line with Wiryanto (2005), organizational communication is the sending and receiving of various organizational messages in formal and informal groups of the organization.

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The results of work culture categorization show that it is in the high category. The high category has a frequency of 85 with a percentage of 58.62%. This is due to the pattern of interaction that occurs among various ethnic, religious, and racial backgrounds and between groups (SARA). Differences in cultural backgrounds between employees and workplaces are also identified as factors that influence successful adjustment (Soetjipto, 2013). So in this case, a common understanding of culture will facilitate communication in the division of roles, duties and responsibilities of each employee and will raise the responsibility of each employee because it will reduce internal conflict within the organization.

The weaknesses in this study are the length of time the subjects are involved in the scale filling process, because they are waiting for the schedule to enter the office which is not the same, there are tasks outside the office or field tasks that hinder the scale filling process and there is a rush to fill in the scale due to the work schedule of each member of the Cirebon Regency Satpol PP.

**Conclusions**

Based on the results of the research that has been conducted, it can be concluded that there is a significant positive relationship together between organizational communication and work culture with performance in Cirebon Regency Satpol PP employees. This shows that the higher the organizational communication, the higher the performance and the higher the work culture, the higher the employee performance. While organizational communication has no significant relationship with performance, but work culture there is a significant positive relationship between work culture and performance in Cirebon Regency Satpol PP members.

**Suggestions**

Based on the results of the study, the authors suggest that employees maintain performance by improving interpersonal and intrapersonal communication skills. Then for agencies should consider from various points of view, especially in terms of horizontal and vertical communication and culture within the scope of the

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organization. For future researchers, they can consider other variables besides organizational communication and work culture that affect performance or can combine existing variables with other variables such as personality, ability and expertise, knowledge, work design, loyalty, commitment, work discipline, education level, social security, technology, and achievement opportunities that can affect performance. In addition, it can examine performance differences based on civil servant and non-civil servant status.

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