



The Influence Of Organizational Culture, Organizational Commitment, And Organizational Communication On Employee Performance At PT. PLN (Persero) UP3 Sidoarjo

Fita Widi Rahmawati¹, Kumara Adji Kusuma²
 University of Muhammadiyah Sidoarjo, Sidoarjo, Indonesia
 Email: ¹⁾ fitawidi@gmail.com, ²⁾ adji@umsida.ac.id

How to Cite :

Rahmawati, F.W., Kusuma, K.A. (2024). The Influence Of Organizational Culture, Organizational Commitment, And Organizational Communication On Employee At PT. PLN (Persero) UP3. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 12(2). doi: <https://doi.org/10.37676/ekombis.v12i2>

ARTICLE HISTORY

Received [16 January 2024]

Revised [20 March 2024]

Accepted [22 April 2024]

KEYWORDS

Organizational Culture,
 Organizational Commitment,
 Organizational Communication,
 Employee Performance

**This is an open-access article
 under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license**



ABSTRACT

The increasing electricity demand requires electricity companies to achieve the specified targets in meeting stakeholder needs by improving the quality of Human Resources through various aspects. This study aims to determine the effect of organizational culture, organizational commitment, and organizational communication on employee performance at PT PLN (Persero) UP3 Sidoarjo. This research uses quantitative research. The population in this study were all employees of PT PLN (Persero) UP3 Sidoarjo as many as 95 employees. The sampling technique uses total sampling where all members of the population are taken as samples. The type of data used in this study is primary data obtained through distributing questionnaires and secondary data. The results of this study indicate that 1) organizational culture partially has a positive and significant effect on employee performance, 2) organizational commitment partially has a positive and significant effect on employee performance, 3) organizational communication partially has a positive and significant effect on employee performance, 4) organizational culture, organizational commitment, and organizational communication simultaneously have a positive and significant effect on employee performance at PT PLN (Persero) UP3 Sidoarjo

INTRODUCTION

In the current era of globalization, electricity is needed in everyday life such as the use of lights and so on that can affect human activities. Especially in the millennial era, there are also many sophisticated tools and technology, where the basis for operating technology also uses electric power (Maria Yustanti Deta et al., 2023). By seeing this, every company requires human resources to develop a firm attitude in taking action. Therefore, human resources who have the will and ability to commit to the organization or company are needed. In addition, human resources must also be sensitive to technological changes (Economy & Djemma, 2023). Because human resources are a key component in every company to achieve its goals. Where the strength of human

resources lies in the character or behavior of each employee and employee loyalty to the company (Huda & Farhan, 2019).

PT PLN (Persero) is one of the State-Owned Enterprises that manages all electricity sectors in Indonesia. Although considered a monopolistic company, PT. PLN (Persero) is also not spared to develop every reliable employee performance in accelerating business growth in the era of globalization. The performance improvement will be able to meet the demands of stakeholders and can increase company profitability and customer satisfaction (Joushan, Shindie Aulia , Syamsul, Muhammad , Kartika, 2015).

Employee Performance is an achievement produced by an employee when carrying out the entire work given during a certain period (Autumn, 2020). Employee performance can be measured by the quantity of work, quality of work, work loyalty, and results achieved. To be able to achieve organizational goals, good performance is needed so that the company or organization can run as expected and set. The success of a company or organization requires humans who have the same goal of developing careers and increasing income in the company (Syahputra et al., 2020). The importance of performance measurement can find out how appropriate an employee is in carrying out his duties and responsibilities (Featuring Leo, 2022).

Table 1 Data on the Realization of Electricity Distribution Performance

	JANUARY	FEBRUARY	MARET	APRIL	MAY	JUNE	JULY	AGUSTUS	SEPTEMBER	OCTOBER
Kwh Buy	365.712.325	325.733.991	377.944.053	292.276.820	369.076.309	352.997.959	369.169.108	372.368.641	362.342.219	393.251.360
Kwh Sell	347.993.927	312.176.539	359.815.260	275.983.572	350.438.137	338.144.083	353.518.582	353.710.990	345.411.363	373.115.578
Susut Kwh	16.333.240	12.213.887	16.738.520	14.945.627	17.246.144	13.380.012	14.140.654	17.147.220	15.441.999	18.599.932
Target (Cumulative)	349.990.000	685.110.000	1.034.280.000	1.350.030.000	1.699.130.000	2.033.960.000	2.395.360.000	2.756.430.000	3.115.070.000	3.475.200.000
Realization (Cumulative)	351.530.000	667.560.000	1.031.820.000	1.311.400.000	1.665.280.000	2.007.180.000	2.364.400.000	2.721.920.000	3.071.220.000	3.447.840.000
Monthly Depreciation (%)	4,47	3,75	4,43	5,11	4,67	3,79	3,83	4,6	4,26	4,73

Data source : PT. PLN (Persero) UP3 Sidoarjo

It can be seen from the results of the data, that there are the number of electrical energy sales that have been realized and unrealized by PT. PLN (UP3) Sidoarjo. There is a realization of electrical energy sales that have not been maximized in achieving its target. Where the sales can be influenced by the performance of its employees.

Several factors can affect the success of employee performance, one of which is organizational culture. Organizational culture is a form of assumptions and shared values that are set and carried out by a company. Organizational culture is a characteristic that distinguishes companies from one another (Ernawati et al., 2021). In an organization, there are several collections of individuals who differ in characteristics, traits, backgrounds, expertise, and so on (Septiorinii, 2021). Organizational culture is needed to achieve organizational goals that serve as a reference for one's behavior. By making a good organizational culture can create a competitive advantage that can support organizational strategy and vice versa if the organizational culture is bad, it will hinder the course of organizational goals (Hendra, 2020).

In addition, the factor that affects performance is Organizational Commitment. The meaning of a commitment is a great expectation to consistently become a member in an organization. This hope is realized by showing all efforts on behalf of the organization. (Astuti, 2022). An employee with high organizational commitment brings the expected results of work. The basis of organizational commitment lies in employee confidence in organizational values,

employee willingness to support the realization of organizational goals. On the other hand, employees with low organizational commitment tend to view themselves as outsiders and do not want to see themselves as long-term members of the organization. (Frimayasa & Lawu, 2020). In organizations, organizational commitment is considered very important because this commitment determines the attachment of employees to the organization to continue to join the organization (Djoh et al., 2021).

In addition to organizational culture and organizational commitment, what is also an important aspect in influencing employee performance or achievement is organizational communication. Organizational communication can be interpreted as sending and receiving useful messages between two or more people in the organization or company, so that relevant messages can be understood (Hermawan & Adiyani, 2022). The success of the organization in achieving its goals cannot be separated from the creation of good communication. (Fransiska & Tupti, 2020) Communication in organizations facilitates the fulfillment of all tasks for which they are responsible. Efforts to improve communication not only between superiors and subordinates, but also between colleagues, so that all employees can work comfortably.

This research is motivated by an evidence gap, which means that the results of previous studies are inconsistent. In the organizational culture variable, research was found that states that organizational culture can partially affect employee performance (Baihaqi & Saifudin, 2021), however, other research results were also found that stated that organizational culture had no effect on employee performance (Al-Ayyubi, 2019). In addition, the variable of organizational commitment there is research that proves that there is a positive and significant influence on employee performance (Sidik et al., 2021), as for other research proves that organizational commitment has a negative and insignificant effect on employee performance (Hendri & Kirana, 2021). Furthermore, there is a statement about organizational communication supported by research that suggests that organizational communication has an influence on employee performance (Sutarto & Habeahan, 2022), while other studies state that organizational communication has no effect on performance (Tiyas & Parmin, 2021).

LITERATURE REVIEW

Organizational Culture

Organizational culture is an understanding of the values and beliefs developed within an organization or department that guide the actions of members of the organization. (Anggara et al., 2022). Some indicators of organizational culture that have been adjusted at PT. PLN (Persero) is as follows: Trustful, Competent, Harmonious, Royal, Adactive, Collaborative.

Organizational culture is a series of activities carried out jointly by an organization that can distinguish between the organization and other organizations. This will affect the way a person thinks and acts so that it will be the basis for assessing the good or bad actions of employees (Marlina et al., 2020). This explanation is reinforced in research (Zahriyah et al., 2015), which states that organizational culture affects employee performance. Based on this description, the following hypothesis was formulated:

H1: organizational culture affects employee performance

Organizational commitment

Organizational commitment is a condition in which an employee sides with the organization and its goals and intends to maintain its membership (Budiantara et al., 2022). Organizational commitment can be seen from three factors, namely: trust and strong acceptance of the goals and values of the arrangement; willingness to strive to achieve the interests of the organization; and a strong desire to maintain membership in the organization (Burhannudin et al., 2019). The

indicators regarding Organizational Commitment (Meutia & H) : Affective Commitment, Sustainable Commitment, and Normative Commitment.

Organizational commitment is the loyalty of an employee to an organization and has the willingness to maintain organizational membership so that they will do the best for the organization (Suhardi et al., 2021). In Research (Pribowo, 1845), suggesting that organizational commitment has a significant positive effect on employee performance. Based on this description, the following hypothesis was formulated:

H2: organizational commitment affects employee performance

Organizational communication

Organizational communication is a series of activities to send and receive messages from all activities or work carried out in an organization The purpose of delivering messages is to achieve organizational goals effectively. (Azwina, 2020). Indicators of organizational communication : (Herawati et al., 2022) Openness, empathy, supportive attitude, positive attitude, equality.

Communication is very important in an organization because the delivery of information that is smooth and appropriate will improve the performance of members of the organization so that employees will be more involved in running the organization to be more advanced (Leadership et al., 2020). In research (Firdaus & Hakim, 2020), suggesting that organizational communication has an effect on employee performance. Based on this description, the following hypothesis is formulated:

H3: organizational communication affects employee performance

Employee Performance

According to the agreement of experts, performance leads to the necessary behavior and work results. However, what is assessed is the work produced. Thus, it can be understood that a person's work behavior that is assessed according to organizational provisions and can show good results is a performance demand. Because basically, a leader uses performance as a measuring tool in assessing the quality of employee work. It can be interpreted that all work behaviors, attitudes, and abilities to achieve work results can be assessed as a performance (Sutoro et al., 2020). There are several dimensions that determine a person's performance, to facilitate interaction between fellow employees and between superiors and employees. (Robbins & Judge, 2016) namely: ability to work, quantity of speed in completing work, accuracy and accuracy, loyalty, initiative and cooperation.

Organizational culture is a person's attitude or behavior that reflects the value of a person's personality in an organization. These habits will determine employee performance (Muis et al., 2018) To maintain the value that is the benchmark in the work, it is also necessary to have organizational commitment to strengthen employee trust and loyalty (Maharani & Efendi, 2019). In maintaining organizational culture and commitment in the organization, organizational communication is also needed (Keeping Up with Tanjung, 2020). This explains that when the three variables are put together, it will produce a positive value.

H4: Organizational culture, organizational commitment, and organizational communication affect employee performance.

METHODS

This research implements quantitative research methods (Hadju & Adam, 2019). The location of this research was conducted at PT. PLN (Persero) UP3 Sidoarjo. The population taken in this study is employees of PT. PLN (Persero) UP3 Sidoarjo as many as 95 (Megantara et al., 2019). The

sample is part of the characteristics and population number to be studied.(Abadiyah, 2016) The sampling method used in this study is the probability sampling method with total sampling techniques (Yolinza & Marlius, 2023). The method of collecting information in this study is by distributing questionnaires. The data analysis technique uses SPSS Statistics version 25. By testing validity test, reality test, multiple linear regression test, normality test, heteroscedasticity test, multicollinearity test, partial T test, F test, Multiple Correlation Coefficient test, Multiple Determination Coefficient test.

RESULTS

Validity Test

Table 2. Validity Test Results

Variable	Item	Correlation (r count)	R-table	sig.	Information
Organizational Culture (X1)	X1. P1	0,743	0,202	0,000	VALID
	X1. P2	0,714	0,202	0,000	VALID
	X1. P3	0,714	0,202	0,000	VALID
	X1. P4	0,718	0,202	0,000	VALID
	X1. P5	0,773	0,202	0,000	VALID
	X1. P6	0,738	0,202	0,000	VALID
	X1. P7	0,787	0,202	0,000	VALID
	X1. P8	0,752	0,202	0,000	VALID
	X1. P9	0,779	0,202	0,000	VALID
	X1. P10	0,798	0,202	0,000	VALID
	X1. P11	0,731	0,202	0,000	VALID
	X1. P12	0,735	0,202	0,000	VALID
	X1. P13	0,723	0,202	0,000	VALID
	X1. P14	0,736	0,202	0,000	VALID
	X1. P15	0,728	0,202	0,000	VALID
	X1. P16	0,741	0,202	0,000	VALID
X1. P17	0,770	0,202	0,000	VALID	
X1. P18	0,741	0,202	0,000	VALID	
Organizational Commitment (X2)	X2. P1	0,747	0,202	0,000	VALID
	X2. P2	0,780	0,202	0,000	VALID
	X2. P3	0,863	0,202	0,000	VALID
	X2. P4	0,854	0,202	0,000	VALID
	X2. P5	0,887	0,202	0,000	VALID
	X2. P6	0,826	0,202	0,000	VALID
	X2. P7	0,853	0,202	0,000	VALID
	X2. P8	0,862	0,202	0,000	VALID
	X2. P9	0,752	0,202	0,000	VALID
Organizational Communication (X3)	X3. P1	0,832	0,202	0,000	VALID
	X3. P2	0,783	0,202	0,000	VALID
	X3. P3	0,813	0,202	0,000	VALID
	X3. P4	0,843	0,202	0,000	VALID
	X3. P5	0,848	0,202	0,000	VALID
	X3. P6	0,845	0,202	0,000	VALID
Employee Performance (Y)	Y.P1	0,721	0,202	0,000	VALID
	Y.P2	0,713	0,202	0,000	VALID
	Y.P3	0,726	0,202	0,000	VALID
	Y.P4	0,753	0,202	0,000	VALID
	Y.P5	0,735	0,202	0,000	VALID
	Y.P6	0,736	0,202	0,000	VALID
	Y.P7	0,706	0,202	0,000	VALID

Source : SPSS 25 Output Result, data processed 2024

The validity test in the table above is by comparing the $r_{hitung} > r_{tabel}$ value or by looking at the significance value of < 0.05 . It can be seen from the test results that the r_{tabel} value is 0.202, then all statement items can be said to be valid because > 0.202 . And there is a significance value of $0.000 < 0.05$, then the statement is said to be valid.

Reliability Test

Table 3. Reliability Test Results

Variable	Cronbach Alpha Value	(T-table)	Information
Organizational Culture (X1)	0,952	0,202	Reliable
Organizational Commitment (X2)	0,941	0,202	Reliable
Organizational Communication (X3)	0,908	0,202	Reliable
Employee Performance (Y)	0,848	0,202	Reliable

Source : SPSS 25 Output Result, data processed 2024

Data reliability tests can be said to be reliable if the value *Cronbach Alpha* > 0.6 . From the data above, reliability testing results were obtained on the Organizational Culture variable of 0.952, the Organizational Commitment variable of 0.941, the Organizational Communication variable of 0.908, and the Employee Performance variable of 0.848. From all the results of the analysis of these variables, it is known that the value *Cronbach Alpha* > 0.6 . Then the questionnaire data used can be said to be reliable.

Classic Assumption

Normality Test

Table 4. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		95
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	2.36341915
Most Extreme Differences	Absolute	0.069
	Positive	0.069
	Negative	-0.045
Test Statistic		0.069
Asymp. Sig. (2-tailed)		.200 ^{c,d}

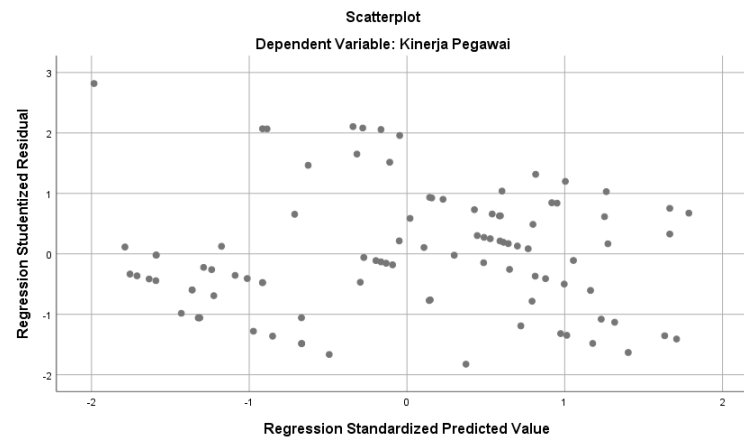
- Test distribution is Normal.
- Calculated from data.
- Lilliefors Significance Correction.
- This is a lower bound of the true significance.

Source : SPSS 25 Output Result, data processed 2024

In the normality test, it can be said to be normal if the significance value is greater than 5% or 0.05. It can be seen from the test results above that the result of the significance value is 0.2 which means > 0.05 . So it shows that this research variable contains data that meets the assumption of normal distribution.

Heteroscedasticity Test

Figure 1. Heteroscedasticity Test Results



In this study, heteroscedasticity tests were carried out using graphical methods whose results can be seen from scatterplots. Based on the figure above, it can be seen that the data can be evenly distributed throughout the causdran (above and below the zero value of horizontal and vertical lines or X and Y axes). Therefore it can be concluded that there is no heterogeneity or heteroscedasticity does not occur.

Multicollinearity Test

The multicollinearity test can be seen based on the VIF value (*Variance Inflation Factor*). If the VIF value of all independent variables is less than 10, it can be ascertained that the multicollinearity test in this study reaches the level of linearity or multicollinearity does not occur.

Table 5. Multicollinearity Test Results

Model	Unstandardized Coefficients		Coefficient			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	BRIGHT
(Constant)	15.804	2.330		6.782	0.000		
Organizational Culture	0.122	0.039	0.367	3.113	0.002	0.544	1.839
Organizational Commitment	0.071	0.051	0.137	1.380	0.171	0.767	1.304
Organizational Communication	0.119	0.084	0.157	1.425	0.157	0.621	1.610

a. Dependent Variable: Employee Performance

Source : SPSS Output Results, data processed 2024

Based on testing these data, the results were obtained stating that the VIF value of the Organizational Culture Variable (X1) was $1.839 < 10$ and the tolerant value of $0.544 > 0.1$, the VIF of the Organizational Commitment Variable (X2) was $1.304 < 10$ and the tolerant value of $0.767 > 0.1$, and the VIF of the Organizational Communication Variable (X3) was $1.610 < 10$ and the tolerant value of $0.621 > 0.1$. Therefore, the independent variables used in this study did not occur multicollinearity.

Multiple Linear Regression Analysis

In this study using multiple linear regression because the number of independent variables is more than two and using multiple analysis to answer the hypothesis that has been proposed.

Table 6. Multiple Linear Regression Analysis Test Results
Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15.804	1.165		13.564	0.000
Organizational Culture	0.122	0.020	0.528	6.227	0.000
Organizational Commitment	0.071	0.026	0.197	2.761	0.007
Organizational Communication	0.119	0.042	0.226	2.851	0.005

a. Dependent Variable: Employee Performance (Y)
Source : SPSS Output Results, data processed 2024

Based on the table above, a regression equation model can be obtained as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 15,804 + 0,122 X1 + 0,071 X2 + 0,119 X3$$

From the regression equation, it can be explained that:

The value of the constant (a) is positive for 15.804. This shows that when the variables Organizational Culture (X1), Organizational Commitment (X2), and Organizational Communication (X3) are considered constant or have a fixed value, the level of Employee Performance is 15,804.

In the Organizational Culture variable, the b1 coefficient reaching 0.122 indicates a positive value on employee performance. Therefore, it can be concluded that if the Organizational Culture variable increases by one unit, then the Employee Performance variable will increase by 0.122 units.

The variable Organizational Commitment coefficient b1 reached 0.071 indicating a positive influence on Employee Performance. Therefore, it can be concluded that if the Organizational Commitment variable increases by one unit, the Employee Performance variable will increase by 0.071 units.

Organizational Communication Variable coefficient b1 of 0.119 which shows a positive influence on Employee Performance. Therefore, it can be concluded that if the Organizational Communication variable increases by one unit, the employee performance variable will also increase by 0.119 units.

T Test

Test T (Partial) Variable can be said to have a positive influence if the value of $t_{hitung} > t_{tabel}$ where t table is at a significant confidence level of 5% (0.05) and known $n = 95$ and $k = 4$, then $t = (\alpha; n - k) / (0.05; 95 - 4) / (0.05; 91)$, so that the t table is 1.986 and also the variable can be said to have a positive effect if the significance value < 0.05 .

Table 7. Hasil Uji T.

		Coefficient				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Say.
1	(Constant)	15.804	1.165		13.564	0.000
	Organizational Culture	0.122	0.020	0.528	6.227	0.000
	Organizational Commitment	0.071	0.026	0.197	2.761	0.007
	Organizational Communication	0.119	0.042	0.226	2.851	0.005

a. Dependent Variable: Employee Performance (Y)

Source : SPSS Output Results, data processed 2024

Organizational Culture (X1)

Based on the test results in the table above, a calculated t value of 6.227 was obtained, indicating that the $t_{hitung} > t_{tabel}$ value ($6.227 > 1.986$) and obtained a significance value of $0.000 < 0.05$. This means that the Organizational Culture variable has a significant influence on the Employee Performance variable at PT. PLN (Persero) UP3 Sidoarjo.

Organizational Commitment (X2)

Based on the test results, a calculated t value of 2.761 was obtained which showed that the $t_{hitung} > t_{tabel}$ value ($2.761 > 1.986$) and obtained a significance value of $0.007 < 0.05$. This means that the variable Organizational Commitment has a significant influence on the variable of Employee Performance at PT. PLN (Persero) UP3 Sidoarjo.

Organizational Communication (X3)

Based on the test results, a calculated t value of 2.851 was obtained which showed that the $t_{hitung} > t_{tabel}$ value ($2.851 > 1.986$) and obtained a significance value of $0.005 < 0.05$. This means that the Organizational Communication variable has a significant influence on the Employee Performance variable at PT. PLN (Persero) UP3 Sidoarjo.

Test F

Table 8. Hasil Uji F

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Say.
1	Regression	238.097	3	79.366	55.021	.000b
	Residual	131.265	91	1.442		
	Total	369.363	94			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Organizational Communication, Organizational Commitment, Organizational Culture

Source : SPSS Output Results, data processed 2024

In the f Test (Simultaneous), the variable can be said to have a positive influence if the value of the $f_{count} > f_{table}$ where the f table is at a significant confidence level of 5% (0.05) and is

known $n = 95$ and $k = 4$, then $f = (k - 1 ; n - k) / (4 - 1 ; 95 - 4) / (3 ; 91)$, so that the f table is obtained by 2.7 and can be seen from the test results in the table above shows that the calculated f value is greater than the f table value which is $55.021 > 2.7$. While the significance value is less than α , which is $0.000 < 0.05$. Thus from these results it can be concluded that H_0 is rejected while H_a is accepted. This means that the independent variable has a simultaneous influence on the dependent variable. Therefore, it can be concluded that Organizational Culture (X1), Organizational Commitment (X2), and Organizational Communication (X3) simultaneously affect Employee Performance (Y).

Multiple Correlation Coefficient Test

Table 9. Multiple Correlation Coefficient Test Results

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.803a	0.645	0.633	1.201	0.645	55.021	3	91	0.000

a. Predictors: (Constant), Organizational Communication, Organizational Commitment, Organizational Culture

Source : SPSS Output Results, data processed 2024

The Multiple Correlation Coefficient test if the significant value of F Change < 0.05 . Based on the test results, there is an F change value of $0.000 < 0.05$ which means that the variables in this study have a significant relationship. Then it is known that the level of closeness of the relationship between the independent variable (X) and the dependent variable (Y) is 0.803, the value is at the level of a very strong relationship level. Therefore, it can be concluded that Organizational Culture (X1), Organizational Commitment (X2), and Organizational Communication (X3) have a significant relationship with Employee Performance (Y).

Multiple Determination Coefficient Test

Table 10. Multiple Determination Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803a	0.645	0.633	1.201

a. Predictors: (Constant), Organizational Communication, Organizational Commitment, Organizational Culture

Source : SPSS Output Results, data processed 2024

The Multiple Determination Coefficient Test is used to test how much the independent variable (X) contributes to the dependent variable (Y). Based on the table of research results, the value of the R Square (R^2) coefficient is 0.645 or 64.5%. So, it can be concluded the magnitude of the influence of the Organizational Culture variable on Employee Performance by 0.645 (64.5%).

DISCUSSION

First Hypothesis (H_1): Organizational Culture (X1) affects Employee Performance (Y) H_1

Based on the test results, it can be seen that organizational culture has a positive and significant effect on the performance of PT. PLN (Persero) UP3 Sidoarjo, then the first hypothesis (H_1) is accepted. This is evidenced by the results of a partial test (T) of organizational culture variables (X1) on employee performance (Y) which shows that the $t_{count} > t_{table}$ is $6.227 > 1.986$ and the significance value is $0.000 < 0.05$. From the test results, it can be concluded that the first hypothesis, namely organizational culture, has a positive effect, meaning that the better the organizational culture owned by an employee, the better the performance produced.

The results of this research agree with previous research (Baihaqi & Saifudin, 2021) With the results of research that states that organizational culture partially has a positive and significant influence on employee performance. But inversely proportional to research (Al-Ayyubi, 2019) which states that organizational culture does not have a positive and significant effect on performance.

Second Hypothesis (H₂): Organizational Commitment (X₂) affects Employee Performance (Y)H₂

Based on the test results, it can be seen that organizational commitment has a positive and significant effect on the performance of PT. PLN (Persero) UP3 Sidoarjo, then the first hypothesis (H₂) is accepted. This is evidenced by the results of a partial test (T) of organizational culture variables (X₁) on employee performance (Y) which shows that the $t_{count} > t_{table}$ is $2.761 > 1.986$ and the significance value of $0.007 < 0.05$. From the test results, it can be concluded that the second hypothesis, namely organizational commitment, has a positive effect, meaning that the better organizational commitment an employee has, the better the performance produced.

This agrees with previous research (Sidik et al., 2021) With the results of research that states that organizational commitment partially has a positive and significant influence on employee performance. But inversely proportional to research (Hendri & Kirana, 2021) which states that organizational commitment has a negative and insignificant effect on performance.

Third Hypothesis (H₃): Organizational Communication (X₃) affects Employee Performance (Y)H₃

Based on the test results, it can be seen that organizational communication has a positive and significant effect on the performance of PT. PLN (Persero) UP3 Sidoarjo, then the first hypothesis (H₃) is accepted. This is evidenced by the results of a partial test (T) of organizational culture variables (X₁) on employee performance (Y) which shows that the $t_{count} > t_{table}$ is $2.851 > 1.986$ and the significance value is $0.005 < 0.05$. From the test results, it can be concluded that the third hypothesis, namely organizational communication, has a positive effect, meaning that the better organizational communication an employee has, the better his performance

The results of this research agree with previous research (Sutarto & Habeahan, 2022) With the results of research that states that organizational communication partially has a positive and significant influence on employee performance. But disagree with the research (Tiyas & Parmin, 2021) which states that organizational culture does not have a positive and significant effect on performance.

Fourth Hypothesis (H₄): Organizational Culture (X₁), Organizational Commitment (X₂), Organizational Communication (X₃) simultaneously affect Employee Performance (Y)H₄

Based on the results of testing the variables of competence (X₁), work life balance (X₂) and work discipline (X₃) have a significant effect simultaneously on the performance of employees of the Community and Village Empowerment Office of Sidoarjo Regency, then H₄ is accepted. Evidenced by the results of simultaneous tests (F) where $F_{count} > F_{table}$, namely $(162.031 > 2.70)$. So it can be concluded that when the three variables, namely competence, work life balance and work discipline, are combined, it can affect the performance of employees of the Community and Village Empowerment Office of Sidoarjo Regency.

It can be seen from the results of the questionnaire, that the performance of PT. PLN (Persero) UP3 Sidoarjo is most influenced by Organizational Commitment with the second statement indicator being continuous commitment regarding the ability to survive in work, compared to factors of Organizational Culture and Organizational Communication. High organizational commitment can often be attributed to high loyalty and dedication to the job as well as the company.

CONCLUSION

Based on the discussion and results of research conducted at PT. PLN (Persero) UP3 Sidoarjo regarding the influence of organizational culture, organizational commitment, and organizational communication on employee performance can be concluded that:

1. The results of the first hypothesis testing partially show that organizational culture variables have a positive and significant effect on the performance of PT employees. PLN (Persero) UP3 Sidoarjo.
2. The results of testing the second hypothesis partially show that the variable organizational commitment have a positive and significant effect on the performance of PT employees. PLN (Persero) UP3 Sidoarjo.
3. The results of testing the third hypothesis partially show that the variable organizational commitment have a positive and significant effect on the performance of PT employees. PLN (Persero) UP3 Sidoarjo.
4. The results of testing the fourth hypothesis simultaneously show that the variables of organizational culture, organizational commitment, and organizational communication have a positive and significant effect on the performance of PT employees. PLN (Persero) UP3 Sidoarjo.

REFERENCES

- Abadiyah, R. (2016). Pengaruh Budaya Organisasi, Kompensasi terhadap Kepuasan Kerja dan Kinerja Pegawai Bank di Surabaya. *JBMP (Jurnal Bisnis, Manajemen Dan Perbankan)*, 2(1), 49–66. <https://doi.org/10.21070/jbmp.v2i1.837>
- Al-Ayyubi, M. S. (2019). Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan Melalui Motivasi Kerja Sebagai Variabel Intervening. *Jurnal Ilmu Manajemen*, 7(1), 265–272.
- Anggara, K. P., Sujana, I. W., & Novarini, N. N. A. (2022). Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan Dengan Komitmen Organisasi Sebagai Variabel Intervening Pada Koperasi Unit Desa Pedungan. *Jurnal Emas*, 3(1), 51–70.
- Astuti, D. (2022). Pengaruh Komitmen Organisasi dan Budaya Organisasi Terhadap Kinerja Pegawai. *Jurnal Akuntansi Dan Manajemen Bisnis*, 2(2), 55–68.
- Azwina, Y. (2020). Pengaruh Komunikasi Organisasi Terhadap Kinerja Karyawan Pada PT. Gapa Citramandiri, Radio Dalam – Jakarta Selatan. *Jurnal Disrupsi Bisnis*, 3(1), 28–43.
- Baihaqi, I., & Saifudin, S. (2021). Pengaruh Budaya Organisasi, Gaya Kepemimpinan Transformasional dan Komitmen Organisasi Terhadap Kinerja Karyawan Dengan OCB Sebagai Variabel Intervening. *Jurnal Ilmiah Mahasiswa Ekonomi Dan Bisnis Islam*, 2(1), 10–22. <https://doi.org/10.22373/jimebis.v2i1.191>
- Budiantara, I. K., Mitriani, N. W. E., & Imbayani, I. G. A. (2022). "Pengaruh Komitmen Organisasi Dan Budaya Organisasi Terhadap Kinerja Karyawan Outsourcing Pada Perusahaan Penyedia Jasa Outsourcing PT. Adidaya Madani Denpasar." *Emas*, 3, 139–151.
- Burhannudin, B., Zainul, M., & Harlie, M. (2019). Pengaruh Disiplin Kerja, Lingkungan Kerja, dan Komitmen Organisasional terhadap Kinerja Karyawan: Studi pada Rumah Sakit Islam Banjarmasin. *Jurnal Maksipreneur: Manajemen, Koperasi, Dan Entrepreneurship*, 8(2), 191. <https://doi.org/10.30588/jmp.v8i2.425>
- Djoh, Y. A., Monteiro, M. C. B., & Kabu, E. (2021). Pengaruh Komitmen Organisasi Terhadap Kinerja Pegawai: Study pada Dinas perhubungan Provinsi Nusa Tenggara Timur. *Bisman-Jurnal Bisnis & Manajemen*, 6(2), 25–34. <http://jurnal.pnk.ac.id/index.php/bisman/article/view/851>
- Ekonomi, F., & Djemma, U. A. (2023). *Jurnal Manajemen Ekonomi Terapan*. 1, 135–142.
- Ernawati, E., Sinambela, E. A., Mardikaningsih, R., & Darmawan, D. (2021). Pengaruh Budaya Organisasi, Kepemimpinan, Kompensasi, Dan Komitmen Organisasi Terhadap Kinerja Karyawan. *Jurnal Ilmiah Edunomika*, 6(1), 119. <https://doi.org/10.29040/jie.v6i1.3870>
- Firdaus, M., & Hakim, L. (2020). Pengaruh Komunikasi Organisasi, Kepemimpinan Dan Motivasi Kerja Terhadap Kinerja Karyawan PT. Lautan Teduh Interniaga Bandar Lampung. *Prosiding*

- Seminar Nasional Darmajaya*, 1(2019), 115–121.
<https://jurnal.darmajaya.ac.id/index.php/PSND/article/view/2572/1188>
- Fransiska, Y., & Tupti, Z. (2020). Pengaruh Komunikasi, Beban Kerja dan Motivasi Kerja Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(2), 224–234.
- Frimayasa, A., & Lawu, S. H. (2020). Pengaruh Komitmen Organisasi Dan Human Capital Terhadap Kinerja Pada Karyawan Pt. Frisian Flag. *Equilibrium : Jurnal Ilmiah Ekonomi, Manajemen Dan Akuntansi*, 9(1), 36–47. <https://doi.org/10.35906/je001.v9i1.485>
- Hadju, L., & Adam, N. (2019). Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai Pada Dinas Perhubungan Kabupaten Bone Bolango. *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik*, 6(2), 125–135. <https://doi.org/10.37606/publik.v6i2.14>
- Hendra, H. (2020). Pengaruh Budaya Organisasi, Pelatihan Dan Motivasi Terhadap Kinerja Karyawan Pada Universitas Tjut Nyak Dhien Medan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(1), 1–12. <https://doi.org/10.30596/maneggio.v3i1.4813>
- Hendri, M., & Kirana, K. C. (2021). Pengaruh Gaya Kepemimpinan, Locus of Control, Komitmen Organisasi dan Budaya Organisasi Terhadap Kinerja Karyawan di Roy Sentoso Collection. *Jurnal Inovasi Penelitian*, 1(10), 1–208.
- Herawati, T., Gian Fitralisma, Indah Dewi Mulyani, & Muhammad Syaifulloh. (2022). Analisis Pengaruh Motivasi, Budaya Organisasi dan Lingkungan Kerja terhadap Kinerja Karyawan Di Yogya Mall Brebes. *E-Bisnis: Jurnal Ilmiah Ekonomi Dan Bisnis*, 15(2), 338–345. <https://doi.org/10.51903/e-bisnis.v15i2.869>
- Hermawan, R., & Adiyani, R. (2022). Pengaruh Gaya Kepemimpinan, Budaya Organisasi Dan Komunikasi Organisasi Terhadap Kinerja Karyawan (Studi Kasus Pada CV. Ti Aval Tasikmadu). *Jurnal Ganeshwara*, 1, 1–19. <http://ejournal.utp.ac.id/index.php/JG/article/view/2346%0Ahttp://ejournal.utp.ac.id/index.php/JG/article/download/2346/520521514>
- Huda, M., & Farhan, F. (2019). Pengaruh Budaya Organisasional Dan Komitmen Organisasional. *Jurnal Manajemen Motivasi*, 15(2), 62. <https://doi.org/10.29406/jmm.v15i2.1557>
- Joushan, Shindie Aulia, Syamsul, Muhammad, Kartika, L. (2015). Pengaruh Budaya Organisasi dan Employee Engagement terhadap Kinerja Karyawan pada PT PLN (Persero) Area Bekasi. *Jurnal Aplikasi Manajemen*, 13(66), 697–703.
- Kepemimpinan, P. G., Kerja, D., Komunikasi, D. A. N., & Budi, A. S. (2020). *Pengaruh gaya kepemimpinan, disiplin kerja, dan komunikasi organisasi terhadap kinerja karyawan pt bank bpr jatim bank umkm jawa timur cabang utama surabaya*.
- Laoli, E. S., & Ndraha, T. P. (2022). Pengaruh Sistem Pengendalian Manajemen Terhadap Kinerja Pegawai. *Jurnal Akuntansi, Manajemen Dan Ekonomi*, 1(1), 15–20. <https://doi.org/10.56248/jamane.v1i1.8>
- Maharani, I., & Efendi, S. (2019). Pengaruh Budaya Organisasi, Komitmen Organisasi, Kompensasi, Dan Etos Kerja Terhadap Kinerja Pegawai Kementerian Ketenagakerjaan Republik Indonesia. *Oikonomia: Jurnal Manajemen*, 13(2), 49–61. <https://doi.org/10.47313/oikonomia.v13i2.505>
- Maria Yustanti Deta, Antonius Philippus Kurniawan, & Margaretha Yulianti. (2023). Pengaruh Budaya Organisasi Dan Employee Engagement Terhadap Kinerja Karyawan di PT. PLN (Persero) Up3 Flores Bagian Timur Maumere Kabupaten Sikka. *Jurnal Projemen UNIPA*, 10(3), 11–24. <https://doi.org/10.59603/projemen.v10i3.73>
- Marlina, E., Wulandari, N., & Ramashar, W. (2020). Peran Organizational Citizenship Behavior pada Pengaruh Budaya Organisasi dan Komitmen Organisasi Terhadap Kinerja Karyawan SKK Migas. *Muhammadiyah Riau Accounting and Business Journal*, 2(1), 127–137. <https://doi.org/10.37859/mrabj.v2i1.2131>
- Megantara, I., Suliyanto, S., & Purnomo, R. (2019). Pengaruh Budaya Organisasi Dan Rotasi Pekerjaan Terhadap Kinerja Pegawai. *Jurnal Ekonomi, Bisnis, Dan Akuntansi*, 21(1), 462–477.
- Meutia, K. I., & Husada, C. (2019). Pengaruh Budaya Organisasi Dan Komitmen Organisasi Terhadap Kinerja Karyawan. *Jurnal Riset Manajemen Dan Bisnis (JRMB) Fakultas Ekonomi UNIAT*,

- 4(1), 119–126. <https://doi.org/10.36226/jrmb.v4i1.246>
- Muis, M. R., Jufrizen, J., & Fahmi, M. (2018). Pengaruh Budaya Organisasi Dan Komitmen Organisasi Terhadap Kinerja Karyawan. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 1(1), 9–25. <https://doi.org/10.36778/jesya.v1i1.7>
- Pribowo, M. G. N. A. (2020). (1845). *Pengaruh Komitmen Organisasi Terhadap Kinerja Karyawan Tidak Tetap Pada Universitas Muhammadiyah Bengkulu Manajemen sumber daya manusia memainkan peranan yang menentukan dalam kehidupan sebuah organisasi , yaitu seberapa baik kinerja dan strategi organisa.* 195–204.
- Robbins, S. P., & Judge, T. A. (2016). Perilaku Organisasi (dan A. R. Terjemahan: Diana Angelica, Ria Cahyani (ed.); 16th ed.). *Prosiding FRIMA (Festival Riset Ilmiah Manajemen Dan Akuntansi)*, 6681, 665–670.
- Rosalina, D., & Tanjung, M. S. . (2020). Pengaruh Pengawasan, Komitmen Organisasi, Dan Komunikasi Organisasi Terhadap Kinerja Pegawai Dinas Pertanian Tanaman Pangan Hortikultura Dan Peternakan Kabupaten Pasaman Barat. *Research Papers in Economics*, 1–23. <https://econpapers.repec.org/RePEc:osf:osfxxx:jxae9>
- Setyorinii, A. D. (2021). The Influence of Organizational Culture and. *Pengaruh Budaya Organisasi Dan Komitmen Organisasi Terhadap Kinerja Pegawai Di PT. Garuda Indonesia Tbk*, 31, 427–437.
- Sidik, R. F., Hermawati, J., & Kurniawan, S. (2021). Pengaruh Komitmen Organisasional, Kepuasan Kerja dan Budaya Organisasi terhadap Kinerja Karyawan pada Bento Kopi Yogyakarta. *Widya Manajemen*, 3(1), 86–96. <https://doi.org/10.32795/widyamanajemen.v3i1.1227>
- Suhardi, A., Ismilasari, I., & Jasman, J. (2021). Analisis Pengaruh Loyalitas dan Komitmen Organisasi terhadap Kinerja Karyawan. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 4(2), 1117–1124. <https://doi.org/10.36778/jesya.v4i2.421>
- Sutarto, S., & Habeahan, A. (2022). Pengaruh Komunikasi Organisasi Terhadap Kinerja Pegawai Kantor Camat Telukdalam Kabupaten Nias Selatan. *Jurnal Ilmiah METADATA*, 4(1), 380–394. <https://doi.org/10.47652/metadata.v4i1.297>
- Sutoro, M., Mawardi, S., & Sugiarti, E. (2020). Pengaruh Kepemimpinan, Kompensasi, Budaya Organisasi, Dan Kepuasan Kerja Terhadap Kinerja Pegawai Negeri Sipil. *SCIENTIFIC JOURNAL OF REFLECTION: Economic, Accounting, Management and Business*, 3(4), 411–420. <https://doi.org/10.37481/sjr.v3i4.267>
- Syahputra, M. E., Bahri, S., & Rambe, M. F. (2020). Pengaruh Kepemimpinan, Disiplin dan Motivasi Terhadap Kinerja Pegawai Dinas Tarukim Labura. *Pamator Journal*, 13(1), 110–117. <https://doi.org/10.21107/pamator.v13i1.7017>
- Tiyas, A. P., & Parmin, P. (2021). Pengaruh Kompetensi dan Komunikasi Organisasi Terhadap Kinerja Melalui Kepuasan Kerja sebagai Variabel Intervening pada Pendamping PKH Kabupaten Kebumen. *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis Dan Akuntansi (JIMMBA)*, 3(2), 377–395. <https://doi.org/10.32639/jimmba.v3i2.841>
- Wahyuni, S. (2020). Pengaruh Penerapan E-Kinerja Dan Integritas Terhadap Kinerja Pegawai. *JESS (Journal of Education on Social Science)*, 4(2), 153. <https://doi.org/10.24036/jess.v4i2.290>
- Yolinza, N., & Marlius, D. (2023). Pengaruh Pengembangan Karir Dan Motivasi Kerja Terhadap Kinerja Pegawai Di BKPSDM Kabupaten Solok Selatan. *Jurnal Publikasi Dan Ilmu Manajemen*, 2(2), 183–203.
- Zahriyah, U. W., Utami, H. N., & Ruhana, I. (2015). Pengaruh Budaya Organisasi terhadap Kinerja Karyawan (Studi Pada Karyawan PT. PLN (Persero) Distribusi Jawa Timur Area Malang). *Jurnal Administrasi Bisnis (JAB)*, 2(1), 1689.