An Analysis of Interpersonal Communication, Organizational Culture, and Work Discipline on Employee Loyalty and Their Impact on Organizational Performance (Study in Baleendah District, Bandung Regency)

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Abstract: This study aims to analyze the effect of interpersonal communication, organizational culture, and work discipline on employee loyalty and its impact on organizational performance at the Baleendah District Office, Bandung Regency. The problem examined in this study is the extent to which interpersonal communication, organizational culture, and work discipline can enhance employee loyalty and how such loyalty contributes to improving organizational performance. The research method used is a quantitative method with a descriptive and verificative approach. Data were collected through questionnaires distributed to employees of the Baleendah District Office, Bandung Regency, and were analyzed using statistical analysis techniques. The results indicate that interpersonal communication, organizational culture, and work discipline have a significant effect on employee loyalty. Furthermore, employee loyalty has been proven to have a positive and significant impact on organizational performance. Therefore, improving the quality of interpersonal communication, strengthening organizational culture, and consistently implementing work discipline can enhance employee loyalty, which in turn improves organizational performance. This study is expected to serve as a reference for management in formulating human resource management policies to improve organizational performance.

Keywords: Interpersonal Communication, Organizational Culture, Work Discipline, Employee Loyalty

INTRODUCTION

Every organization, whether private or government, aims to achieve optimal performance. In this process, organizational success is largely determined by the quality of its human resources. Employees are not merely task implementers but also the spearhead that determines the extent to which the organization's vision and mission can be realized. Therefore, efforts to improve organizational performance cannot be separated from internal factors such as interpersonal communication, organizational culture, and work discipline.

Interpersonal communication plays a crucial role in creating harmonious working relationships between leaders and subordinates, as well as between employees. Open and effective communication minimizes misunderstandings, expedites work completion, and fosters mutual trust in the workplace. Conversely, poor communication can lead to conflict and lower employee morale.

Beyond communication, organizational culture also significantly influences employee behavior and loyalty. A strong organizational culture can guide employees in acting and behaving in accordance with the institution's values. When a strong work culture, such as mutual respect, discipline, and responsibility, is established, employees will find comfort in their work environment.

Work discipline is equally important. Discipline indicates the extent to which employees are accountable to their duties and applicable regulations. Disciplined employees will work more regularly, punctually, and be results-oriented, ultimately increasing overall organizational productivity.

Based on this, this study was conducted to analyze the influence of interpersonal communication, organizational culture, and work discipline on employee loyalty and their impact on organizational performance in Baleendah District, Bandung Regency. The results of this study are expected to provide considerations for the sub-district in developing strategies to improve employee performance and strengthen a positive work culture.

To achieve these national development goals, it is necessary to have a competent workforce, namely a workforce with the knowledge, skills, expertise, and behaviors necessary to carry out tasks or work.

To achieve maximum performance, the goal of the institution/organization is to achieve optimal performance. In this study, the researcher conducted a survey in one of the Bandung Regency Government offices, namely Baleendah District, Bandung Regency. The following is a list of employee education levels in Baleendah District, Bandung Regency.

Based on observations, the largest number of employees in Baleendah District, Bandung Regency, are those with a bachelor's degree (25), while the smallest number of employees in Baleendah District, Bandung Regency, are those with a postgraduate degree (5) and a Diploma III (3) degree (3).

Based on Bandung Regency Regional Regulation (Perbub) Number 121 of 2020 concerning social and environmental responsibility obligations and Regent Regulation Number 86 of 2005 concerning Bandung Regency Regional Revenue, the District's primary duty is to lead, assist the Regent/Mayor in carrying out general government affairs, community empowerment, public order and security, and coordinate certain delegated regional government duties within Bandung Regency. This study also aims to assess organizational performance in Baleendah District, Bandung Regency.

Based on field surveys, organizational performance in Baleendah District, Bandung Regency, declined, particularly in 2021, falling by 77%. In 2020, organizational performance in Baleendah District, Bandung Regency, was 75%, declining to 77% in 2021. However, it increased to 87% in 2023. In 2018, it dropped again to 80.63%, continued to decline in 2019 to 72.45%, and then to 69.34% in 2020. However, in 2021, it increased to 73.69%, and then

to 72.54% in 2022. In addition to this data, researchers also conducted a pre-survey using a simple questionnaire related to organizational performance with 30 respondents.

Based on the results of this initial survey, the Loyalty variable with the largest percentage of the actual total score was the Corporate Design Characteristics dimension (60%), while the Personal Characteristics dimension had the smallest percentage. Based on its category, all Loyalty dimensions (57%) were classified as Poor (40%-60%).

According to Robbins & Judge (2015:21), loyalty is an individual's determination and ability to obey, implement, and practice regulations with full awareness and a sense of responsibility. Good loyalty will make employees more enthusiastic about their work because there is no coercion in carrying out their duties. Furthermore, high loyalty will improve employee performance, as employees demonstrate a high level of determination, ability, and responsibility for the work or tasks they undertake. Customer loyalty will ultimately shape the character of the company's performance.

In addition to loyalty, interpersonal communication is also a factor that needs to be considered in improving performance. Lack of communication or misunderstandings can lead to errors in completing tasks. Completed tasks often do not match the planned tasks, primarily due to errors in completing tasks, often exceeding the planned or specified deadline. Many tasks do not meet the planned or specified deadline.

It can be seen that the number of tasks exceeding the deadline (including small tasks with deadlines of less than three days) from January to June 2020 was 82 tasks and increased from July to December 2020 to 100 tasks. From January to June 2021, it decreased to 68 tasks and increased again from July to December 2021 to 105 tasks. From January to June 2022, it decreased to 70 tasks and increased again from July to December 2022 to 130 tasks. In addition to this data, the researcher also conducted a pre-survey using a simple questionnaire related to interpersonal communication with 30 respondents.

Literature Review

According to George R. Terry (1977), management is "a distinct process consisting of planning, organizing, actuating, and controlling carried out to achieve predetermined goals using human and other resources."

James A.F. Stoner, in T. Hani Handoko (1982:8), states that management is the process of planning, organizing, directing, and supervising the efforts of organizational members and the use of other organizational resources to achieve predetermined organizational goals.

According to Ricky W. Griffin (2016), management is defined as the process of planning, organizing, coordinating, and controlling resources to achieve organizational goals effectively and efficiently. Mary Parker Follet (1997) states that management is the art of getting work done through others. This definition means that a manager is tasked with organizing and directing others to achieve organizational goals.

According to Hasibuan (2018:41), management is the science and art of managing the process of utilizing human and other resources effectively to achieve specific goals. Ghillyer (2016) defines management as the process of determining the best way for an organization to The use of resources to produce goods or services.

According to Hasibuan (2017), management is a tool/means for achieving desired goals. Good management will facilitate the realization of company, employee, and societal goals. Through management, the effectiveness and efficiency of management tools can be improved. To achieve predetermined goals, tools and resources are required. These tools are a prerequisite for a business to achieve the desired results.

Human resource management is a field of science that regulates and manages matters related to human resources. According to Sudaryo (2018:5), human resource management is a part of organizational management that focuses on human resources. The task of human

resource management is to effectively manage the human element to achieve a satisfied workforce. Therefore, human resource management tasks can be grouped into three functions: managerial functions, operational functions, and the function of achieving organizational goals.

According to Qomariah (2020:2), human resource management (HRM) is a strategic area within an organization. Human resource management should be viewed as an extension of the traditional view of managing people effectively, requiring knowledge of human behavior and The ability to manage it. According to Simamora (in Qomariah, 2020:3), human resource management is the utilization, development, assessment, remuneration, and management of individual members of an organization or group of workers.

According to Sudaryo et al. (2018:5), human resource management is a part of organizational management that focuses on human resources. The task of human resource management is to effectively manage the human element to achieve a satisfied workforce. Therefore, human resource management tasks can be grouped into three functions: managerial functions, operational functions, and the function of achieving organizational goals.

According to Dessler (in Qomariah, 2020:3), human resource management is the policies and practices required by someone who carries out the people aspects of a management position, including recruitment, screening, training, rewards, and assessments.

Based on the opinions of several experts, it can be concluded that human resource management is a part of management science that focuses on human resources to achieve organizational goals by carrying out several activities such as the utilization, development, assessment, remuneration, and management of individual members of the organization or Workforce groups, recruitment, screening, training, rewards, and assessments

According to A. Devito (in Rukmana, 2021:1), interpersonal communication is defined as the process of sending messages between two or more people within a small group with some immediate effect and feedback. Wiranto (in Rukmana, 2021:1) argues that interpersonal communication is communication that occurs in a face-to-face situation between two or more people, whether in an organized setting or within a family.

According to Hardjana (in Rukmana, 2021:2), interpersonal communication is a face-to-face interaction between two or more people, where the sender can convey a message directly, and the recipient can receive and respond directly. According to Rukmana (2021:2), interpersonal communication is a communication process that usually occurs between two or more people face-to-face. This type of communication is highly effective because the recipient's response can be directly known.

According to Enny (2019:44), organizational culture stems from current customs, traditions, and common ways of performing work. Thus, organizational culture is a common perception held by members of an organization. According to Kreitner & Kinicki (in Enny, 2019:45), organizational culture is a set of shared and implicitly accepted assumptions held by a group that determine how it perceives, thinks, and reacts to diverse environments.

According to Edison (2016:233), organizational culture is a long-standing custom used and implemented in work activities as a driving force to improve the quality of work of employees and company managers.

According to Agustini (2019:89), work discipline is an attitude of compliance with applicable regulations and norms within a company in order to increase employee steadfastness in achieving company/organizational goals. Work discipline is used to educate employees who behave disobediently to company/organizational regulations. Therefore, a disciplined employee is one who is able to comply with all applicable regulations in their office or organization.

According to Agustini (2019:170), loyalty is an activity involving physical,

psychological, and social factors that encourages individuals to adhere to established regulations, carry out, and practice what they believe in with full awareness and responsibility. Robbins & Judge (2015:21) state that loyalty is an individual's determination and ability to obey, implement, and practice regulations with full awareness and responsibility. According to Chairunnisah et al. (2021:182), employee loyalty is the willingness of employees to carry out company tasks with full awareness and responsibility so that the company's goals are maximally achieved.

METHOD

A research method is one way to achieve research objectives. The purpose of the research is to analyze, reveal, describe, and conclude the results of problem-solving related to Interpersonal Communication, Organizational Culture, Work Discipline, and Employee Loyalty in Organizational Performance through specific methods in accordance with research procedures. The research method will direct the research towards the research objectives.

The research approach that the researcher will employ is a quantitative approach. A quantitative method can be defined as a research method based on the philosophy of positivism used to study a specific population or sample. Data collection uses quantitative/statistical data analysis instruments with the aim of testing the established hypotheses (Sugiyono, 2013:13). The type of research used is associative research (relationship) with quantitative analysis methods (data in the form of numbers). Associative research aims to determine the relationship between two or more variables, which in this study are Interpersonal Communication, Organizational Culture, Work Discipline, and Employee Loyalty in Organizational Performance.The research approach that the researcher will employ is a quantitative approach. Quantitative methods can be defined as research methods based on the philosophy of positivism used to study specific populations or samples. Data collection uses quantitative/statistical data analysis instruments with the aim of testing the established hypotheses (Sugiyono, 2013:13). The type of research used is associative research (relationships) with quantitative analysis methods (data in numerical form). Associative research aims to determine the relationship between two or more variables, which in this study are Interpersonal Communication, Organizational Culture, Work Discipline, and Employee Loyalty in Organizational Performance.

Research Population and Sample

According to (Rakhmat, 2017), a population is all elements of a collection of research objects to be studied. A sample is a subset of the population expected to describe the characteristics of the population or the subset that is the object of research. The population in this study was 487 employees in Baleendah District, Bandung Regency.

The sampling technique used in this study was simple random sampling, which is a sampling technique in such a way that all members of the population have an equal opportunity and freedom to be selected as a sample. Simple random sampling involves defining the population, identifying each member of the population, and selecting individuals (samples) based on "full probability." This is typically done using a table of random numbers or a computer program. (Dr. Sumanto M.A., 2014: 202). This technique was chosen by the author because data shows that employees in Baleendah District, Bandung Regency, are relatively homogeneous.

The random sampling process includes defining the population, identifying each member of the population, and selecting individuals (samples) based on "full probability." This is typically done using a table of random numbers or a computer program. (Sumanto, 2014: 202). The analysis used to test the causal relationship between variables in this study is the Structural Equation Modeling (SEM) method with the Maximum Likelihood (ML)

estimation technique. Based on Monte Carlo studies conducted by researchers on various SEM estimation methods, it was concluded that the sample size for ML estimation must be at least 5 x free parameters, including error Bentler & Chou, (1987).

RESULT AND DISCUSSION
Result
Validity Test
Organizational Performance Validity

Based on the validity test results of the Organizational Performance variable consisting of seven dimensions with a total of 14 statement items, it can be concluded that all instrument items have met the validity criteria. The validity test was conducted through preliminary research involving 30 respondents from Baleendah District Employees, Bandung Regency, then analyzed using Spearman Rank correlation through SPSS 24 software. The test results showed that the total item correlation value (r count) for all items was above the required minimum limit, which was 0.300, with a significance level of less than 0.05. The lowest correlation value was found in item 14 in the Moral dimension, namely a statement regarding employee initiatives to help colleagues who were experiencing difficulties, with r value of 0.400 and a significance value of 0.028. Meanwhile, the highest correlation value was shown by item 12 in the Recognition and Appreciation dimension, namely a statement regarding the existence of appreciation or awards for outstanding employees, with r value of 0.768 and a significance of 0.000. Thus, all statement items in the Organizational Performance variable were declared valid and suitable for use as data collection instruments in the main study.

Validity of Employee Loyalty

The Employee Loyalty variable in this study consists of four dimensions operationalized into 13 statement items. The instrument validity test was conducted through preliminary research by distributing questionnaires to 30 respondents of Baleendah District Employees, Bandung Regency. The collected data were then analyzed using SPSS 24 software with the Spearman Rank correlation method. The results of the validity test show that all items in the Employee Loyalty variable have a total item correlation value (r count) above the required minimum limit, which is 0.300, with a significance level of less than 0.05. The lowest correlation value is found in item 19 in the Job Characteristics dimension, namely a statement regarding employee comfort with the tasks given, with an r value of 0.367 and a significance of 0.046. Meanwhile, the highest correlation value is shown by item 20 which is also in the Job Characteristics dimension, namely a statement regarding the work environment of Baleendah District, Bandung Regency that makes employees feel comfortable, with an r value of 0.721 and a significance of 0.000. Thus, it can be concluded that all statement items in the Employee Loyalty variable are declared valid and suitable for use as data collection instruments in further research.

Validity of Interpersonal Communication

Based on the validity test results for the Interpersonal Communication variable, which consists of five dimensions with a total of 12 items, all items were declared valid. The validity test was conducted through a preliminary study by distributing questionnaires to 30 employee respondents in Baleendah District, Bandung Regency. The preliminary research data was analyzed using SPSS version 24 using the Spearman Rank correlation method. The analysis results showed that the total item correlation (r_s) for all items was above the minimum threshold of 0.300, with a significance level of less than 0.05. The lowest correlation value was found in the item relating to employee courage in expressing opinions during meetings or discussions (item 30) within the Openness dimension, with an r_s value of

0.406 and a significance level of 0.026. Meanwhile, the highest correlation value was found in the item describing employee behavior in giving praise to colleagues or superiors (item 39) within the Equality dimension, with an r_s value of 0.633 and a significance level of 0.000. Thus, it can be concluded that all statement items in the Interpersonal Communication variable meet the validity criteria and are suitable for use in further research.

Validity of Organizational Culture

The Organizational Culture variable in this study consists of five dimensions operationalized into several statement items. Instrument validity testing was conducted through preliminary research by distributing questionnaires to 30 respondents, employees of Baleendah District, Bandung Regency. The data obtained were then analyzed using SPSS 24 software using the Spearman Rank correlation method. The validity test results showed that all statement items in the Organizational Culture variable had a total item correlation (r-value) that met the validity criteria, namely greater than 0.300 with a significance level of less than 0.05. The lowest correlation value was found in item 48 in the Performance dimension, a statement regarding members who always prioritize quality in completing their work, with an r-value of 0.400 and a significance level of 0.029. Meanwhile, the highest correlation value was demonstrated by item 42 in the Self-Awareness dimension, a statement regarding members' compliance with applicable regulations, with an r-value of 0.672 and a significance level of 0.000. Thus, it can be concluded that all items in the Organizational Culture variable are declared valid and suitable for use as data collection instruments in further research.

Validity of the Work Discipline

Based on the validity test results of the Work Discipline variable consisting of four dimensions with a total of 11 statement items, all items were declared valid. The validity test was conducted through preliminary research by distributing questionnaires to 30 employee respondents in Baleendah District, Bandung Regency. The preliminary research data were analyzed using SPSS version 24 with the Spearman Rank correlation method. The test results showed that the total item correlation value (r_s calculated) of all items was above the minimum limit of 0.300 with a significance level of less than 0.05. The lowest correlation value was found in the item related to the suitability of the work given by the company with the abilities and responsibilities of the employee (item 60) in the Compliance with the Rules of Conduct at Work dimension, with an r_s value of 0.376 and a significance level of 0.040. Meanwhile, the highest correlation value was found in the item describing employee compliance in wearing work uniforms in accordance with company regulations (item 56) in the Compliance with Company Rules dimension, with an r_s value of 0.762 and a significance level of 0.000. Thus, all statement items in the Work Discipline variable meet the validity criteria and are suitable for use as research instruments in the next stage.

Reliability Organizational Performance, Employee Loyalty, Interpersonal Communication , Organizational Culture, and Work Discipline

Reliability testing was conducted to determine the consistency and reliability of the questionnaire instrument used in this study. Reliability testing was conducted on five research variables: Organizational Performance, Employee Loyalty, Interpersonal Communication, Organizational Culture, and Work Discipline, using the Cronbach's Alpha method with the aid of SPSS version 24 software. The results of preliminary research data processing, as presented in Table 4.6, indicate that all variables have reliability coefficients (Cα) greater than the critical value of 0.700.

The Work Discipline variable had the highest reliability value, at 0.846, indicating a very high level of consistency in respondents' responses, with a reliability percentage of 84.6%. Meanwhile, the Interpersonal Communication variable had the lowest reliability value, at 0.708, still indicating a high level of consistency in respondents' responses, with a reliability percentage of 70.8%. The variables Organizational Performance, Employee Loyalty, and Organizational Culture each had Cronbach's Alpha values of 0.817, 0.754, and 0.777, respectively, all above the minimum required threshold.

Thus, it can be concluded that all research variables met the reliability criteria, and all items in the questionnaire were deemed reliable and suitable for use in data analysis in the next research phase.

Reliability

Reliability of Organizational Performance, Employee Loyalty, Interpersonal Communication, Organizational Culture, and Work Discipline

The reliability test aims to measure the reliability of the questionnaire. Table 1 below shows the results of data processing collected from the preliminary research using SPSS 24 software.

Table 1
Reliability Test Using Cronbach's Alpha Method

No	Variables	Reliability Coefficient (Cα)	Cα critis	Information
1	Organizational Performance	0,817	0,700	Reliable
2	Employee Loyalty	0,754	0,700	Reliable
3	Interpersonal Communication	0,708	0,700	Reliable
4	Organizational culture	0,777	0,700	Reliable
5	Work Discipline	0,846	0,700	Reliable

Source: Processed from Questionnaire Data in Preliminary Research, 2026

The results of reliability testing on the variables in the research questionnaire showed that the variable with the highest reliability was Work Discipline, with a value of 0.846. This value indicates a high level of consistency in respondents' responses to the Work Discipline variable, at 84.6%. Meanwhile, the Interpersonal Communication variable had the lowest reliability value, at 0.708, indicating a high level of consistency of 70.8%. All five variables had reliability values greater than 0.700, thus declaring Organizational Performance, Employee Loyalty, Interpersonal Communication, Organizational Culture, and Work Discipline reliable. Therefore, all research variable items can be used in further analysis.

In this study, the theoretical model was analyzed using Structural Equation Modeling (SEM) techniques with parameter estimation using the Maximum Likelihood (ML) method, requiring a minimum interval measurement scale. The first step before SEM analysis is to convert the ordinal data scale to an interval scale using the Method of Successive Intervals (Syarifudin Hidayat, 2005:55). The results of the process of upgrading the ordinal scale to an interval scale for all questionnaire items are presented in the appendix. The interval-scale data were then organized into a matrix consisting of 25 (twenty-five) manifest variables, which were used as input for the Confirmatory Factor Analysis (SEM) and SEM models.

The data was then processed to determine the relationships between latent variables using the Confirmatory Factor Analysis (CFA) method using AMOS 24 software. The CFA model for Interpersonal Communication, Organizational Culture, Work Discipline, Employee Loyalty, and Organizational Performance is as follows:
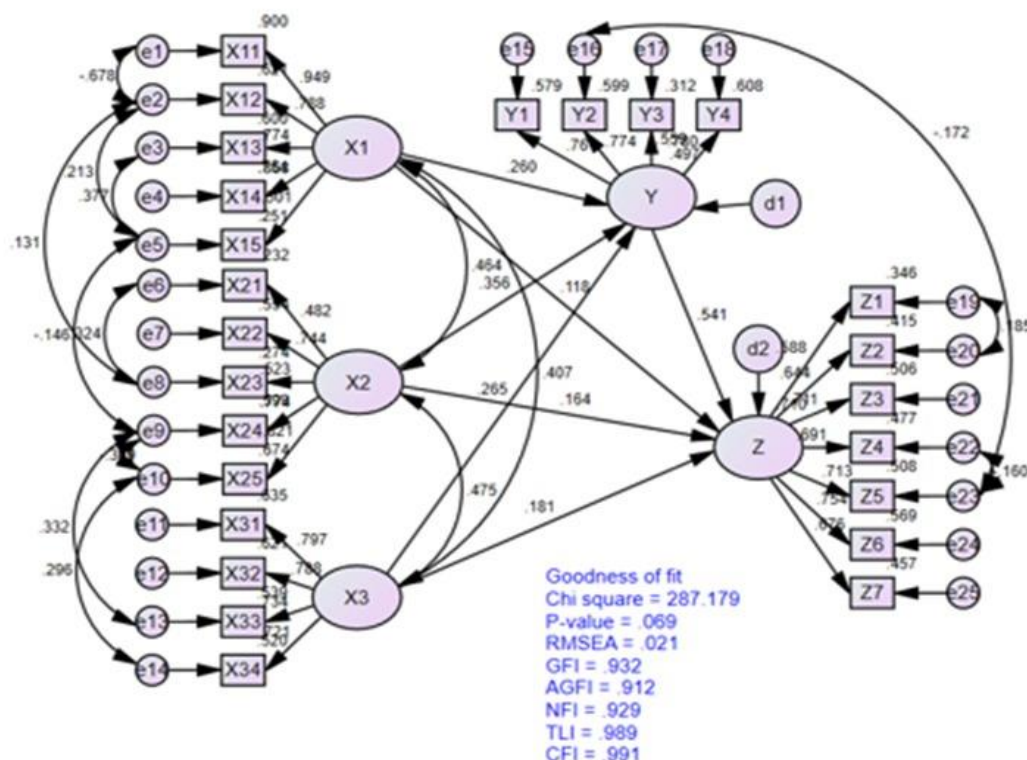
Figure 1
Model of the Influence of Interpersonal Communication, Organizational Culture, and Work Discipline on Organizational Performance with Employee Loyalty as an Intervening Variable

Next, the most important part of SEM analysis is testing the goodness of fit of the model. This stage determines whether the model can be used to answer the research hypotheses and draw conclusions.

The hypotheses proposed for the CFA (Confirmatory Factor Analysis) model fit test are stated as follows:

H0: The CFA model is good

H1: The CFA model is not good

The following table shows the results of calculations using AMOS 24 software, which displays several fit indices commonly used to determine whether a CFA model is good or not.

Table 2
Final CFA Model Goodness-of-Fit Test

Compatibility Index	Value	Cut off value	Conclusion
Chi-Square	287,179*	< 291,102	Accept H0, good model
P-value	0,069*	> 0,05	Accept H0, good model
RMSEA	0,021*	< 0,08	Accept H0, good model
GFI	0,932*	> 0,90	Accept H0, good model
AGFI	0,912*	> 0,90	Accept H0, good model
NFI	0,929*	> 0,90	Accept H0, good model
TLI	0,989*	> 0,90	Accept H0, good model
CFI	0,991*	> 0,90	Accept H0, good model

Source: Data Processing Results, 2026

* The goodness-of-fit index (GOF) meets the model's requirements and is categorized as good.

The final modified CFA model analysis yielded a $\alpha2$ value of 287.179, with a P-value of 0.069. Compared to the required critical value of $\alpha2 < \alpha2table = 291.321$ (5% significance level and df = 253 degrees of freedom), or a true probability value (P-value) above 0.05, H0 is accepted. Therefore, the CFA model is considered good. The RMSEA of 0.021 is less than 0.08. Similarly, the comparative fit index values are all above 0.90, indicating that the model is in the good category. Therefore, this CFA model can be considered suitable for forming constructs to be used in SEM.

The evaluation results of the final modified CFA model indicate that the model to be analyzed using SEM has good goodness of fit criteria, namely the data is normally distributed, there are no outliers, and does not show any symptoms of multicollinearity or singularity. Thus, this model can be maintained as a good model in predicting the influence of Interpersonal Communication, Organizational Culture, and Work Discipline on Organizational Performance with Employee Loyalty as an Intervening Variable.

Discussion
1. Organizational Performance of Baleendah District, Bandung Regency
Based on the results of the descriptive analysis, the overall organizational performance of Baleendah District, Bandung Regency, is in the good category, as reflected in the aspects of goals and values, empowerment, relationships and communication, flexibility, optimal productivity, recognition and appreciation, and employee morale, all of which show actual scores within the good criteria, thus supporting the effectiveness and efficiency of achieving organizational goals.

2. Employee Loyalty of Baleendah District, Bandung Regency
Based on the results of the descriptive analysis, employee loyalty in Baleendah District, Bandung Regency is in the good category, with the highest dimension being company design characteristics and the lowest being job characteristics. Overall, employee loyalty is achieved through aspects of personal characteristics, work, company design, and work experience within the organization.

3. Interpersonal Communication of Baleendah District, Bandung Regency
Based on the results of the descriptive analysis, interpersonal communication of Baleendah District, Bandung Regency employees is in the good category, with the highest dimension being empathy and the lowest being equality. Overall, interpersonal communication is achieved through aspects of openness, empathy, supportiveness, positivity, and equality.

4. Organizational Culture in Baleendah District, Bandung Regency
Based on the results of the descriptive analysis, the organizational culture in Baleendah District, Bandung Regency, is categorized as good, with the highest dimension being self-awareness and the lowest being team orientation. Overall, the organizational culture is reflected in the aspects of self-awareness, aggressiveness, personality, performance, and team orientation.

5. Work Discipline of Employees in Baleendah District, Bandung Regency
Based on the results of the descriptive analysis, the work discipline of employees in Baleendah District, Bandung Regency is categorized as good, with the highest dimension being adherence to work-related rules of conduct and the lowest being adherence to other regulations. Overall, work discipline has been achieved through adherence to time regulations, company regulations, work-related rules of conduct, and other regulations.

6. The Influence of Interpersonal Communication on Organizational Culture in Baleendah District, Bandung Regency

Interpersonal communication has a positive and significant effect on employee loyalty in Baleendah District, Bandung Regency, as evidenced by a cr.e. value of 4.204 (>1.96), with a positive effect coefficient of 0.260 and a direct effect contribution of 6.8%. This finding indicates that better interpersonal communication, characterized by openness, empathy, supportiveness, positivity, and equality, leads to higher employee loyalty. These results align with previous research that found interpersonal communication has a positive and significant effect on employee loyalty. Effective interpersonal communication creates a sense of comfort and security at work, thus encouraging employees to stay and demonstrate greater loyalty to the organization.

7. The Influence of Organizational Culture on Employee Loyalty in Baleendah District, Bandung Regency

The results of the study indicate that organizational culture has a positive and significant effect on employee loyalty in Baleendah District, Bandung Regency. This means that the better the self-awareness, aggressiveness, personality, performance, and team orientation within the organizational culture, the higher the employee loyalty to the organization.

8. The Influence of Work Discipline on Employee Loyalty in Baleendah District, Bandung Regency

The results of the study indicate that work discipline has a positive and significant effect on employee loyalty in Baleendah District, Bandung Regency. This means that the higher employee compliance with time regulations, company rules, work behavior rules, and other regulations, the higher the employee loyalty to the organization.

9. The Influence of Interpersonal Communication on Organizational Performance in Baleendah District, Bandung Regency

The results of the study indicate that interpersonal communication has a positive and significant impact on organizational performance in Baleendah District, Bandung Regency. This means that the greater the level of openness, empathy, support, positivity, and equality in employee interpersonal communication, the greater the organization's performance in achieving its stated goals.

10. The Influence of Organizational Culture on Organizational Performance in Baleendah District, Bandung Regency

The results of the study indicate that organizational culture has a positive and significant effect on organizational performance in Baleendah District, Bandung Regency. This means that the better the self-awareness, aggressiveness, personality, performance, and team orientation implemented within the organization, the greater the organization's performance in achieving its stated goals.

11. The Influence of Work Discipline on Organizational Performance in Baleendah District, Bandung Regency

The results of the study indicate that work discipline has a positive and significant effect on organizational performance in Baleendah District, Bandung Regency. This means

that the higher employee compliance with time regulations, company rules, work behavior rules, and other regulations, the greater the organization's performance in achieving its goals.

12. The Effect of Employee Loyalty on Organizational Performance in Baleendah District, Bandung Regency

The results of the study indicate that employee loyalty has a positive and significant effect on organizational performance in Baleendah District, Bandung Regency. This means that the higher employee loyalty, based on personal characteristics, job characteristics, company design, and work experience, the higher the organization's performance in achieving its goals.

13. The Effect of Interpersonal Communication on Employee Loyalty and Its Impact on Organizational Performance in Baleendah District, Bandung Regency

There is a significant influence of Employee Loyalty, consisting of the dimensions of Personal Characteristics, Job Characteristics, Company Design Characteristics, and Experience gained within the company, as a mediator between Interpersonal Communication, consisting of the dimensions of Openness, Empathy, Supportive Attitude, Positive Attitude, and Equality, on Organizational Performance in Baleendah District, Bandung Regency, as indicated by the calculated Sobel z-statistic of 3.501 (significance = 0.000 <5%), with a greater than critical z-value of 1.96.

Empirically, this shows that employee loyalty can mediate interpersonal communication in influencing organizational performance. If employees have good interpersonal communication and are loyal to the company, it will improve organizational performance.

14. The Influence of Organizational Culture on Employee Loyalty and Its Impact on Organizational Performance in Baleendah District, Bandung Regency

There is a significant influence of Organizational Culture, consisting of the dimensions of Self-Awareness, Aggressiveness, Personality, Performance, and Team Orientation, on Employee Loyalty, consisting of the dimensions of Personal Characteristics, Job Characteristics, Company Design Characteristics, and Experience Gained in the Company, and its impact on Organizational Performance in Baleendah District, Bandung Regency. This is indicated by the Sobel z-test statistic value of 3.740 (significance = 0.000 <5%), exceeding the critical z-value of 1.96.

Empirically, this indicates that Employee Loyalty can mediate Organizational Culture in influencing Organizational Performance. If employees are able to effectively manage Organizational Culture and are satisfied with their work, it will improve organizational performance.

15. The Effect of Employee Loyalty as a Mediator between Work Discipline and Organizational Performance in Baleendah District, Bandung Regency

Employee Loyalty, comprising the dimensions of Personal Characteristics, Job Characteristics, Company Design Characteristics, and Experience Gained in the Company, significantly mediates Work Discipline, comprising the dimensions of Compliance with Time Regulations, Compliance with Company Rules, Compliance with Work Conduct Rules, and Compliance with Other Regulations, on Organizational Performance in Baleendah District, Bandung Regency, as indicated by the Sobel t-test statistic of 3.363 (significance = 0.000 <5%), exceeding the critical z-value of 1.96.

Empirically, this demonstrates that Employee Loyalty can mediate Work Discipline in influencing Organizational Performance. If employees have good Work Discipline and are loyal to the company, it will improve organizational performance.

CONCLUSION

From the results of this study, analyzing interpersonal communication, organizational culture, and work discipline on employee loyalty and their impact on organizational performance in Baleendah District, Bandung Regency, the following conclusions can be drawn:

1. Interpersonal communication has a significant influence on employee loyalty in Baleendah District, Bandung Regency, with a direct effect of 6.8%.
2. Organizational culture has a significant influence on employee loyalty in Baleendah District, Bandung Regency, with a direct effect of 12.7%.
3. Work discipline has a significant influence on employee loyalty in Baleendah District, Bandung Regency, with a direct effect of 7.0%.
4. Interpersonal communication has a significant influence on organizational performance in Baleendah District, Bandung Regency, with a direct effect of 1.4%.
5. Organizational culture has a significant influence on organizational performance in Baleendah District, Bandung Regency, with a direct effect of 2.7%.
6. There is a significant influence of Work Discipline on Organizational Performance in Baleendah District, Bandung Regency, with a partial effect of 3.3%.
7. There is a significant influence of Employee Loyalty on Organizational Performance in Baleendah District, Bandung Regency, with a partial effect of 29.3%.
8. There is a significant influence of Employee Loyalty as a Mediator between Interpersonal Communication and Organizational Performance in Baleendah District, Bandung Regency.
9. There is a significant influence of Employee Loyalty as a Mediator between Organizational Culture and Organizational Performance in Baleendah District, Bandung Regency.
10. There is a significant influence of Employee Loyalty as a Mediator between Work Discipline and Organizational Performance in Baleendah District, Bandung Regency.

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