



DOI: <https://doi.org/10.38035/gijtm.v4i1>
<https://creativecommons.org/licenses/by/4.0/>

The Influence of Organizational Communication, Organizational Culture, and Organizational Commitment on Employee Performance

Muhammad Arfan Septiansyah¹, Editya Nurdiana²

¹Universitas Swadaya Gunung Jati, Cirebon, Indonesia, muhammad.122020380@ugj.ac.id

²Universitas Swadaya Gunung Jati, Cirebon, Indonesia, editya_nurdiana@ugj.ac.id

Corresponding Author: editya_nurdiana@ugj.ac.id²

Abstract: This study, entitled “The Influence of Organizational Communication, Organizational Culture, and Organizational Commitment on Employee Performance,” aims to analyze the extent to which organizational communication, organizational culture, and organizational commitment affect employee performance. The research was conducted on one hundred and ten employees of PT Alido PS using a quantitative approach through a survey method. Data were collected using a questionnaire and analyzed using multiple linear regression to examine both partial and simultaneous effects among the variables. The results indicate that organizational communication and organizational commitment have a positive and significant effect on employee performance, while organizational culture does not show a significant partial effect. However, organizational communication, organizational culture, and organizational commitment collectively demonstrate a significant influence on employee performance. These findings suggest that strengthening internal communication and enhancing employee commitment play essential roles in improving overall employee performance at PT Alido PS.

Keyword: Organizational Communication; Organizational Culture; Organizational Commitment; Employee Performance

INTRODUCTION

Employee performance is a pivotal indicator of how effectively an organization converts intentions into measurable results. In operations that run continuously—such as poultry and egg production—every shift, handover, and routine task depends on accuracy, timing, and close coordination among units. In such settings, mistakes in one node can cascade into disruptions in quality and output, making the human factor central to stability and competitiveness. PT Alido PS exemplifies these demands: the firm’s egg production depends on reliable work behaviors that are consistent day to day, not only because of process requirements but also because of the need to respond quickly to operational

contingencies. Understanding which internal conditions best support sustained performance therefore becomes a managerial and scholarly priority.

Within this context, organizational communication is a practical starting point. It provides the channels through which expectations are clarified, instructions are transmitted, and feedback circulates. When messages are timely, clear, and two-way, ambiguity is reduced and employees can align their actions with process needs. A systems view highlights that communication links interdependent subsystems and serves as the connective tissue of the enterprise; where flows are obstructed, coordination frays, and error risks rise (Almaney, 1974; Goldhaber, Porter, Yates, & Lesniak, 1978). In production environments, clarity in downward directives, openness to upward voice, and effective lateral exchanges typically translate into fewer reworks and smoother teamwork—conditions that are positively associated with performance. In PT Alido PS, these qualities matter in practical ways: employees rely on precise task briefings, quick clarifications, and accessible media to keep operations on tempo.

Organizational culture adds a deeper layer by shaping shared meanings about “how we do things here.” Culture comprises values and informal norms that guide interpretation and action; when widely internalized, it makes collaboration more natural, supports discipline, and encourages continuous improvement. Classic perspectives describe culture as a learned set of basic assumptions for solving problems of external adaptation and internal integration, then taught to newcomers as the correct way to perceive and behave (Edgar, 2010). In many Indonesian organizational studies, culture tends to show a positive relationship with employee performance, though the strength of that relationship varies across industries and samples (Ainanur & Tirtayasa, 2018; Meutia & Husada, 2019; Kharisma, 2019). This variation suggests that culture influences performance most reliably when espoused values are enacted in daily routines—when fairness is experienced, cooperation is reinforced, and improvement efforts are normed rather than merely stated.

A third element—organizational commitment—captures the psychological bond that ties employees to their workplace. Commitment reflects pride in membership, willingness to expend extra effort, and intention to remain; it has affective, continuance, and normative facets that shape persistence in the face of routine pressures (Meyer & Allen, 1991). Studies in public and private organizations show that committed employees are more consistent, reliable, and proactive, qualities that are especially valuable in time-sensitive production work (Adam, Yuniarsih, Ahman, & Kusnendi, 2020; Handoyo, Wardiningsih, & Suprihatmi, 2017). In PT Alido PS, the link is intuitive: higher commitment supports steadier attendance, better cooperation across lines, and stronger attention to task quality—each a building block of operational reliability.

These three variables interact rather than operate in isolation. Communication can reinforce cultural understanding by making expectations explicit and surfacing misalignments. Culture, in turn, can bolster commitment by creating belonging and shared purpose. Commitment then energizes employees to respond constructively to the signals they receive through communication and culture. The Congruence Model frames this interplay by arguing that organizational effectiveness depends on the fit among tasks, people, formal structures, and the informal organization (including culture), as well as the information processing that connects them (Nadler & Tushman, 1977). Where the fit is strong, friction falls, and performance rises; where it is weak, ambiguity and motivational deficits emerge. This perspective justifies examining communication, culture, and commitment together to understand performance patterns in a concrete operational setting like PT Alido PS.

Prior empirical findings provide both guidance and motivation for further inquiry. In a range of Indonesian studies, communication and culture frequently show positive effects on performance, and commitment emerges either as a direct predictor or as a mediator that

channels other organizational influences (Marta & Wijayati, 2018; Jufrizen & Rahmadhani, 2020; Ade, Widjajani, & Utomo, 2022; Muis, Jufrizen, & Fahmi, 2018). Yet some reports indicate that the cultural effect can be statistically weak once other variables are controlled or when the culture is unevenly enacted across units (Kharisma, 2019; Raspati, Radiyanti, Maryam, & Tadjie, 2024). These mixed results raise practical questions for managers: in which circumstances does culture matter most, and when do clearer communication or stronger commitment produce greater performance gains? The variability in findings underscores the value of testing all three variables in one model, within the distinctive rhythms of egg production work.

To make these constructs actionable, the present study operationalizes organizational communication as clarity of downward instructions, openness of upward feedback, and effectiveness of horizontal and diagonal exchanges, supported by accessible internal media. Organizational culture is observed through employees' understanding of shared values, perceived fairness in rule enforcement, teamwork, adaptability, and the degree to which cultural cues encourage higher performance. Organizational commitment is reflected in pride of membership, willingness to contribute extra effort, value congruence, intention to stay, and responsibility for organizational success. Employee performance is gauged through quality, quantity, timeliness, independence, initiative, accuracy, problem solving, and teamwork—dimensions that match the demands of continuous production. These operational choices ensure that the study's measures connect directly to the behaviors that matter in PT Alido PS's daily operations.

Anchored in these definitions and the congruence perspective, the study sets two objectives. First, it examines the partial effects of organizational communication, organizational culture, and organizational commitment on employee performance at PT Alido PS, asking whether each variable contributes uniquely when the others are held constant. Second, it assesses their simultaneous effect to determine whether, taken together, they form a meaningful explanatory bundle for performance. These objectives translate into practical questions for the company's leaders: if communication clarity and media usability are improved, how large might the performance gains be? If cultural reinforcement and fairness are strengthened, does performance rise uniformly across units? If commitment is cultivated through recognition and development opportunities, does reliability improve at the shift level? Addressing these questions can guide targeted interventions that are feasible within production constraints and that yield measurable improvements in output and quality.

Ultimately, this research aims to generate evidence that helps PT Alido PS prioritize internal levers with the strongest performance payoff. By situating communication, culture, and commitment within a single explanatory frame and measuring them against production-relevant performance indicators, the study contributes both to managerial decision-making and to the broader literature on organizational behavior in Indonesian manufacturing contexts. The findings are expected to clarify which conditions most reliably lift performance in a continuous-process environment and to inform practical steps for strengthening communication flows, enacting cultural values, and building sustainable commitment across the workforce.

METHOD

Research Design and Approach.

This study adopts a quantitative approach with a survey design to examine the influence of organizational communication, organizational culture, and organizational commitment on employee performance. A quantitative survey enables standardized measurement across respondents and the use of inferential statistics to test the hypothesized relationships among

variables. The primary analytical framework is multiple linear regression to estimate both partial and simultaneous effects of the independent variables on employee performance.

Research Site and Period.

The research was conducted at PT Alido PS (Egg Production Division) in Kuningan, West Java, using a cross-sectional design. Data collection took place within a single, clearly defined period, capturing the status of all variables without longitudinal tracking. The cross-sectional choice aligns with the practical goal of describing and testing associations as they exist at one point in time in a continuous-process production environment.

Population and Sample.

The population comprised all permanent employees who met the inclusion criteria: minimum one year of tenure, active duty during the data-collection window, and voluntary participation. Based on operational records, the accessible population was approximately 150 employees. Sampling used a non-probability purposive technique to ensure respondents were directly involved in the production processes relevant to the constructs being measured. The sample size target was about 110 respondents, determined using the Slovin formula with a five percent margin of error, and realized during field collection.

Instruments and Measures.

Data were gathered using a Likert-type questionnaire (5 points; Strongly Disagree to Strongly Agree) developed from theoretical indicators for each construct.

Organizational communication was measured through the clarity of downward instructions, smoothness of vertical and horizontal communication, transparency of organizational information, the effectiveness of internal media, and ease of providing upward feedback.

Organizational culture was assessed through shared value understanding, consistency and fairness of rule enforcement, collaboration support, work climate comfort, adaptability, and the extent to which cultural cues encourage improved performance.

Organizational commitment captured pride in membership, willingness to exert extra effort, value congruence, intention to remain, responsibility for organizational success, and long-term career orientation.

Employee performance covered quality, quantity, timeliness, independence, initiative, accuracy, problem solving, and teamwork, reflecting the demands of continuous production.

All items were drafted to match the operational realities of the egg production workflow so that scores meaningfully reflect behaviors critical to daily performance at PT Alido PS.

Instrument Development, Validity, and Reliability.

Items were constructed from the operational definitions and subjected to validity testing using Pearson item-total correlations with the applicable r -table threshold; items with $r \geq 0.30$ were retained. Internal consistency was evaluated using Cronbach's Alpha, with $\alpha \geq 0.70$ as the acceptance criterion. The resulting scales met the validity and reliability requirements for all main variables, indicating that the instrument is suitable for subsequent hypothesis testing.

Data Collection Procedures.

Questionnaires were distributed to eligible employees during the study period. Each respondent received a clear explanation of the study's purpose and assurances of confidentiality. Responses were checked for completeness at the point of collection to

minimize missing values. Completed forms were screened for eligibility, coded, and entered into a statistical worksheet. Data cleaning steps included consistency checks and outlier screening to ensure readiness for regression analysis.

Assumption Checks and Preliminary Analyses.

Before estimating the regression model, classical assumptions were verified. Normality of residuals was assessed (e.g., Kolmogorov–Smirnov) to ensure approximate normal distribution. Multicollinearity was evaluated via Tolerance and Variance Inflation Factor (VIF), using Tolerance > 0.10 and VIF < 10 as acceptable thresholds. Heteroskedasticity was examined (e.g., Glejser test) to verify homogeneity of residual variance. The dataset satisfied these assumptions, indicating that the multiple regression model is appropriate for inferential analysis.

Statistical Techniques.

The main technique is multiple linear regression with employee performance as the dependent variable and organizational communication, organizational culture, and organizational commitment as predictors. Partial effects are assessed using t-tests, while the F-test evaluates the joint significance of the predictors. Model fit is summarized using R^2 and Adjusted R^2 , which indicate the proportion of variance in performance explained by the joint predictors. In line with the research focus, the analysis emphasizes whether communication and commitment show statistically significant positive effects, and whether culture exhibits a significant effect on performance—either partially or when considered simultaneously with the other predictors.

Ethical Considerations.

The research adhered to social research ethics: voluntary participation, informed consent, and confidentiality of identities and responses. Data were used strictly for academic purposes and stored securely. All procedures were aligned with the institutional research ethics standards of the authors' affiliation.

Limitations.

The cross-sectional design restricts strong causal inference over time, and the non-probability sampling approach may limit generalizability beyond the study site. Nonetheless, an adequate sample size, validated and reliable measures, and satisfied regression assumptions support the robustness of the statistical conclusions within the PT Alido PS context.

RESULT AND DISCUSSION

Descriptive and Preliminary Checks.

Data screening confirmed that the dataset was complete and suitable for analysis. Classical regression assumptions were met: residuals approximated a normal distribution, indicators showed no harmful multicollinearity (acceptable tolerance and VIF values), and heteroskedasticity tests did not indicate patterned variance. These diagnostics support the use of multiple linear regression for hypothesis testing.

Model Fit and Overall Significance.

The multiple regression model—including organizational communication, organizational culture, and organizational commitment as predictors—was statistically viable and explained a substantial share of variance in employee performance. The adjusted coefficient of determination indicated that the predictors, taken together, accounted for a large portion of performance differences across respondents (Adjusted $R^2 \approx 0.81$). The

overall ANOVA test confirmed that the model, as a set, significantly improved prediction of employee performance over a null model. In substantive terms, the three organizational factors are jointly meaningful for understanding why some employees at PT Alido PS perform better than others.

Partial Effects (t-tests).

When examined individually within the full model, organizational communication showed a positive and significant effect on employee performance. Employees who perceived clearer instructions, smoother vertical and horizontal communication, transparent organizational information, and accessible internal media reported higher performance levels. Organizational commitment also exhibited a positive and significant effect. Respondents who reported stronger pride in membership, willingness to exert extra effort, intention to remain, and value congruence tended to demonstrate better performance outcomes. By contrast, organizational culture did not display a statistically significant partial effect once communication and commitment were included in the model. This suggests that, in the immediate day-to-day operations of the egg production division, proximal drivers such as message clarity and psychological attachment may exert stronger direct influence on performance than the broader cultural backdrop—at least when effects are parsed simultaneously.

Summary of Main Findings (Qualitative)

Predictor (IV)	Direction of Effect on Performance	Partial Significance	Interpretation (Short)
Organizational Communication	Positive	Significant	Clear, timely, two-way communication improves performance.
Organizational Culture	Positive (expected)	Not significant	Culture alone is not a strong partial predictor when combined.
Organizational Commitment	Positive	Significant	Higher attachment and extra-effort tendencies raise performance.

Interpretation of the Results.

The strong role of organizational communication is consistent with the operational reality of PT Alido PS, where production activities are continuous, interdependent, and time-sensitive. In such environments, performance depends on how effectively information travels across shifts and units. Downward clarity reduces ambiguity about targets and procedures; upward voice enables quick problem signaling; lateral exchanges coordinate handoffs and teamwork. These mechanisms directly affect quality, timeliness, and rework rates, explaining the significant positive relationship with performance.

The significant effect of organizational commitment highlights the importance of the psychological bond between employees and the organization. Employees who feel proud to belong, believe in the organization’s goals, and intend to stay are more likely to invest extra effort, maintain consistency under pressure, and help stabilize output. In production contexts, such discretionary effort and reliability translate into fewer disruptions and stronger adherence to standards—hence the clear link to performance.

The non-significant partial effect of organizational culture does not mean culture is irrelevant. Rather, it suggests that when the immediate levers of behavior (communication and commitment) are already captured in the model, culture may not add unique explanatory power on its own. There are several plausible reasons. First, culture may be broad and diffuse, shaping general orientations but not strongly differentiating performance between

employees once communication and commitment are accounted for. Second, the enactment gap may exist: values are espoused, but their day-to-day application may vary by unit or supervisor, diluting distinct partial effects. Third, in a highly standardized production setting, formal procedures and direct supervisory communication can overshadow culture's independent impact on short-term performance metrics. Importantly, however, the joint significance of the model indicates that culture still contributes indirectly as part of the broader organizational context that supports communication and nurtures commitment.

Answering the Research Questions.

The first question asked whether each predictor has a partial effect on performance. The results indicate yes for organizational communication and organizational commitment, and no for organizational culture when considered alongside the other variables. The second question asked whether the three predictors, taken together, significantly influence performance. The answer is yes: the overall model is significant and explains a large proportion of performance variance (Adjusted $R^2 \approx 0.81$). These findings align with the logic of continuous-process operations, where information clarity and employee attachment are the most immediate levers of individual output quality and timeliness.

Managerial Implications.

For PT Alido PS, the results suggest three practical priorities:

1. Institutionalize communication routines.

Standardize pre-shift briefings, clarify daily targets and constraints, and ensure rapid two-way escalation channels. Make internal media (e.g., notice boards, chat groups, short huddle scripts) simple and reliable so information remains timely.

2. Strengthen commitment drivers.

Reinforce recognition programs, clarify career pathways, and cultivate fair, consistent supervision. Even small improvements in perceived fairness and acknowledgment can raise attachment and willingness to exert extra effort.

3. Activate culture through practices.

Translate values into visible micro-behaviors (checklists, peer assists, quality huddles), and align supervisors to model the expected norms. This shifts culture from a background statement to an enacted routine that indirectly supports performance via communication and commitment.

Theoretical Implications.

The pattern of results is consistent with a congruence perspective: performance rises when the fit between tasks, people, and coordinating processes is strengthened. Communication and commitment appear as proximal mechanisms through which broader cultural meanings become actionable. Future research might test mediating or moderating roles—e.g., whether culture strengthens the link between communication practices and commitment, or whether the communication–performance link is stronger at higher levels of perceived culture enactment.

Limitations and Future Directions.

As a cross-sectional study based on non-probability sampling within a single company, causal claims and generalization are naturally limited. Subsequent work could incorporate longitudinal designs to examine how improvements in communication routines or commitment programs translate into performance changes over time, and could test multi-group models across divisions to explore whether culture's independent effect emerges more clearly where enactment is stronger.

CONCLUSION

This study set out to determine whether organizational communication, organizational culture, and organizational commitment influence employee performance at PT Alido PS, both individually and jointly. The empirical analysis shows that organizational communication and organizational commitment each exert a positive and significant effect on performance, while organizational culture does not display a significant partial effect when modeled alongside the other predictors. Considered together, however, the three factors significantly explain a substantial proportion of performance variance, indicating that the broader organizational context still matters even when its direct effect is not isolated. These results answer the research questions as formulated: two predictors—communication and commitment—are confirmed as significant partial drivers of performance, and the combined model demonstrates overall explanatory strength consistent with the title and aims of the study.

In practical terms, the conclusions point to communication quality and employee commitment as the most immediate levers for improving performance in a continuous-process production environment. Clear, timely, and reciprocal communication aligns daily actions with operational targets, while a strong sense of attachment and responsibility motivates employees to sustain effort and reliability. Although organizational culture is not a significant partial predictor in this model, it should be understood as a contextual platform that supports both communication practices and the formation of commitment. Strengthening culture through consistent enactment may, therefore, contribute indirectly by stabilizing the routines and expectations that allow communication and commitment to translate into performance.

The study contributes to industrial engineering and organizational science by clarifying which internal mechanisms most reliably lift individual output quality and timeliness in process-intensive settings. First, it operationalizes performance in a manner aligned with production realities—quality, quantity, timeliness, independence, initiative, accuracy, problem solving, and teamwork—offering a measurement frame that practitioners can apply in shop-floor monitoring and continuous improvement. Second, it provides evidence that communication routines and commitment-building policies are high-impact interventions for performance, thereby informing the design of work systems, shift handovers, and human-centered production management. Third, it reinforces a congruence perspective: improvements arise when information flows, behavioral norms, and motivation are aligned with task requirements, a principle that is central to socio-technical design and lean operations.

These conclusions are supported by the statistical tests performed and remain bounded by the design of the study. They do not claim long-term causal effects beyond the observed cross-sectional window, nor do they generalize beyond comparable contexts without caution. Within these boundaries, the evidence is sufficient to recommend that PT Alido PS prioritize strengthening internal communication mechanisms and cultivating organizational commitment as part of its ongoing performance strategy, while continuing to embed cultural values into daily practices so that they reliably underpin operational excellence. If pursued consistently, these directions are expected to yield incremental yet durable gains in employee performance, thereby enhancing productivity and competitive resilience in the firm's production system.

REFERENCES

Adam, A., Yuniarsih, T., Ahman, E., & Kusnendi, K. (2020). The Mediation Effect of Organizational Commitment in the Relation of Organization Culture and Employee

- Performance. *Proceedings of the 3rd Global Conference on Business, Management, and Entrepreneurship (GCBME 2018)*, 260–264. <https://doi.org/10.2991/aebmr.k.200131.056>
- Ade A., S. G., Widjajani, S., & Utomo A., S. (2022). Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan Melalui Komitmen Organisasional Sebagai Variabel Mediasi (Studi pada Karyawan BMT Binamas Purworejo). *Jurnal Sinar Manajemen*, 9(3), 441–449. <https://doi.org/10.56338/jsm.v9i3.2802>
- Ainanur, A., & Tirtayasa, S. (2018). Pengaruh Budaya Organisasi, Kompetensi dan Motivasi Terhadap Kinerja Karyawan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 1(1), 1–14. <https://doi.org/10.30596/maneggio.v1i1.2234>
- Almaney, A. (1974). Communication and the systems theory of organization. *Journal of Business Communication*, 12(1), 35–43. <https://doi.org/10.1177/002194367401200106>
- Edgar, H. (2010). *ORGANIZATIONAL CULTURE AND LEADERSHIP*.
- Goldhaber, G. M., Porter, D. T., Yates, M. P., & Lesniak, R. H. (1978). ORGANIZATIONAL COMMUNICATION: 1978. *Human Communication Research*, 5, 76–96. <https://api.semanticscholar.org/CorpusID:144283171>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate Data Analysis* (7th ed.). Pearson Education Limited.
- Handoyo, A., Wardiningsih A., S., & Suprihatmi, S. (2017). Analisis Pengaruh Keterlibatan Kerja dan Budaya Organisasi Terhadap Kinerja Pegawai Melalui Komitmen Organisasi Sebagai Variabel Mediasi (Survei pada Pegawai Dinas Koperasi dan Tenaga Kerja Kabupaten Boyolali). *Jurnal Manajemen Sumber Daya Manusia*, 11(2), 188–203.
- Jufrizen, J., & Rahmadhani K., N. (2020). Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai dengan Lingkungan Kerja Sebagai Variabel Moderasi. *JMD: Jurnal Riset Manajemen & Bisnis Dewantara*, 3(1), 66–79. <https://doi.org/10.26533/jmd.v3i1.561>
- Kantor, D. I., Dungingi, C., & Gorontalo, K. (2020). *PUBLIK: Jurnal Manajemen Sumber Daya Manusia, Adminstrasi dan Pelayanan Publik Sekolah Tinggi Ilmu Administrasi Bina Taruna Gorontalo Volume VII Nomor 1 2020. VII*, 1–9.
- Kharisma, M. (2019). Pengaruh Budaya Organisasi dan Kepuasan Kerja Terhadap Kinerja Karyawan dengan Komitmen Organisasi Sebagai Variabel Intervening. *Jurnal Pengembangan Wiraswasta*,
- Locke, E. A. (1970). Job satisfaction and job performance: A theoretical analysis. *Organizational Behavior and Human Performance*, 5(5), 484–500. [https://doi.org/10.1016/0030-5073\(70\)90036-X](https://doi.org/10.1016/0030-5073(70)90036-X)
- Manery R., B., Lengkong V., P. K., & Saerang T., R. (2018). Pengaruh Komitmen Organisasi dan Budaya Organisasi Terhadap Kinerja Pegawai di BKDPSDA di Kabupaten Halmahera Utara. *Jurnal EMBA*, 6(4), 1968–1977. <https://doi.org/10.35794/emba.v6i4.20918>
- Marta J., D., & Wijayati D., T. (2018). Pengaruh Budaya Organisasi dan Komunikasi Organisasi Terhadap Kinerja Karyawan PT.,X. *BISMA (Bisnis Dan Manajemen)*,
- 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.
- Muis M., R., Jufrizen, J., & Fahmi, M. (2018). Pengaruh Budaya Organisasi dan Komitmen Organisasi Terhadap Kinerja Karyawan. *Jesya (Jurnal Ekonomi Dan Ekonomi Syariah)*, 1(1), 9–25. <https://doi.org/10.36778/jesya.v1i1.7>
- Nadler, D. A., & Tushman, M. L. (1977). A Model for Diagnosing Organizational Behavior: The Congruence Model. *Organizational Dynamics*, 6(2), 37–51. [https://doi.org/10.1016/0090-2616\(77\)90017-X](https://doi.org/10.1016/0090-2616(77)90017-X)
- Rahmin, A., Rumijati, A., & Mursidi, M. (2025). Exploring the Role of Organizational

- Commitment in Linking Communication and Culture to Employee Performance at Sengkaling Recreation Park. *Business Innovation Management and Entrepreneurship Journal*, 4(01), 77–91. <https://doi.org/10.22219/bimantara.v4i01.40610>
- Raspati M., I., Radiyanti, R., Maryam N., S., & Tadjie G., S. (2024). Pengaruh Budaya Organisasi dan Komunikasi Terhadap Kinerja Karyawan. *RIGGS: Journal of Artificial Intelligence and Digital Business*, 4(2), 4036–4042.
- Sugiyono, S. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Syaifuddin, M., & Sumartik, S. (2022). The Effect of Organizational Commitment, Organizational Communication and Organizational Culture on Employee Performance. *Indonesian Journal of Law and Economics Review*, 17. <https://doi.org/10.21070/ijler.v17i0.819>
- Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. *International Journal of Medical Education*, 2, 53–55. <https://doi.org/10.5116/ijme.4dfb.8dfd>
- Wua, I. W. G., Noermijati, N., & Yuniarinto, A. (2022). The Influence of Organizational Culture on the Employee Performance Mediated by Job Satisfaction and Organizational Commitment. *Jurnal Aplikasi Manajemen*, 20(3), 542–551. <https://doi.org/10.21776/ub.jam.2022.020.03.07>