

The influence of organizational culture on the performance of STIAMI lecturers through interpersonal communication

Datep Purwa Saputra^{1*}

^{1*}Prodi Magister Manajemen, Fakultas Pascasarjana, Universitas Jayabaya, Indonesia

ARTICLE INFO**Article history:**

Received Jul 14, 2023

Revised Jul 17, 2023

Accepted Jul 26, 2023

Keywords:Communication;
Interpersonal;
Organizational Culture;
Performance.**ABSTRACT**

Interpersonal communication is used as a mediator on the indirect influence of organizational culture on the performance of STIAMI Jakarta lecturers. This indirect effect can be determined from the direct influence of organizational culture on the performance of STIAMI Jakarta lecturers, the direct influence of interpersonal communication on the performance of STIAMI Jakarta lecturers and the direct influence of organizational culture on interpersonal communication. This research uses descriptive research method which aims to describe or describe the phenomenon of the influence between the dimensions of organizational culture and interpersonal communication on the performance of STIAMI Jakarta lecturers, either partially or simultaneously. Before determining the regression equation (simple and multiple), the data were tested with validity, reliability, normality, multicollinearity, and heteroscedasticity tests. The significance of the effect of simple partial regression can be determined by using the t-test. By comparing t_{count} with t_{table} . If $t_{count} > t_{table}$, it is confirmed that the partial effect is significant and positive. Meanwhile, the simultaneous effect is determined by the F-test. If $F_{count} > F_{table}$ confirmed multiple regression is significant. The results obtained are all the influences studied, namely, the direct influence of organizational culture on the performance of STIAMI Jakarta lecturers, the direct influence of interpersonal communication on the performance of STIAMI Jakarta lecturers, the direct influence of organizational culture on interpersonal communication. The influence of organizational culture and interpersonal communication together on the performance of STIAMI Jakarta lecturers is positive and significant. The direct influence of organizational culture and interpersonal communication in percent partially on the performance of STIAMI Jakarta lecturers is 47.1% and 15.3%, respectively. The direct influence of organizational culture on work motivation is 9.5%. While the direct influence of organizational culture and interpersonal communication simultaneously is 50.7%.

This is an open access article under the CC BY-NC license.



Corresponding Author:Datep Purwa Saputra,
Prodi Magister Manajemen,
Fakultas Pascasarjana,
Universitas Jayabaya,
Pulomas Selatan Kav. Number 23 Road, RT.4/RW.9, Kayu Putih, Kec. Pulo Gadung, East Jakarta City, Special
Capital Region of Jakarta, 13210, Indonesia
Email: Dateppsaputra@gmail.com

1. Introduction

This study discusses the indirect influence of organizational culture on the performance of STIAMI Jakarta lecturers with interpersonal communication as mediators. Interpersonal communication that exists can make lecturers understand their duties and responsibilities. With interpersonal communication, it is also hoped that it can form comfortable working conditions so that lecturer performance increases. Arni Muhammad (2009:159) states that the exchange of information between lecturers is needed to support performance. Collaboration can be established with a good communication process. Communication is an activity to

convey information from ideas, ideas and messages that are expected to be known either directly orally or indirectly through the media.

Putu Ayu Asri Wulandari and I Wayan Bagia (2020) found that interpersonal communication improves Seririt III Health Center employee performance. Organizational culture encourages consistency, efficiency, self-development, commitment, and performance. Organizational culture, according to Robert Kreitner and Angelo Kinicki (2014), is a group's implicit assumption that shapes its feelings, thoughts, and responses to diversity. Workplace culture can boost performance. Maria, E. (2019) showed a substantial positive link between company culture and performance, Strong company culture improved employee performance, according to Weerationinghe (2017). Cultural events promoted teamwork and workplace spirit. Organizational culture affects interpersonal communication, according to Koesmono H's friend (2005). Organizational culture impacts interpersonal communication. Organizational culture influences STIAMI Jakarta lecturers' performance and communication. STIAMI Jakarta lecturers perform better when they communicate. Interpersonal communication needs mediate the indirect effect of corporate culture on STIAMI Jakarta lecturers.

Based on the explanation above, there are several research problem formulations, The development of an organizational culture that supports lecturer performance, the research will analyze the effect of a supportive organizational culture contributing to better performance of STIAMI Jakarta lecturers, so the implication of the research is the importance of efforts to develop a positive organizational culture at STIAMI Jakarta. Knowing the direct effect of organizational culture on STIAMI Jakarta lecturer performance is significant and positive, knowing the direct effect of interpersonal communication on STIAMI Jakarta lecturer performance is significant and positive, knowing the direct effect of organizational culture on interpersonal communication is significant and positive, knowing the direct influence of organizational culture and interpersonal communication together on the performance of STIAMI Jakarta lecturers is significant and positive, and knowing the indirect influence of organizational culture on the performance of STIAMI Jakarta lecturers with significant and positive interpersonal communication.

2. Research Method

Literature Review

The research method used in this research is quantitative research. Primary data was obtained directly from motorized vehicle taxpayers in Batang Regency who were respondents. The type in this research is explanatory research.(Priyono & Hasyim, 2023) explanatory research is to test between hypothesized variables. The hypothesis describes the relationship between variables, to find out whether a variable has an effect or not on other variables or variables are caused and influenced or not by other variables (Herman, 2019)as the subject of this study are motorized vehicle taxpayers in the Batang district, with a total sample of 100 respondents.Sampling in this study used a simple random sampling technique, namely a random sampling technique(Sugiyono, 2017). the study used a closed questionnaire and distributed it to 100 motorized vehicle taxpayers in Batang Regency. Robbins (2009) suggests cultural dimensions and indicators in an organization as tabled in Table 1 as follows.

Table 1. Organizational culture dimensions and indicators

Variable	Dimensions	Indicator
Robbins Organizational Culture (2009)	Attention to details	1) Accuracy in completing skills
		2) Skills
		3) Accuracy in work
	Outcomes Orientation	4) Ability to improve work output
		5) Optimum use of resources
	Team Orientation	6) Teamwork at work
		7) Communication intensity between team members
	Aggressiveness	8) Dexterity in dealing with work
		9) Competitive at work
	Stability	10) Commitment to duties and responsibilities
		11) Loyalty to existing values
	Innovation and risk taking	12) Ability to innovate
		13) Courage to take risks
	People orientation	14) Opportunities for employees to develop
		15) Opportunities for employees to attend training

Interpersonal Communication

Effective interpersonal communication requires five communication keys: expressive speakers, empathic listeners, persuasive leaders, sensitive people, and informative managers. Good communication between employees boosts performance. a) Openness, which involves wanting to be open to all parties and responding honestly to all stimuli. b) Empathy—the ability to feel, imagine, and participate emotionally and intellectually in others' experiences. c) Positiveness, or people's positive outlook. d) Equality, or resemblance between communicators. Similarities include ideals, beliefs, education, and social status. These four dimensions can be used as indicators of interpersonal communication variables. In line with that, Devito (2011: 256-264), provides dimensions and indicators of interpersonal communication as tabled in Table 2 below.

Table 2. Dimensions and Indicators of Interpersonal Communication

Variable	Dimensions	Indicator
Interpersonal Communication (X3) Devito (2011)	openness	1) Has a better attitude towards work after brainstorming with superiors
		2) Have a better attitude towards work after exchanging ideas with fellow co-workers
		3) Able to work with colleagues and superiors
	Empathy	4) Superiors provide information in completing work and assignments
		5) Colleagues provide information in completing work and assignments
		6) Happy and happy with the information in the work environment
	Supportiveness	7) Get information about work or assignments from superiors
		8) Get information about work or assignments from fellow co-workers
		9) The working environment conditions are harmonious and open to each other
	Positiveness	10) Take time to discuss the results of work matters in non-formal situations with superiors
		11) Taking the time to discuss the results of work matters in non-formal situations with co-workers
		12) Discuss work problems with superiors and co-workers
	Equality	13) The work environment always provides the information I need regarding work and assignments
		14) Often get new lessons and knowledge from information in the work environment
		15) Colleagues are always ready to provide assistance

STIAM I Jakarta Lecturer Performance

Work performance is based on motivation, attitude, and production. Performance is the quality and amount of work done by employees to complete their given tasks. Leadership, corporate culture, and work environment affect employee performance, according to Pawirosumarto et al. (2016). Leadership, corporate culture, and work environment affect performance, according to Mathis & Erect Jackson (2010) and Riyadi (2019). Soomro & Shah (2018) discovered organizational culture improves performance. Performance in tertiary institutions has directed educational activities, in accordance with development wishes and needs, so the implementation of tertiary institutions is one of the educational institutions that is formally entrusted with the task and responsibility of preparing students in accordance with national education goals, namely filling the community's need for experts and skilled workers with very diverse levels and types of ability. Education providers must also provide graduates in huge numbers, of high quality and discipline, and who can motivate and drive development. Khairizah and Astria (2015) stated their traits: Quality, quantity, and timing. Amir (2015: 83) defines performance as a habit that emphasizes process above results in work assignments. Obiwuru et al. (2011) list at least six performance metrics for lecturers: indicators or, namely: 1) Quality, job is near-perfect 2) Quantity, how much can be made or done. 3). Punctuality and multitasking. 4) Efficiency, using company resources to maximize revenues and minimize losses. 5) Independence, may operate alone to avoid problems; 6). Worker-employer commitment. Table 3 shows details.

Table 3. Lecturer Performance variable dimensions and indicators

Variable	Dimensions	Indicator
Lecturer performance (Y)	1. Lecturer quality	1) efficiency level
		2) accuracy

Obiwuru et al. (2011)		3)	neatness
		4)	reliability
		5)	work result
2.	Quantity	6)	job satisfaction
		7)	number of activities completed
3.	Punctuality	8)	finish the job on time
		9)	maximize time
4.	Effectiveness	10)	utilization of organizational resources
		11)	utilization of existing resources
5.	Independence	12)	independence
		13)	ability to work
6.	Work commitment	14)	Commitment to work with study program/dean
		15)	work commitment between lecturers

Framework

In this study, there are 5 (five) influences that will be examined, namely 1) the direct influence of organizational culture on the performance of STIAMI Jakarta lecturers. 2) direct influence of interpersonal communication on lecturer performance 3) direct influence of organizational culture on interpersonal communication. 4) the indirect effect of organizational culture on the performance of STIAMI Jakarta lecturers with interpersonal communication mediators. 5) the direct effect of organizational culture and interpersonal communication together on the performance of STIAMI Jakarta lecturers. These five kinds of influence can be described schematically in Figure 1 as follows,

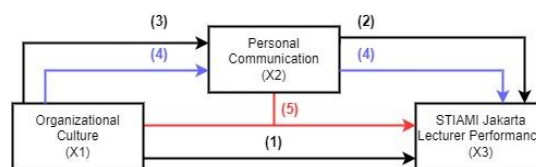


Figure 1. The direct and indirect influence of organizational culture on the performance of STIAMI lecturers, (1) and (4). Direct influence of organizational culture on interpersonal communication (3). The direct influence of interpersonal communication on the performance of STIAMI lecturers (2) and the direct influence of organizational culture and interpersonal communication together on the performance of STIAMI lecturers (5).

Hypothesis

a) The direct influence of organizational culture on the performance of STIAMI Jakarta lecturers is significant and positive. b) The direct influence of lecturer interpersonal communication on the performance of STIAMI Jakarta lecturers is significant and positive. c) The direct influence of organizational culture on interpersonal communication is significant and positive. d) The direct influence of organizational culture and interpersonal communication together on the performance of STIAMI Jakarta lecturers is significant and positive. d) Indirect influence of organizational culture on the performance of STIAMI Jakarta lecturers with interpersonal communication mediators is significant and positive

Research methods

The method of writing this paper is descriptive research which aims to describe or describe the phenomenon of the influence between the dimensions of organizational culture and interpersonal communication which affect the performance of STIAMI Jakarta lecturers either partially or simultaneously. Indirect influence of organizational culture through interpersonal communication on the performance of STIAMI Jakarta lecturers. The influence of organizational culture on interpersonal communication. Testing of each relationship between variables is carried out using the Regression Analysis method to find the Standardized Coefficient value as the path coefficient value. Regression analysis was conducted to examine the causal relationship between organizational culture. With interpersonal communication.

Population and Sample.

The population of STIAMI Jakarta lecturers from 9 (nine) active study programs totals 2290 people. To determine the effect of the independent variable on the dependent variable, a questionnaire was distributed to the sample determined by the Slovin formula.

$$n = \frac{N}{1+N(e)^2} \quad (1)$$

With, n : Sample size, N : Population size = 2290 people, e : Error (error rate, taken 10%)

From the Slovin formula, the value of the sample size (n) is obtained, $n = 2290/(1+2290 \times 0.01) = 95.82$ rounded up to 100 people.

Data Testing

Data testing is carried out before calculating the regression equation, both simple regression and multiple regression. The test is a test of validity, reliability, normality, multicollinearity and heteroscedasticity. Validity testing is to ensure that the questionnaire is really good. Reliability is a measure that shows the consistency of a measuring instrument in measuring the same symptoms on other occasions. The research variable is free from reliability if the Cronbach Alpha value is > 0.700 . The rule for determining the normality of a data is that the data is said to be normally distributed if the Asymp. Sig. (2-tailed) in the SPSS output is greater than the significant level (0.05). Multicollinearity testing was carried out with $VIF < 10$ and $Tolerance > 0.1$ criteria. The heteroscedasticity test in this study is to look at the tendency of the independent variables to have a high correlation.

3. Results And Discussions

Results

a. Test Data

Research Variable Validation Test

The results of the validation test can be seen in Table 4 as follows.

Table 4. Results of research variable validation test

X and Y Index	RcountX1	RcountX2	RcountY	Rtable	Information
01	.584**	.605**	.514**	0.256	valid
02	.566**	.632**	.582**	0.256	valid
03	.737**	.594**	.589**	0.256	valid
04	.632**	.698**	.521**	0.256	valid
05	.657**	.728**	.610**	0.256	valid
06	.334**	.513**	.465**	0.256	valid
07	.502**	.498**	.527**	0.256	valid
08	.685**	.716**	.457**	0.256	valid
09	.492**	.559**	.706**	0.256	valid
10	.551**	.554**	.631**	0.256	valid
11	.700**	.652**	.470**	0.256	valid
12	.497**	.480**	.572**	0.256	valid
13	.518**	.576**	.559**	0.256	valid
14	.566**	.503**	.517**	0.256	valid
15	.580**	.548**	.628**	0.256	valid

Organizational culture (X1), interpersonal communication (X2) and the performance of STIAMI Jakarta lecturers (Y). The test results found that all research variable questionnaires were declared valid because all Pearson correlations calculated (Rcount) were greater than the coefficients from the table whose value was 0.256 (100 respondents) with an accuracy of 0.01 (1%).

Reliability Test of Research Variables

The results of the validation test are tabled in Table 5 as follows.

Table 5. Results of the research variable reliability test

No	Variable	Cronbach's Alpha	Description
1	X1	0,856	> 0.700
2	X2	0,866	> 0.700
3	Y	0,840	> 0.700

All research variables of organizational culture (X1), interpersonal communication (X2) and the performance of STIAMI Jakarta lecturers (Y) are free from reliability because they all have a Cronbach Alpha value of > 0.700 .

Normality test

The rule for determining the normality of a data is if the Asymp. Sig. (2-tailed) in the SPSS output is greater than the level of significance (0.05). All research data obtained are normally distributed because all Asymp values. Sig. (2-tailed) of the research variables, organizational culture (X1), interpersonal communication (X2) and the performance of STIAMI Jakarta lecturers (Y) is greater than 0.05 as shown in Table 6 below.

Table 6. Results of the research variable normality test

No	Variable	Asymp.sig. (2-tailed)	Description
1	X1	0,760	>0.05
2	X2	0,200	>0.05
3	Y	0,057	>0.05

Multicollinearity Test

Yoo W, Mayberry R, Bae S, Singh K, He QP, Lillard Jr JW (2014) stated that an indication of the occurrence of multicollinearity is. if the VIF value is greater than 10 and the tolerance is less than 0.1. It can be seen that all independent variables, organizational culture (X1) and interpersonal communication (X2) escape the multicollinearity problem or none of the independent variables are affected by multicollinearity, because the VIF of the two independent variables is <10 and tolerance > 0.1 as shown in Table 7 below. .

Table 7. The results of the research variable multicollinearity test

Model	Collinearity Statistics	
	Tolerance	VIF
1	(Constant)	
	Score_Organizational_Culture	.905 1.105
	Score_Work_Motivation	.905 1.105

Heteroscedasticity Test

The heteroscedasticity test in this study was to see whether the independent variable organizational culture (X1) and interpersonal communication (X2) tended to have a high correlation. It turns out that there is no heteroscedasticity between the independent variables, as shown in Figure 2 below.

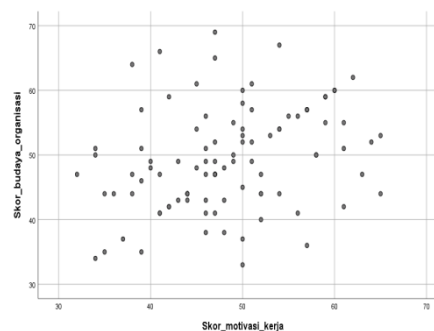


Figure 2. Graph between independent variables of organizational culture (X1) and interpersonal communication (X2)

From the graph shown in Figure 2, there is no specific pattern between the independent variables, so the independent variables organizational culture (X1) and interpersonal communication (X2) are free from heteroscedasticity.

b. Simple Regression Equations

To determine the direct influence of organizational culture and interpersonal communication partially on the performance of STIAMI Jakarta lecturers, the direct influence of organizational culture on interpersonal communication is used simple regression analysis. The results obtained consist of 3 (three) direct effects, namely: a) The direct influence of organizational culture (X1) on the performance of STIAMI Jakarta lecturers (Y). b) The direct influence of interpersonal communication (X2) on the performance of STIAMI Jakarta lecturers (Y). c) The direct influence of organizational culture (X1) on interpersonal communication (X2), The direct effects of 1), 2) and 3) are tabled in Table 8 as follows.

Table 8. Direct and indirect effects for simple regression

Influence	formulas	tcount	ttable	Fcount	Ftable	Influence (%)
X1 against Y	$Y=23.208 + 0.572 X1$	9,341	2,365	87,265	6.90	47,1
X2 against Y	$Y=35.755 + 0.325 X2$	4,210	2,365	17,725	6.90	15,3
X1 against X2	$X2=33.143+0.309 X1$	3,206	2,365	10,279	6.90	9,5

Organizational culture (X1), interpersonal communication (X2) and performance of STIAMI Jakarta lecturers (Y)

c. Indirect influence of organizational culture (X1) on the performance of STIAMI Jakarta lecturers

The indirect effect of organizational culture (X1) on lecturer performance at STIAMI Jakarta (Y) can be determined from the direct casual effect of organizational culture (X1) on lecturer performance, which is 0.572 (1). The direct casual effect (direct effect) of interpersonal communication (X2) on lecturer performance is 0.325 (2). The direct effect of organizational culture (X1) on interpersonal communication (X2) is 0.309 (3). Therefore, the casual indirect effect (indirectly effect) organizational culture (X1) on the performance of STIAMI Jakarta lecturers (Y) mediated by interpersonal communication (X2) (4) is $0.572 + 0.325 \times 0.309$ is 0.672 as shown in Figure 3. as follows.

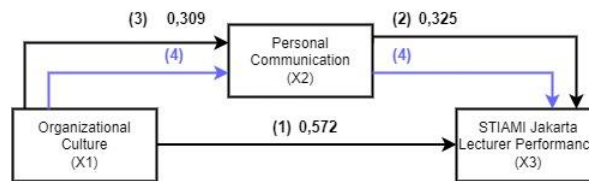


Figure 3. The influence of non-organizational culture on the performance of STIAMI Jakarta lecturers, (4). Direct influence of organizational culture on interpersonal communication (3). The direct effect of interpersonal communication on the performance of STIAMI lecturers (2) and the direct influence of organizational culture on the performance of STIAMI Jakarta lecturers (1)

d. Multiple Regression Equations

To determine the effect of organizational culture and interpersonal communication simultaneously on the performance of STIAMI Jakarta lecturers, multiple regression analysis was used. The results obtained are tabled in Table 9, as follows.

Table 9. The results of the calculation of the multiple regression regression equation

Influencer	formulas	Fcount	Ftable	Influence (%)
Y(X1,X2)	$Y= 17.470 + 0.521 X1,+ 0.165 X2$	49,834	4.83	49,7

The results shown in Table 9 state that organizational culture and interpersonal communication together have a positive and significant effect on the performance of STIAMI Jakarta lecturers because $F_{count} > F_{table}$. ($49.834 > 4.83$). While the effect in % is 49.7% which is also true because $F_{count} > F_{table}$. ($49,834 > 4.83$).

Discussion

Influence Between Variables

a. Direct Influence of Organizational Culture on the performance of STIAMI Jakarta lecturers

Ahmad (2012) claims that corporate culture aspects positively impact performance management. Performance management, a core human resource management discipline, promotes the idea that employees and managers benefit from understanding corporate culture. Awadh & Alyahya (2018) found that a strong company culture boosts performance. Paschal & Nizam (2016) stated that company culture greatly affects employee performance. Sihombing et al. (2016) also proved that organizational culture affects employee performance. Carlstrom & Ekman (2012) defined corporate culture as a set of values, assumptions, beliefs, and behaviors that affect change, employees, and performance. Awadh & Alyahya (2018) found that organizational culture impacts performance. Weerasinghe (2017) found that a strong corporate culture boosts performance by empowering teamwork and morale. Xenikou and Simosi (2006) found that stronger organizational cultures improve employee performance. and behavior effect change, employees, and

performance. Awadh & Alyahya (2018) found that organizational culture impacts performance. Weerasinghe (2017) found that a strong corporate culture boosts performance by empowering teamwork and morale. Xenikou and Simosi (2006) found that stronger organizational cultures improve employee performance and behavior effect change, employees, and performance. Awadh & Alyahya (2018) found that organizational culture impacts performance. Weerasinghe (2017) found that a strong corporate culture boosts performance by empowering teamwork and morale. Xenikou and Simosi (2006) found that stronger organizational cultures improve employee performance.

b. Direct Influence of Organizational Culture on Interpersonal Communication

The results of Rahayu's research (2017) found that organizational culture has a positive and significant influence on interpersonal communication. Robert Kreitner and Angelo Kinicki (2014) define organizational culture as a form of assumption that is owned, implicitly accepted by a group and determines how the group feels, thinks and reacts to its diverse environment. This definition highlights three important characteristics of organizational culture, firstly organizational culture is given to new employees through the socialization process, secondly organizational culture influences our behavior at work and organizational culture applies at two different levels. Koesmono H's friend (2005) states that from research conducted on employees of the medium-scale wood processing industry sub-sector in East Java, it was found that organizational culture influences interpersonal communication. Dinda Ayu Firanti, Indah Sulistiani and Marisa Puspita Sary (2021) stated that organizational culture plays an important role in an organizational environment where it will affect interpersonal communication.

c. The Direct Influence of Interpersonal Communication on the Performance of STIAMI Jakarta Lecturers

Hanna Laili Rashuan, Hery Sawiji and Susantiningrum (2020) get a positive and significant effect of interpersonal communication on performance. Agus Sriyadi (2010) conducted research on the effect of Interpersonal Communication on the Performance of Employees of the Department of Tourism and Culture in Pati Regency. The results of the study show that the simple correlation analysis shows that interpersonal communication between employees has a positive effect on performance. Susiati Purwaning Utami (2015) found a strong and significant positive relationship between interpersonal communication and performance. Siti Hardiyanti (2018) proved that there was a significant relationship between interpersonal communication of school principals and teacher performance.

d. Indirect Influence of Organizational Culture Against With Interpersonal Communication As a Mediator

Path analysis is used to examine the indirect effect of organizational culture on the performance of STIAMI Jakarta lecturers with interpersonal communication as a mediator. It can be determined by examining the direct effect of organizational culture on the performance of STIAMI Jakarta lecturers, the direct influence of organizational culture on interpersonal communication and the direct influence of interpersonal communication on the performance of STIAMI Jakarta lecturers. If the three influences above are significant, it can be ascertained that the indirect effect of organizational culture on the performance of STIAMI Jakarta lecturers with interpersonal communication as a mediator is significant. Tests for each relationship between variables are carried out using the Regression Analysis method to find the Standardized Coefficient value as the path coefficient value.

e. Direct Influence of Organizational Culture and Interpersonal Communication Together on the Performance of STIAMI Jakarta Lecturers

The direct influence of organizational culture and interpersonal communication together on the performance of STIAMI Jakarta lecturers. It can be seen from the multiple regression with the dependent variable on the performance of STIAMI Jakarta lecturers and the independent variable is organizational culture. And interpersonal communication. Whether the influence of organizational culture and interpersonal communication together on the performance of STIAMI Jakarta lecturers is significant or cannot be tested with the F-test, by comparing F_{count} with F_{table} . The multiple regression equation is said to be significant if $F_{count} > F_{table}$.

4. Conclusion

Research findings: (1) Organizational culture (X1) directly affects STIAMI Jakarta lecturers (Y) because $t_{count} > t_{table}$ (9.341 > 2.365). (2) The direct effect of lecturer interpersonal communication (X2) on the performance of STIAMI Jakarta lecturers (Y) is significant and favorable since $t_{count} > t_{table}$ (4.210 > 2.365). (3) Organizational culture (X1) directly affects interpersonal communication (X2) because $t_{count} > t_{table}$ (3.206 > 2.365). (4) Organizational culture (X1) and interpersonal communication (X2) directly affect STIAMI Jakarta lecturers (Y) because $F_{count} > F_{table}$ (49.834 > 4.83). (5) The implication of the research is that it explains the indirect effect of organizational culture (X1) on the performance of STIAMI Jakarta lecturers (Y) with interpersonal communication mediators (X2) is significant and positive because the influence of organizational culture on STIAMI lecturers is positive and significant, the influence of organizational culture on positive interpersonal communication is significant, and the effect of interpersonal communication on STIAMI Jakarta lecturers is significant. (1) Managers should follow the dimensions and indicators of the research factors to improve the performance of STIAMI Jakarta lecturers. (2) To preserve STIAMI Jakarta professors' performance, maintain all positive independent variables. (3). additional academics could study how to improve employee performance with additional independent variables, firms, and work conditions. The contribution of the research is that by identifying aspects of organizational culture that have a positive impact on lecturer performance, educational institutions can focus on strengthening these values and reducing negative factors that hinder performance. Suggestions for future research are to analyze the role of institutional support on lecturer performance so that it can support lecturer performance.

References

- Devito, Joseph A. 2011. *Komunikasi Antar Manusia*. Pamulang-Tangerang Selatan: Karisma Publishing Group
- Edgar Schein dalam Fred Luthans, (2006), *Perilaku Organisasi*. Edisi Sepuluh, PT. Andi: Yogyakarta
- Farisya Wulandari. 2017. Pengaruh Komunikasi Antarpribadi terhadap Kinerja Pegawai Dinas Pendidikan dan Kebudayaan Daerah Provinsi Sulawesi Tengah. *Jurnal Katalogis*. Volume 5 Nomor 3.
- Griffin, Rcky W., Gregory Moorhead. 2007. *Organizational Behavior, Managing People and Organizatios*. Boston: Houghton Mifflin Company
- Hanna Laili Rashuan, Hery Sawiji dan Susantiningrum (2020) *Jurnal Informasi Dan Komunikasi Administrasi Perkantoran* Volume 4, No.4, November 2020
- Khairizah dan Astria (2015) "Pengaruh Gaya Kepemimpinan terhadap Kinerja Karyawan, *Jurnal Administrasi Publik*," Vol. 3, No. 7, 1269
- Lolowang, L.N., Troena, A.E., A. Djazuli dan S. Aisyah. (2019). The effect of leadership and organizational culture on employee performance that is educated by motivation (study on the implementation empowerment programs in Jayapura city). *Problems and Perspectives in Management*. 17(1), 268-277
- Maria, E. (2019). The Influence of Organizational Culture, Compensation and Interpersonal Communication in Employee performance Through Work Motivation as Mediation. *International Review of Management and Marketing*. 9(3)
- Mathis, R. L., & Jackson, J. H. (2010). *Human Resources Management Thirteenth Edition*. Mason: South-Western, Cengage Learning
- Obiwuru, T. C., Okwu, A. T., Akpa, V. O., & Nwankwere, I. A. (2011). Effects of leadership style on organizational performance: A survey of selected small scale enterprises in Ikosi-Ketu council development area of Lagos State, Nigeria. *Australian Journal of Business and Management Research*, 1(7), 100
- Paschal & Nizam (2016) Paschal, A. O., & Nizam, D. I. (2016). Effects of Organisational Culture on Employees Performance: *International Journal of Accounting and Business Management*, 4(1), 19–26. <https://doi.org/10.24924/ijabm/2016.04/v4.iss1/19.26>
- Pwirosumarto, S., Sarjana, P. K., & Gunawan, R. (2016). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. *International Journal of Law and Management*. 59(6)
- Putu Ayu Asri Wulandari dan I Wayan Bagia (2020) *Jurnal manajemen dan bisnis PROSPEK*, Vol 2 No.2 (2020)
- Rahayu, Sri. 2017. Komunikasi Interpersonal Kepemimpinan Kepala Sekolah dan Budaya Organisasi Terhadap Motivasi Kerja dan Dampaknya pada Kepuasan Kerja Guru Sekolah Menengah Pertama. *Jurnal Manajemen Pendidikan*. Vol12, No 1. 2-ISSN : 2548-6780
- Rahmat. Ajie (2015). Pengaruh Karakter Eksekutif, Kepemilikan Keluarga, Profitabilitas dan Corporate Governance Terhadap Penghindaran Pajak di Indonesia (Studi pada Perusahaan Manufaktur di BEI Tahun 2010-2014), Skripsi Universitas Muhammadiyah Yogyakarta.
- Riyadi, S. (2019) The Influence of Job Satisfaction, Work Environment, Individual Characteristics and Compensation toward Job Stress and Employee Performance. *International Review of Management and Marketing*. 9(3).
- Robbins, S.P., & Judge, T.A., (2009). *Organizational Behavior*. New York, NY: Prentice Hall
- Robert Kreitner dan Angelo Kinicki (2014) *Ilaku Organisasi*. Edisi 9. Buku 1. Jakarta: Salemba Empat

- Sihombing, S., Astuti, E. S., Mussadieq, M., Hamied, D., & Rahardjo, K. (2016). The Effect of Servant Leadership to Rewards, Organizational Culture, and its Implication to Employee's Performance (Case Study on the Employees of PT. Bank Tabungan Negara (Persero) Tbk. Indonesia). *International Journal of Law and Management*, 7(5), 781–796. <https://doi.org/10.1108/IJEER-03-2018-42>
- Sloum, John W. and Don Hellriegel. 2007. *Fundamental of Organizational Behavior*. Ohio: Thomson- SouthWestern
- Somro, B. A., & Shah, N. (2018). Determining the impact of entrepreneurial orientation and organizational culture on job satisfaction, organizational commitment, and employee's performance. *South Asian Journal of Business Studies*, 8(3)
- Sugiarta, M.P, Dantes, N, dan Natajaya, N, 2013. Determinasi Sikap Guru Terhadap Profesinya, Konsep Diri, dan Iklim Kerja Sekolah Terhadap Kinerja Guru Sekolah Dasar di Gugus IV Sukasada, *Jurnal Pendidikan Dasar*, 3, 1-9.
- Susiati Purwaning Utami. 2015. Pengaruh Kepemimpinan, Motivasi, dan Komunikasi Interpersonal Terhadap Kinerja Karyawan pada Biro Perjalanan Wisata "Panen Tour", *Jurnal Ilmiah Widya*, Vol.3, No.1,1-9.
- Syafii et al. (2015) Syafii, L. I., Thoyib, A., Nimran, U., & Djumahir. (2015). The Role of Corporate Culture and Employee Motivation as a Mediating Variable of Leadership Style Related with the Employee Performance (Studies in Perum Perhutani). *Procedia Social and Behavioral Sciences*, 211, 1142–1147 <https://doi.org/10.1016/j.sbspro.2015.11.152>
- Teman Koesmono, 2005, "Pengaruh Budaya Organisasi Terhadap Motivasi dan Kepuasan Kerja serta Kinerja Karyawan pada Sub Sektor Industri Pengolahan Kayu Skala Menengah di Jawa Timur", *Jurnal Manajemen dan Kewirausahaan*, Vol.7, No. 2, September, h. 171-188
- Werasinghe, (2017) *American Journal of Educational Research*, 5(5), 533±539. <https://doi.org/10.12691/education-5-5-9>
- Wbowo.2007. *Manajemen Kinerja*. Raja Grafindo Persada : Jakarta
- Wibwo. 2013. *Perilaku dalam Organisasi*. Jakarta: PT. Raja Grafindo Persada
- Xenikou Athena and Maria Simosi, 2006, "Organizational culture and transformational leadership as predictors of business unit performance", *Journal of Managerial Psychology*, Vol. 21, No. 6, pp. 566-579
- Analysis. *International Journal of Applied Science and Technology*, 4, 9-19.
- Yoo W, Mayberry R, Bae S, Singh K, He QP, Lillard Jr JW (2014) A Study of Effects of Multicollinearity in the Multivariable