

The Effect of Communication, Organizational Culture, and Conflict on Employee Performance at A Manufacturing Company in Denpasar

I Gede Satria Jagat Sakti^{1*}, Pande Ketut Ribek², Ni Luh Popy Anggreni³, Ni Made Kristina Andika⁴, Ni Putu Ayu Swandewi⁵, Ni Ketut Puspawati⁶, Tiksnaya Viprapastha⁷

Faculty of Economics and Business, University of Mahasarawati Denpasar^{1,2,3,4,5,6,7}

Corresponding Author: satriaj649@gmail.com¹

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ABSTRACT

This research was carried out at PT Astra Honda Motor in Denpasar since there was a lack of coordination between superiors and employees. It can be seen from the fact that there is often overtime without prior notification from superiors so employees feel unprepared and often complain to their superiors. The purpose of this research is to determine and analyze the influence of communication, organizational culture, and conflict on employee performance at PT Astra Honda Motor in Denpasar. The number of samples taken was 92 employees. The analysis techniques used are validity and reliability tests, multiple linear regression analysis, classical assumption test, multiple correlation analysis, coefficient of determination, F test, and t-test. Data processing in this thesis uses the SPSS 30.0 for Windows program. The results of this research show that communication and organizational culture have a positive and significant effect on employee performance at PT Astra Honda Motor in Denpasar. Conflict has a negative and significant effect on employee performance at PT Astra Honda Motor in Denpasar. The implication is that communication and organizational culture have a positive and significant effect on employee performance, while conflict has a negative effect on employee performance at PT Astra Honda Motor in Denpasar.

Keywords: Communication; Conflict; Employee Performance; Manufacturing Company; Organizational Culture

INTRODUCTION

The business world competition in the current era of globalization is very competitive, especially in transportation, one of which is PT Astra Honda Motor. Product purchasing decisions can be seen when consumers carry out economic activities that select the quality of the products to be purchased ([Rahmayani et al., 2024](#)). Competitive in this case is the ability to achieve excellence or success in a competition. The high mobility of the Balinese people today has caused the demand for vehicles to increase. Motorbikes are two-wheeled vehicles that are very much needed and used by the Balinese people as a practical means of transportation. Transportation is an important means of moving goods or people from one place to another. Two-wheeled vehicles as a means of transportation are currently increasing in use. In order to meet consumer needs, motorcycle manufacturers compete with each other to create new motorcycles, thereby creating competition between manufacturers. Competition in the business world requires companies to be sensitive to changes in technological advances, advances in the times, and changes in the needs or tastes of their consumers.

According to [Afandi \(2018\)](#), one of the factors that influence performance is communication. Organizational communication is a process in which sources transmit messages to recipients through various channels ([Afandi, 2018](#)). [Ribek and Rihayana \(2019\)](#) stated that organizational culture is good for increasing competitive advantage so that excellence in performance produces superior value. Meanwhile, [Ramdani \(2020\)](#) stated that communication is a process of exchanging information between individuals through a common system, either with symbols, signals, or behavior or actions. From the description above, it can be said that communication is basically a process of conveying and exchanging information.

The results of observations with one of the employees showed several phenomena that occurred related to communication at PT Astra Honda Motor in Denpasar, namely the lack of coordination between superiors and employees. It can be seen from the frequent additional work that exceeds working hours without prior notification from the superior but is not counted as overtime so employees feel unprepared and often complain to their superiors. There is a reluctance from my employees to their superiors to convey problems related to the work being carried out so that it can interfere with their performance. Apart from communication, Another variable that influences employee performance is organizational culture.

Organizational culture is a system of values, assumptions, beliefs, philosophies, and organizational habits that exist in an organization ([Afandi, 2018](#)). According to [Widyani et al. \(2019\)](#), organizational culture is one strategy to motivate employees to achieve maximum performance because a good organizational culture will automatically provide a condition that is in accordance with employee behavior at work if the culture is very suitable and supports employees in developing their abilities and supporting their welfare in other words, organizational culture is an important factor to improve employee performance in the company ([Sagita et al., 2018](#))

The phenomena related to the implementation of organizational culture values at PT Astra Honda Motor in Denpasar are that employees' understanding of organizational culture values as a basis for behavior is still not good, such as behavior that is not in accordance with SOP, speaking rudely or unethically to coworkers, and doing bad things to coworkers such as fighting. Employees lack mutual respect in the sense that employees still practice racism against outsiders or do not respect other cultures. Conflict is another factor that affects performance besides communication and organizational culture.

Conflict is generally defined as a competitive situation when carrying out a role or task where each part or group in the organization realizes that there is a mismatch in expectations between one person and another or one group and another ([Anatan & Nur, 2022](#)). Several phenomena that occur are related to the conflict at PT Astra Honda Motor in Denpasar, namely the existence of a dependency on cooperation with other parts, causing employee errors in one part and also having an impact on the failure of employees in other parts. Unclear responsibilities in assigning tasks have the potential to cause conflict. Conflict usually arises in organizations as a result of communication problems, personal relationships, or organizational structures. It can be said that high conflict will ultimately interfere with employee performance so that the results achieved are less than satisfactory and not in accordance with expectations.

Employee activities at PT Astra Honda Motor in Denpasar are largely centered around customer service, making it essential to enhance employee performance, particularly in administrative and customer service functions. Observations on employee performance reveal that some employees demonstrate a low initiative in problem analysis, which hinders their ability to make effective decisions for problem-solving. Additionally, teamwork among employees is limited, often due to heavy individual workloads, high competition, and a lack of cohesion in collaborative efforts.

This study addresses these challenges by examining the impact of communication, organizational culture, and conflict on employee performance at PT Astra Honda Motor in Denpasar. The findings of this research are intended to provide actionable insights to the company for improving employee performance, ultimately supporting increased sales and customer satisfaction. A key novelty of this research is the focus on fostering effective two-way communication, which can facilitate problem-solving and contribute to improved overall performance in the organization.

LITERATURE REVIEW

Performance Theory

Performance Theory, as articulated by [Colquitt et al. \(2012\)](#), posits that "job performance is the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment." This perspective defines job performance not merely as the completion of assigned tasks but as the outcome of various behaviors that collectively influence the quality, quantity, and reliability of an individual's output. High-performing individuals typically exhibit exemplary work quality and are characterized by their ability to consistently meet or exceed expectations ([Santi & Basyir, 2020](#)). This theory underscores the importance of understanding performance as a collection of behaviors that directly impact organizational goals, thus providing a framework for examining critical interrelated variables such as communication, organizational culture, conflict, and overall employee performance. Effective communication between superiors and employees plays a crucial role in enhancing performance; it fosters clarity of expectations and cultivates an environment of trust and collaboration. Moreover, a robust organizational culture that actively minimizes conflict can create a more harmonious workplace, further facilitating employee engagement and productivity. Such a culture not only aligns individual behaviors with organizational objectives but also promotes a shared sense of purpose, thereby enhancing the overall effectiveness of the organization. By recognizing and addressing these interconnections, organizations can better strategize to optimize employee performance and achieve their goals.

Communication

Communication is fundamentally defined as "the transfer and understanding of meaning," encompassing the exchange of messages among individuals to achieve mutual understanding ([Marwansyah, 2019](#)). This intricate process involves the delivery of information between two or more parties and extends to interactions between humans and machines, highlighting the diverse contexts in which communication occurs ([Putra & Adnyani, 2013](#)). Effective communication is not merely about exchanging words; it relies on several fundamental principles that enhance the quality and impact of the interaction. Respect is essential, as it establishes a foundation of trust and openness, allowing individuals to feel valued and heard. Empathy plays a crucial role in understanding the perspectives and emotions of others, fostering a deeper connection that facilitates more meaningful exchanges. Audibility and clarity are vital for ensuring that messages are not only delivered but also comprehended; unclear or inaudible communication can lead to misunderstandings and frustration. Additionally, humility encourages individuals to approach conversations with a willingness to learn from others and acknowledge that their perspective is one of many. Together, these principles create a conducive environment for dialogue, where ideas can be shared freely and collaboratively, ultimately enhancing interpersonal relationships and promoting a culture of effective communication within organizations. Recognizing the complexities of communication and actively striving to adhere to these principles can significantly improve both individual interactions and overall organizational dynamics, leading to more productive and harmonious workplaces.

Organizational Culture

Organizational culture encompasses the intricate system of values, assumptions, beliefs, philosophies, and habits that shape the social and psychological environment of an organization ([Afandi, 2018](#)). This culture acts as a powerful strategy for motivating employees, as a positive organizational culture fosters conditions that are conducive to productive behavior and supports the ongoing development of employees' abilities and well-being. By aligning the organization's objectives with the values and motivations of its workforce, a strong culture can significantly enhance employee performance, making it a critical factor for success within any company ([Irmayanthi & Surya, 2020](#); [Sagita et al., 2018](#)). Organizational culture is multi-dimensional, comprising both observable elements—such as dress codes, jargon, and behavior patterns—and unobservable elements that include shared values, norms, beliefs, and assumptions held by members of the organization ([Teoh et al., 2021](#)).

The interplay between these elements influences how employees interact with one another and approach their work, ultimately shaping the overall effectiveness and morale of the organization. Furthermore, a well-defined organizational culture can serve as a guiding framework for decision-making, fostering a sense of belonging and purpose among employees. When individuals feel aligned with the organizational culture, they are more likely to exhibit higher levels of engagement, commitment, and job satisfaction, which can lead to improved organizational outcomes. Thus, recognizing the significance of cultivating a strong and positive organizational culture is essential for leaders who seek to drive performance and create an environment where employees can thrive both personally and professionally.

Conflict

Conflict is fundamentally understood as an interpersonal issue characterized by misalignment in individual goals, cognitions, or emotions, which can lead to opposition or antagonistic interactions ([Mulyadi, 2019](#)). This phenomenon is not merely a negative occurrence; rather, it can be seen as a natural part of human interaction and organizational dynamics. [Erliana et al. \(2020\)](#) elaborate on this by defining work conflict

as a divergence in opinions or ideas among two or more members within an organization, often stemming from varying perspectives, experiences, and values. These differences may arise from diverse backgrounds, professional expertise, or personal beliefs, and can manifest in various forms, including disagreements over strategies, resource allocation, or differing interpretations of organizational goals. While conflict is often perceived negatively, it can also serve as a catalyst for growth and innovation if managed effectively. By encouraging open communication and fostering an environment where diverse viewpoints are acknowledged and discussed, organizations can transform conflict into a productive force that drives creativity and problem-solving. In contrast, unresolved or poorly managed conflict can lead to a toxic workplace atmosphere, decreased morale, and diminished productivity. Understanding the multifaceted nature of conflict within organizations is crucial for leaders and team members alike, as it provides insights into how to navigate disagreements constructively, thereby promoting collaboration and enhancing overall organizational effectiveness.

Employee Performance

Performance in the workplace refers to the outcomes achieved by individuals or groups within an organization, evaluated against the standards of their designated roles and responsibilities. This concept is fundamentally tied to the achievement of organizational objectives while adhering to legal, moral, and ethical standards (Afandi, 2018). High performance encompasses a holistic approach that integrates values and principles guiding an organization. Several interrelated factors significantly influence employee performance, including ability, personality, and work interests. The skills and competencies employees bring to their roles are essential, as higher ability levels often correlate with greater efficiency and effectiveness in task completion. Additionally, individual personality traits impact how employees interact with colleagues and approach their work; for instance, those with high emotional intelligence tend to excel in navigating workplace dynamics and fostering collaboration. Alignment between an employee's personal interests and job responsibilities also affects engagement and productivity, with fulfillment in work often leading to increased motivation and commitment.

Furthermore, a clear understanding of one's role is crucial for effective performance, as employees must know and accept their tasks to integrate personal and organizational goals. Motivation plays a key role in this process, defined as the energy that drives, directs, and sustains behavior. Intrinsic motivators, such as personal growth and job satisfaction, frequently lead to higher engagement levels compared to extrinsic motivators like salary or bonuses. Continuous development of competencies through training ensures that employees remain effective and relevant in their roles, while adequate resources and facilities enable them to perform their tasks efficiently. A positive organizational culture that promotes collaboration, innovation, and support significantly enhances employee performance, as cultures that encourage feedback and recognition foster higher levels of engagement. Effective leadership is also essential in guiding and motivating employees toward achieving organizational goals; leaders who demonstrate empathy and provide clear direction create an environment conducive to high performance. Finally, adherence to organizational norms and standards reflects an employee's commitment to their role, leading to consistent performance and reliability, which are crucial for team dynamics and organizational success (Afandi, 2018). By understanding and addressing these factors holistically, organizations can enhance employee performance and achieve sustainable growth and success.

Hypotheses Formula

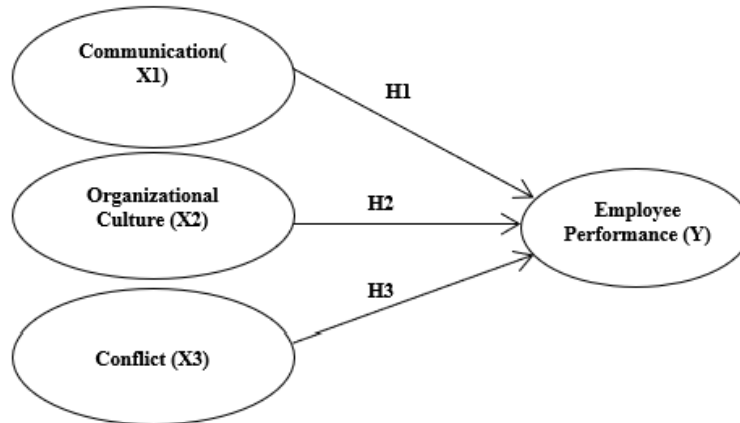
H1: Communication has a positive effect on employee performance.

H2: Organizational culture has a positive influence on employee performance.

H3: Conflict has a negative impact on employee performance.

The following [Figure 1](#) represents the framework of this study.

Figure 1. Research Framework



RESEARCH METHOD

This research was conducted at PT Astra Honda Motor, located at Jalan HOS Cokroaminoto No. 80, Denpasar. It employed a quantitative approach, targeting the entire population of employees at the company. Using a saturated sampling technique, the study included 92 permanent employees as respondents. Data were analyzed using multiple linear regression with SPSS 30.0 for Windows.

RESULTS

Instrument Test

Validity Test

Table 1. Validity Test Results

Variable	Item	Coefficient Correlation	Signification	Result
Communication (X1)	X1.1	0.639	0.000	Valid
	X1.2	0.622	0.000	Valid
	X1.3	0.731	0.000	Valid
	X1.4	0.616	0.001	Valid
	X1.5	0.614	0.000	Valid
Organizational Culture (X2)	X2.1	0.709	0.000	Valid
	X2.2	0.602	0.000	Valid
	X2.3	0.667	0.000	Valid
	X2.4	0.612	0.000	Valid
	X2.5	0.588	0.000	Valid
	X2.6	0.737	0.000	Valid
Conflict (X3)	X3.1	0.675	0.000	Valid
	X3.2	0.508	0.000	Valid
	X3.3	0.536	0.000	Valid
	X3.4	0.571	0.000	Valid
	X3.5	0.379	0.000	Valid
Employee Performance (Y)	Y1.1	0.324	0.002	Valid
	Y1.2	0.810	0.000	Valid
	Y1.3	0.791	0.000	Valid
	Y1.4	0.603	0.000	Valid
	Y1.5	0.548	0.000	Valid

	Y1.6	0.831	0.000	Valid
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Source: Processed data (2024)

The validity test results in [Table 1](#) show that all variables have correlation coefficient values with total scores of all statement items greater than 0.30. This indicates that the statements in the research instrument are valid.

Reliability Test

Table 2. Reliability Test Results

Variable		Cronbach's Alpha	Information
1.	Communication (X1)	0.754	Reliable
2.	Organizational Culture (X2)	0.760	Reliable
3.	Conflict (X3)	0.692	Reliable
4.	Employee Performance (Y)	0.766	Reliable

Source: Processed data (2024)

Reliability test results in [Table 2](#) show workload, work stress, work environment, and employee performance have a Cronbach's Alpha coefficient of more than 0.60. This shows that the instrument used is reliable so it can be used for further analysis.

Inferential Analysis Results

Multiple Linear Regression Analysis

Table 3. Multiple Linear Regression Results

Variables		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Constant	1.251	1.913		0.654	0.515
2	Work ethic	0.545	0.107	0.373	5.107	0.000
3	Work discipline	0.637	0.079	0.586	8.034	0.000
4	Work environment	-0.135	0.086	-0.081	-2.511	0.001
R						0.876
R ²						0.768
Adjusted R ²						0.760
F Statistics						97.013
Significance						0.000

Source: Processed data (2024)

This analysis is used to determine the magnitude of the influence of Communication (X1), Organizational Culture (X2), and Conflict (X3) on employee performance (Y) at PT Astra Honda Motor in Denpasar. The results of multiple linear regression analysis with the help of SPSS are presented in [Table 3](#).

Based on the results of data processing using the SPSS 27.0 for Windows program in the table above, a multiple linear regression model equation can be created as follows:

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

$$Y = 1.251 + 0.545X_1 + 0.637X_2 - 0.135X_3$$

The multiple linear regression equation reveals the impact and direction of each independent variable on employee performance at PT Astra Honda Motor in Denpasar. This equation can be interpreted as follows:

The constant term $a = -5.240$ suggests that if there were no emphasis on communication, organizational culture, or conflict, the employee performance score would decrease by

an average of 5.240 points. This baseline indicates the importance of these factors for maintaining positive employee performance outcomes.

For the communication variable, $\beta_1 = 0.483$ signifies that if communication (X1) improves, while organizational culture (X2) and conflict (X3) remain unchanged, employee performance (Y) would increase by 0.483 points. This demonstrates that communication has a positive impact on performance.

Similarly, $\beta_2 = 0.658$ shows that if organizational culture (X2) strengthens, while communication (X1) and conflict (X3) remain constant, employee performance (Y) would increase by 0.658 points, highlighting the significant influence of a supportive organizational culture.

Lastly, $\beta_3 = 0.259$ implies that if conflict (X3) rises, while communication (X1) and organizational culture (X2) is held steady, employee performance (Y) would improve by 0.259 points. This suggests a smaller but still positive influence of conflict on performance when managed properly.

Classical Assumption Test

Normality Test

Table 4. Normality Test Results

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			92
Normal Parameters ^{a,b}	Mean		0.0000000
	Std. Deviation		1.87145275
Most Extreme Differences	Absolute		0.048
	Positive		0.048
	Negative		-0.039
Kolmogorov-Smirnov Z			0.461
Asymp. Sig. (2-tailed)			0.984
a. Test distribution is Normal.			
b. Calculated from data.			

Source: Processed data (2024)

The Kolmogorov-Smirnov test for normality shows that Asymp. Sig (2-tailed) is 0.838 > the level of significance (0.05), so it can be concluded that perceptions of communication, organizational culture, conflict, and employee performance are normally distributed in [Table 4](#).

Heteroscedasticity Test

The results of the heteroscedasticity test show the significance value of each independent variable is greater than 0.05, so it can be concluded that the regression model in this study is free from heteroscedasticity.

Multicollinearity Test

The tolerance value of each variable has a value greater than 0.1 and the VIF value is less than 10, so it can be concluded that there is no multicollinearity relationship between the independent variables.

Multiple Correlation Analysis Results

Based on [Table 3](#), the test results show that the correlation value (R) is 0.876. It can be concluded that there is a positive and very strong influence between communication, organizational culture, and conflict on employee performance.

Determination Analysis

The Adjusted R Square value in [Table 3](#) is 0.768 or 76.8%. The determination coefficient is 76.8%, meaning that the simultaneous variation of influence between communication changes (X1), organizational culture (X2), and conflict (X3) on employee performance is 76.8%, while the remaining 23.2% is explained by other variables not included in this study.

Hypothesis Testing

F-test

Based on the test results in [Table 3](#), it can be seen that the value of the F count is 97.013 with a significance value of 0.000. So, it can be concluded that there is a significant simultaneous influence between communication, organizational culture, and conflict on employee performance.

t-test

[Table 3](#) presents the results of the t-test calculated through SPSS, which provides insight into the hypotheses tested in this study.

For Hypothesis 1, the t-test shows a significance value of 0.000 for the communication variable, which is below the 0.05 threshold. With a regression coefficient of 5.107, this result indicates that communication has a positive and significant impact on employee performance. Thus, the first hypothesis, stating that communication positively influences performance, is accepted.

In Hypothesis 2, the organizational culture variable also has a significance value of 0.000, indicating a significant result as it falls below 0.05. The regression coefficient for organizational culture is 8.034, suggesting that it has a positive and significant effect on employee performance. This result supports the second hypothesis, confirming that a positive organizational culture enhances employee performance.

For Hypothesis 3, the conflict variable yields a t-test significance value of 0.007, which is also below 0.05. However, with a regression coefficient of -2.511, the data reveal that conflict has a negative and significant impact on employee performance, which confirms the third hypothesis.

DISCUSSION

The Influence of Communication on Employee Performance PT Astra Honda Motor in Denpasar

Based on the results of the data analysis, communication has a positive and significant effect on employee performance at PT Astra Honda Motor in Denpasar, indicating that employee communication within the company has been effective. Employee communication can be assessed through several indicators, such as receiving clear direction, discussing work-related issues with superiors, sharing ideas about work, collaborating with co-workers in similar roles, and conveying information to colleagues. If employee communication at PT Astra Honda Motor in Denpasar continues to improve, it can significantly enhance employee performance.

This research supports previous studies conducted by [Akbar et al. \(2020\)](#), [Dinata \(2022\)](#), [Ramdani \(2020\)](#), and [Son & Bungin \(2024\)](#) which found that communication has a significant effect on employee performance. This suggests that the better the communication among employees, the better their performance will be.

The Influence of Organizational Culture on Employee Performance in PT Astra Honda Motor in Denpasar

The results of the study indicate that organizational culture has a positive and significant effect on employee performance at PT Astra Honda Motor in Denpasar. This means that the organizational culture at PT Astra Honda Motor in Denpasar can be considered strong. Organizational culture includes various aspects used to measure it, such as tolerance, accuracy, direction, recognition, productivity, and performance. As the organizational culture at PT Astra Honda Motor in Denpasar improves, it can significantly enhance employee performance.

The findings of this study are supported by research conducted by [Son & Bungin \(2024\)](#) and [Tong & Santoso \(2022\)](#), which also found that organizational culture has a positive and significant effect on employee performance. This suggests that the better the organizational culture in a company, the more it will contribute to improving employee performance.

The Influence Conflict Against Employee Performance at PT Astra Honda Motor in Denpasar

Based on the data analysis, it is evident that conflict has a negative and significant effect on the performance of employees at PT Astra Honda Motor in Denpasar. This means that if conflict within the company is high, employee performance will decline. Conversely, if conflict within the company is low, employee performance will improve. Several factors are used to measure conflict, such as work pressure, high task demands, lack of family togetherness, being busy with work, conflicts of commitment, and responsibility for work. If conflict at PT Astra Honda Motor in Denpasar can be properly managed, it can have a significant positive effect on employee performance.

This study supports previous research conducted by [Yasa \(2017\)](#), which found that conflict has a negative and significant effect on employee performance. This suggests that high levels of conflict in the company lead to a decline in employee performance.

CONCLUSION

The findings indicate that effective communication positively and significantly impacts employee performance at PT Astra Honda Motor in Denpasar. This implies that improving communication within the company can lead to better employee performance. Similarly, a positive and well-established organizational culture contributes significantly to employee performance, suggesting that a supportive culture in the company can enhance productivity. On the other hand, conflict has a negative and significant effect on performance, meaning that reducing conflict within the organization can lead to improved employee outcomes.

Based on the lowest average scores in each area, specific recommendations are proposed. First, in communication, the indicator "explaining problems at work to superiors" received the lowest score of 3.45. To address this, it is recommended that employees be encouraged to communicate challenges with their supervisors, enabling leaders to provide solutions effectively. In organizational culture, the "careful and conscientious" indicator scored the lowest, at 3.30. Employees are encouraged to adopt a more meticulous and detail-oriented approach to ensure company goals are met. Finally, in conflict management, the "many task demands" indicator scored 3.57. Employees should be supported to approach their tasks with greater focus and proactivity, given the high demands, to achieve company objectives successfully.

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DECLARATION OF CONFLICTING INTERESTS

The authors declared no potential conflicts of interest.

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ABOUT THE AUTHOR(S)

1st Author

I Gede Satria Jagat Sakti is a student of Economics and Business Management at Mahasaraswati University, Denpasar.

2nd Author

Dr. Pande Ketut Ribek, S.E., M.M. is a lecturer in Management at the Faculty of Economics and Business, Universitas Mahasaraswati Denpasar. She completed her

Bachelor's and Master's degrees in Management at Universitas Warmadewa Denpasar and earned her Doctorate from the Faculty of Economics at Universitas Udayana Denpasar. Her email is pandeketutribek@unmas.ac.id, and her ORCID profile can be accessed at <https://orcid.org/0000-0001-8551-5705>. Her Scopus ID is 57215811120.

3rd Author

Ni Luh Popy Anggreni is a student of Economics and Business Management at Mahasaraswati University, Denpasar.

4th Author

Ni Made Kristina Andika is a student of Economics and Business Management at Mahasaraswati University, Denpasar.

5th Author

Ni Putu Ayu Swandewi is a student of Economics and Business Management at Mahasaraswati University, Denpasar.

6th Author

Ni Ketut Puspadewi is a student of Economics and Business Management at Mahasaraswati University, Denpasar.

7th Author

Tiksnaya Viprapastha is a lecturer in Economics and Business Management at Mahasaraswati University, Denpasar.