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The Influence of Communication Competence, Emotional Intelligence, and Organizational Culture on Employee Performance at the Indonesian Land Transportation Polytechnic (PTDI-STTD)

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Abstract: This study aims to analyze the influence of communication, emotional intelligence, and organizational culture on employee performance at the Indonesian Land Transportation Polytechnic-STTD (PTDI-STTD). In the era of digital transformation and globalization, employee performance becomes a fundamental factor determining organizational success in achieving strategic goals. The research employed a quantitative descriptive design with an explanatory approach involving 105 civil servant employees as respondents selected through stratified random sampling technique. Data collection was conducted using closed questionnaires with a 1-5 Likert scale, then analyzed using SPSS with multiple linear regression techniques. The results showed that simultaneously, communication, emotional intelligence, and organizational culture significantly influence employee performance (F calculated $40.344 > F$ table 2.69 , sig. $0.001 < 0.05$). Partially, all three variables also proved to have significant effects with organizational culture showing the most dominant influence ($\beta = 0.478$), followed by emotional intelligence ($\beta = 0.201$), and communication ($\beta = 0.134$). The coefficient of determination of 0.822 indicates that 82.2% of employee performance variation can be explained by these three variables. These findings confirm the importance of an integrated approach in developing effective communication, emotional intelligence, and positive organizational culture to improve employee performance in higher education transportation institutions.

Keyword: communication, emotional intelligence, organizational culture, employee performance, land transportation

Abstrak: Penelitian ini bertujuan untuk menganalisis pengaruh komunikasi, kecerdasan emosional, dan budaya organisasi terhadap kinerja karyawan di Politeknik Transportasi Darat-STTD (PTDI-STTD). Di era transformasi digital dan globalisasi, kinerja karyawan menjadi faktor fundamental yang menentukan keberhasilan organisasi dalam mencapai tujuan strategis. Penelitian ini menggunakan desain deskriptif kuantitatif dengan pendekatan

eksplanatori yang melibatkan 105 pegawai PNS sebagai responden yang dipilih melalui teknik stratified random sampling. Pengumpulan data dilakukan dengan menggunakan kuesioner tertutup dengan skala likert 1-5, kemudian dianalisis menggunakan SPSS dengan teknik regresi linier berganda. Hasil penelitian menunjukkan bahwa secara simultan, komunikasi, kecerdasan emosional, dan budaya organisasi berpengaruh signifikan terhadap kinerja karyawan ($F_{hitung} 40,344 > F_{tabel} 2,69$, sig. $0,001 < 0,05$). Secara parsial, ketiga variabel tersebut juga terbukti berpengaruh signifikan dengan budaya organisasi menunjukkan pengaruh yang paling dominan ($\beta = 0.478$), diikuti oleh kecerdasan emosional ($\beta = 0.201$), dan komunikasi ($\beta = 0.134$). Nilai koefisien determinasi sebesar 0,822 menunjukkan bahwa 82,2% variasi kinerja karyawan dapat dijelaskan oleh ketiga variabel tersebut. Temuan ini menegaskan pentingnya pendekatan terpadu dalam mengembangkan komunikasi yang efektif, kecerdasan emosional, dan budaya organisasi yang positif untuk meningkatkan kinerja karyawan di institusi transportasi pendidikan tinggi.

Kata Kunci: komunikasi, kecerdasan emosional, budaya organisasi, kinerja karyawan, transportasi darat

INTRODUCTION

Employee performance is a fundamental factor that determines an organization's success in achieving its strategic goals. In an era of rapid globalization and digital transformation, organizations are faced with various emerging trends that influence the dynamics of employee performance—from the adoption of technology and artificial intelligence, the implementation of hybrid work models, to an increased focus on employee well-being and work-life balance. Organizations that are able to adapt to these trends tend to have a higher competitive edge in facing global challenges. Digital transformation has fundamentally changed the work paradigm, where the use of artificial intelligence, automation, and data-driven performance management systems not only increases operational efficiency but also enables employees to focus on high-value strategic tasks. A real example of this technological adaptation can be seen in DBS Bank, which implemented Jobs Intelligence Maestro (JIM), an AI-based virtual recruitment system, as well as IKEA, which successfully carried out digital transformation through omnichannel experiences and augmented reality technology. Alongside technological developments, work flexibility through hybrid and remote models has become a significant factor in improving employee productivity and well-being.

On the other hand, employee well-being is now a strategic priority for modern organizations. Work-life balance, mental health, and the creation of an inclusive work environment have been proven to significantly impact employee performance. Organizations that implement progressive policies such as mental health leave, menstrual leave, and a focus on practical skills in recruitment ('new-collar workers') show increased employee productivity and loyalty. However, implementing these trends also brings new challenges, especially in terms of employee adaptation to changes in technology and work patterns, as well as budget and resource management. These global trends also have a significant impact on the performance of Indonesia's civil servants (ASN), particularly through the implementation of the Electronic-Based Government System (SPBE), the adoption of Work From Anywhere (WFA) policies, and the application of performance-based budgeting strategies. Amid global economic uncertainty, civil servants are required to be more innovative and efficient in using budgets while still delivering optimal public services.

As a higher education institution with a strategic role in developing human resources in the land transportation sector, the Indonesian Land Transportation Polytechnic – School of

Land Transportation (PTDI-STTD) faces performance challenges as reflected in budget absorption data. In 2023, there was a 4.69% decrease in budget realization compared to 2022, where the achievement reached 94.71% of the 99.2% projection. Although this figure indicates relatively good budget management, there remains a 4.49% gap from the target, indicating room for improvement in organizational performance. From a theoretical perspective, employee performance is influenced by complex internal and external factors. Mangkunegara (2004) defines employee performance as the quality and quantity of work achieved in carrying out tasks in accordance with assigned responsibilities. Factors influencing performance include motivation, competence, leadership, work environment, ability, work discipline, and personality. In achieving optimal budget absorption, three critical factors have been identified: communication, emotional intelligence, and organizational culture.

Effective communication enables proper coordination between work units in clearly conveying budget needs and ensuring realization according to plan. Limitations in communication can lead to delays in disbursement and budget utilization. Employees' emotional intelligence plays an important role in managing pressure when budget realization targets must be met within a limited time, as well as in resolving inter-unit conflicts related to budget planning. Meanwhile, an adaptive and accountability-based organizational culture forms the foundation for successful budget absorption through flexibility, innovation, and transparency in fund management. Based on Competency Theory (Spencer & Spencer), communication plays a crucial role in work effectiveness through the ability to persuasively convey ideas and team communication skills. Emotional Intelligence Theory (Goleman) emphasizes the ability to manage stress and build harmonious work relationships. Organizational Culture Theory (Schein) highlights the importance of collectivism, teamwork, and hierarchy in achieving organizational goals, particularly in Indonesian organizations.

Considering the complexity of factors influencing employee performance and the urgency to improve performance at PTDI-STTD, this study aims to analyze the influence of communication, emotional intelligence, and organizational culture on employee performance.

This research is expected to contribute theoretically to the development of human resource management literature and provide practical recommendations for PTDI-STTD in optimizing human resource management and improving overall employee performance to achieve the institution's vision and mission in producing high-quality human resources in the land transportation sector.

METHOD

This research was conducted at the Indonesian Land Transportation Polytechnic – Land Transportation College (PTDI-STTD) Bekasi over a four-month period from September to December. The study used a quantitative descriptive design with an explanatory approach to explain the relationship between the variables of communication (X_1), emotional intelligence (X_2), and organizational culture (X_3) on employee performance (Y). The research population consisted of 142 civil servant employees at PTDI-STTD, with a sample of 105 respondents determined using the Slovin formula with a 5% margin of error. The sampling technique used was stratified random sampling to ensure proportional representation based on gender, age, education level, and length of service.

Data collection was conducted through observation and closed questionnaires using a Likert scale of 1–5. The communication variable was measured using indicators of conveying intent, professionalism, good interaction, and cultural adaptation. Emotional intelligence was measured based on self-awareness, self-regulation, and motivation. Organizational culture included the organization's founder, owner, human resources, and stakeholders. Employee performance was measured through compensation, job placement, training and promotion,

and future security. Each variable had 8 statement items developed based on conceptual definitions from experts.

Data analysis used the SPSS program with stages including instrument validity and reliability tests, normality test using the Kolmogorov-Smirnov Test, and multiple linear regression analysis. Hypothesis testing was conducted through the F-test to determine the simultaneous effect of the independent variables on the dependent variable, and the t-test to test the partial effect of each independent variable. The coefficient of determination was used to measure how well the model explained the variation in the dependent variable, with decision-making criteria based on the comparison of calculated values and table values at a 5% significance level.

RESULT AND DISCUSSION

Results

This research was carried out at the Indonesian Land Transportation Polytechnic–STTD (PTDI-STTD), a vocational and academic higher education institution under the Ministry of Transportation focused on land transportation. The institution has a long history, beginning as the Traffic Academy inaugurated by President Soekarno on September 8, 1951, evolving into STTD in 2000, and eventually becoming PTDI-STTD based on Minister of Transportation Regulation No. 50 of 2019. The characteristics of the research respondents showed that of the 105 participating employees, 68% were male and 32% female. The age distribution was dominated by young adults (21–30 years) at 37% and middle-aged adults (31–50 years) at 51%. The education levels of respondents were diverse: Diploma III graduates made up 38%, Diploma IV/Bachelor's degree holders 34%, high school graduates 14%, and Master's degree holders 14%. In terms of years of service, the majority of employees (50%) had worked for more than 5 years, indicating a sufficient level of work experience.

Descriptive statistical analysis showed that the communication variable had an average score of 32.67, indicating most respondents were in the moderate to good category. The emotional intelligence variable had an average score of 31.29, with most respondents showing a fairly good level of emotional intelligence. Organizational culture had an average score of 31.42, showing a relatively good understanding and application of organizational culture among employees. The classical assumption test results showed that the research model met the requirements for regression analysis. The normality test indicated that the data were normally distributed with a significance value >0.05 . The multicollinearity test showed no high correlation among independent variables with VIF values <10 and tolerance >0.10 . The heteroscedasticity test showed no specific pattern in the scatter plot, while the autocorrelation test indicated positive autocorrelation with a Durbin-Watson value of 1.388.

Discussion

Simultaneous hypothesis testing using the F-test showed significant results with an F value of $40.344 > F$ table 2.69 and a significance of $0.001 < 0.05$. This proves that communication, emotional intelligence, and organizational culture together have a significant effect on the performance of PTDI-STTD employees. These findings indicate that these three factors are important elements that support each other in improving employee performance in the vocational transportation education environment. The partial hypothesis test showed that communication significantly affects employee performance with a t value of $3.965 > t$ table 1.983 and a significance of $0.001 < 0.05$. The regression coefficient of 0.134 indicates that every one-unit increase in communication will improve performance by 0.134 units. Effective communication enables employees to clearly convey ideas, collaborate with teams, and understand instructions well, ultimately increasing productivity and reducing misunderstandings in task implementation.

Emotional intelligence was also proven to significantly affect employee performance with a t value of $6.022 > t$ table 1.983 and a significance of $0.001 < 0.05$. The regression coefficient of 0.201 shows that increased emotional intelligence has a positive impact on employee performance. Employees with high emotional intelligence are better able to manage stress, maintain motivation, build harmonious working relationships, and resolve conflicts more effectively, all of which contribute to improved overall performance. Organizational culture showed the most dominant influence on employee performance with a t value of $9.550 > t$ table 1.983 and a significance of $0.001 < 0.05$. The regression coefficient of 0.478 and standardized coefficient (Beta) of 0.683 indicate that organizational culture has the greatest impact compared to the other variables. A positive organizational culture creates a supportive work environment, increases loyalty, engagement, and employee motivation, thus becoming a key factor in performance optimization.

The coefficient of determination (R^2) value of 0.822 indicates that 82.2% of the variation in employee performance can be explained by the three independent variables, which according to Chin (1998) falls into the strong category as it exceeds 0.67 . The regression equation $Y = 7.910 + 0.134X_1 + 0.201X_2 + 0.478X_3$ explains that all variables have a positive, direct influence on employee performance. These findings have practical implications that to optimally improve employee performance, the organization needs to develop an integrated strategy that simultaneously strengthens organizational culture, enhances employees' emotional intelligence, and develops communication competencies.

CONCLUSION

Conclusion

This study has produced findings regarding the factors that influence employee performance at the Land Transportation Polytechnic - School of Land Transportation (STTD). The analysis results show that communication competence, emotional intelligence, and organizational culture simultaneously have a significant influence on employee performance. These three variables are also proven to have a significant partial effect, which means each factor independently contributes meaningfully to improving employee performance. These findings confirm that an approach that considers communication, emotional, and organizational culture aspects is necessary in efforts to enhance employee performance in higher education institutions focused on transportation.

Recommendations

To optimally improve employee performance, the organization needs to make comprehensive improvements to the three main identified aspects. In terms of communication competence, although employees have shown good professionalism in communication, there is still a need to improve adaptability and understanding of cultural diversity in workplace communication. The organization is advised to organize cross-cultural communication training, encourage team interactions, and facilitate open communication as well as inter-departmental collaboration to create a more inclusive and harmonious work environment. From the emotional intelligence aspect, although employees show relatively good self-discipline and stress management abilities, there are still challenges in emotional control and mental resilience when facing difficult situations. The organization needs to provide emotional management training programs, stress management techniques such as mindfulness, and mentoring systems to improve employees' emotional resilience in handling work pressure.

In terms of organizational culture, although the organization has shown a good commitment to skill development and leadership by example, there is still a need to enhance the creation of a supportive environment for collaboration and teamwork. The organization is

advised to develop a more open communication platform, increase cooperative activities across departments, and ensure transparency and accountability in meeting stakeholder expectations. Specifically for improving employee performance, although compensation and development programs are quite good, the organization needs to pay special attention to career assurance and job security aspects. In accordance with Government Regulation No. 11 of 2017 concerning Civil Servant Management, the organization is advised to develop clear functional career paths, create transparent promotion systems, and provide certainty in career advancement for employees. With the comprehensive implementation of these recommendations, a positive synergy is expected to be formed among effective communication, strong emotional intelligence, and a solid organizational culture, which will ultimately contribute significantly to overall employee performance improvement.

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