

The Influence of Communication, Training, and Organizational Culture on Employee Performance at PT. Putra Gerem Jaya

Yoga Arya Wicaksana¹, Herry Subagyo², Vicky Oktavia³, Piji Pikarti⁴

^{1,2,3,4}Dian Nuswantoro University, Semarang, Indonesia

Corresponding Author: Yoga Arya Wicaksana

DOI: <https://doi.org/10.52403/ijrr.20241052>

ABSTRACT

The purpose of this research is to see the influence of communication, training and organizational culture on the performance of PT employees. Gerem Jaya's son. This research is quantitative research, the sample in this research is 54 respondents. The method used in this research is purposive sampling, with the criteria that the respondent is an active employee, has attended training, and has a work contract for more than 1 year. The results of this research show that communication has a positive and significant influence on employee performance, training has a positive and significant influence on employee performance, organizational culture has a positive and significant influence on employee performance at PT Putra Gerem Jaya and variables simultaneously on employees performance by 68%.

Keywords: Organizational Culture, Employee Performance, Communication, and Training.

INTRODUCTION

PT Putra Gerem Jaya is one of the companies that has shown rapid growth in the Engineering, Contractors, Fabricators, Piping, Mechanical, Electrical/Instrumentation, Construction Civil, and Labor Supply industries. The

significant increase in orders shows the company's success in attracting and retaining customers. However, along with this growth, the company faces challenges in optimizing employee performance to meet increasing demand efficiently. To ensure that performance remains consistent with customer expectations, it is important to evaluate and understand the various factors that affect employee work effectiveness.

In this context, the three main elements that have the potential to influence employee performance are communication, training, and organizational culture. Good communication enables employees to perform their tasks more effectively, relevant training helps in skill development, and a positive organizational culture creates a supportive work environment. An in-depth evaluation of these factors can provide valuable guidance for companies to continuously improve employee performance and better address operational challenges.

According to Susilowati et al. (2020), several factors that influence employee performance include communication, organizational culture, and competence. This finding is in line with research by Marpaung et al. (2020), which states that factors that influence employee performance include communication, training, and job satisfaction.

Effective communication is the main foundation of interpersonal relationships in the workplace. Good communication not only improves coordination and collaboration between teams but also affects employee motivation and job satisfaction. According to Fatma et al. (2022), communication is the way a person conveys information, either in the form of data or knowledge, from one member to another to achieve common goals. Meanwhile, according to Muhammadiyah & Utara (2023), communication is the activity of conveying and receiving messages or information from one person to another with the hope that the recipient of the message or information interprets it according to the intent of the sender of the message or information. In the context of PT Putra Gerem Jaya, it is important to assess how well internal communication is implemented and how this impacts employee performance.

Training is an important strategic tool in employee development. According to Prayogi et al. (2021), training is one of the functions of human resource management to get the right employees according to the competencies needed by the company. An effective training program can improve employee skills and knowledge, which in turn can increase productivity and work efficiency. At PT Putra Gerem Jaya, the effectiveness of training needs to be evaluated to ensure that the training provided is in accordance with the needs and qualifications of employees and supports the achievement of company goals. Thus, the company can grow and excel in the midst of competition or at least survive (Rifan, 2019).

Organizational culture reflects the values, norms, and practices applied in a company. According to Suwendi et al. (2023), organizational culture is a pattern created by a group of employees in adapting to internal and external problems. This culture is considered good and correct in its resolution, so it is taught to new employees

as the right way to overcome these problems. A strong culture can encourage employees to work better, commit to organizational goals, and adhere to ethical and professional standards. At PT Putra Gerem Jaya, understanding and assessing the existing organizational culture is very important to identify how the culture affects employee performance and whether there are areas that need improvement. Eka's research (2019) shows that organizational culture has a positive effect on employee performance.

This study aims to explore the influence of communication, training, and organizational culture on employee performance at PT Putra Gerem Jaya. By analyzing the relationship between the three variables, it is hoped that this study can provide useful insights for companies in developing strategies to improve employee performance and achieve sustainable competitive advantage.

LITERATURE REVIEW

Employee performance

Performance is a description of the level of achievement of the implementation of activities, programs, or policies in realizing the goals, objectives, missions, and visions of an organization as stated in the strategic planning of an organization. According to Ardianto et al. (2017), performance is defined as the results achieved by employees in their work according to certain criteria that apply to a job. The way to measure employee performance can be seen from several indicators, namely punctuality, quality of work results, efforts in solving problems, cooperation, and honesty (Sinaga, 2020).

Communication

According to Ganyang (2022), communication is an activity of delivering and receiving messages or information from one person to another with the hope that the person receiving the message or information interprets it according to the intent of the sender of the message or information.

According to Effendi (2018), communication is the capacity of an individual or group to convey feelings, thoughts, and desires to other individuals or groups. The indicators of communication consist of three indicators, namely having clarity, having certainty, and context (Marpaung et al., 2020).

Training

According to Siswoyo (2018), training is an individual on-the-job approach to help develop their skills and competency levels. Training needs arise from formal or informal performance reviews, but opportunities for training usually arise during routine activities. According to Indriawan et al. (2018), training is an activity of a company or agency that aims to improve and develop employee attitudes, behavior, skills, and knowledge. The way to measure training can be seen from the following indicators: having training that is in accordance with qualifications, training materials in accordance with training objectives, and effective training methods with employee abilities (Marpaung et al., 2020)

Organizational culture

According to Jufrizen & Ramadhani (2020), organizational culture is related to how employees prepare the characteristics of an organization's culture, not what they like about the culture. This means that organizational culture is a descriptive term. According to Irene & Gusti (2020), organizational culture is a system of beliefs and values that develop in an organization and direct the behavior of its members. The indicators of organizational culture include honesty, perseverance, creativity, and discipline.

The Influence of Communication on Employee Performance

According to Marpaung et al. (2020), effective and efficient communication has a very important meaning for management in carrying out its functions to plan, organize,

implement, direct, and supervise all organizational performance. The implementation of effective communication can improve employee performance through clarity, certainty, and clear context in conveying messages.

This is in line with research by Susilowati et al. (2020), which shows that communication has a positive and significant influence on employee performance. Based on previous research, researchers draw the following hypothesis:

H1: Communication has a positive and significant influence on employee performance at PT Putra Gerem Jaya.

The Impact of Training on Employee Performance

Complex training is provided to help employees learn skills that can improve their performance, so that they can help the company or organization achieve its goals. Through the results of the training that has been implemented, it is hoped that the work skills of participants can improve, both in terms of quantity and quality of work, so that the performance of the organization in the work unit becomes better (Marpaung et al., 2020).

This is in line with research by Susilowati et al. (2020), which shows that training has a positive effect on employee performance. Research by Marpaung et al. (2020) also found that training has a significant effect on employee performance. Based on this literature, researchers draw the following conclusions:

H2: Training has a positive and significant influence on employee performance at PT Putra Gerem Jaya.

The Influence of Organizational Culture on Employee Performance

Organizational culture is a habit that is repeated and becomes a value and lifestyle by a group of individuals in an organization, which is followed by subsequent members of the organization (Muhammadiyah & Utara, 2023). According to Sinaga (2020), a good organizational culture can support the

company's vision and mission in achieving goals, so that a good organizational culture can improve employee performance.

This statement is in line with the research of Fatma et al. (2022), which found that organizational culture has a significant influence on employee performance. Research by Muhammadiyah & Utara (2023) also shows that organizational culture has a significant influence on employee performance. Based on this literature, researchers draw the following conclusions:

H3: Organizational culture has a positive and significant influence on employee performance at PT Putra Gerem Jaya.

MATERIALS & METHODS

This study uses quantitative and associative research methods. Descriptive quantitative methods are used to explain the results of the data that has been collected, while associative research methods are used to find the causal relationship between independent variables (X), namely communication, training, and organizational culture, with dependent variables (Y), namely employee performance.

The population in this study were active employees of PT Putra Gerem Jaya. The sampling technique used was purposive sampling, where the researcher would select all respondents who met the predetermined criteria. Based on information from the company's HRD, the number of employees of PT Putra Gerem Jaya is 54 people. The sample criteria were active employees of PT Putra Gerem Jaya, had attended training, and had a work contract for more than 1 year. In this study, all respondents were accepted because they met the criteria of the researcher.

The scale used in this study is the Likert scale, which is used for respondent assessment. The Likert scale is an assessment attribute that provides a score value from 1 to 5. The information that will be taken from this scale includes respondent assessments regarding communication,

training, work culture, and employee performance at PT Putra Gerem Jaya.

The tests used in this study include:

- Instrument Suitability Test: Using validity and reliability tests.
- Classical Assumption Test: Normality test, linearity test, multicollinearity test, and heteroscedasticity test
- Model Suitability Test: Using the F test.
- Hypothesis Testing: Using the t-test and determination test to measure the influence of the independent variable on the dependent variable.

RESULT

Respondent Description

This study covers samples from the population of employees of PT. Putra Gerem Jaya. The sample obtained amounted to 54 respondents, and all respondents were acceptable because they met the criteria set by the researcher. The characteristics of the respondents consisted of 47 male respondents (87.04%) and 7 female respondents (12.96%). The ages of the respondents ranged from 20 to 50 years. There were 48 respondents who were contract employees and 6 respondents who were permanent employees. Respondents had a working period of between 1 and 20 years and came from various departments, such as HRD, HSE, Maintenance, Project, and Management.

Instrument Test

Validity Test

Validity test is used to determine whether a measuring instrument is valid or not. The measuring instrument mentioned here is a questionnaire. If the correlation number obtained is greater than the critical number ($r_{count} > r_{table}$) then it can be stated that the questionnaire is valid. Based on the test that has been conducted by the researcher, each statement item contained in the questionnaire, both variable X (communication, training, and organizational culture) and variable Y (employee performance) produce a value

greater than 0.2681. So it can be interpreted that all statement items used are valid.

Table 1: Validity Test Results

Variables	Indicator	Corrected Item Total Correlation	r-table	Information
Employee Performance (KK)	KK.1	0,792	0,273	Valid
	KK.2	0,624	0,273	Valid
	KK.3	0,778	0,273	Valid
	KK.4	0,732	0,273	Valid
	KK.5	0,713	0,273	Valid
Communication (K)	K.1	0,696	0,273	Valid
	K.2	0,486	0,273	Valid
	K.3	0,661	0,273	Valid
Training (P)	P.1	0,734	0,273	Valid
	P.2	0,774	0,273	Valid
	P.3	0,729	0,273	Valid
Organizational Culture (BO)	BO.1	0,843	0,273	Valid
	BO.2	0,842	0,273	Valid
	BO.3	0,755	0,273	Valid
	BO.4	0,879	0,273	Valid

Reliability Test

Reliability testing is carried out on statement items that are included in the valid category. Reliability testing only requires one instrument test. Analysis is then carried out using the Cronbach's alpha

method. A questionnaire is said to be reliable if its reliability coefficient is positive and greater than the r table value of 0.6. The results of the reliability test are as follows:

Table 2 Reliability Test Results

Variables	Cronbach's Alpha	r-table	information
Communication	0,773	0.6	Reliable
Training	0,863	0.6	Reliable
Organizational culture	0,925	0.6	Reliable
Employee performance	0,887	0.6	Reliable

As seen from the table above, the reliability value of all statement items in the questionnaire for each variable studied is greater than 0.6. This shows that the statement items in the questionnaire are reliable for measuring the variables in question.

Classical Assumption Test Normality Test

The normality test is carried out to test whether the data used in hypothesis testing, namely the independent and dependent variable data used, are normally distributed.

Table 3 Normality Test Results

Variables	Mean	Standard Deviation	Sig	P	Information
Communication	11.19	2,102	0.720	>0.05	Normal
Training	13.19	1,894	0.082	>0.05	Normal
Organizational culture	15.81	2,991	0.210	>0.05	Normal
Employee performance	21.65	2,998	0,081	>0.05	Normal

Based on the data in the table above, the significance value of this variable exceeds 0.05 through the Kolmogorov Smirnov normality test, which means that the distributed scale is normally distributed.

Linearity Test

- **Linearity Test of Communication Variables on Employee Performance**

Table 4 Test Results Linearity of Communication Variables on Employee Performance

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Total_Employee Performance * Total_Communication	Between Groups	(Combined)	89,756	7	12,822	1,526	.182
		Linearity	46,655	1	46,655	5,552	.023
		Deviation from Linearity	43,101	6	7,183	.855	.535
	Within Groups		386,559	46	8.403		
	Total		476,315	53			

- Based on Sig Value:** The deviation value of the linear sig. is 0.535, which is greater than 0.05. So it can be concluded that there is a significant linear relationship between the communication variable and the employee performance variable.
- Based on F Value:** The calculated F value was obtained as $0.855 < F$ table

2.21. So it can be concluded that there is a significant linear relationship between the communication variable and the employee performance variable.

- Linearity Test of Training Variables on Employee Performance**

Table 5 Test Results Linearity of Training Variables on Employee Performance

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Total_Employee Performance * Total_Training	Between Groups	(Combined)	288,790	7	41,256	10.120	.000
		Linearity	239,761	1	239,761	58,814	.000
		Deviation from Linearity	49,029	6	8,171	2.004	.084
	Within Groups		187,525	46	4,077		
	Total		476,315	53			

- Based on Sig Value:** The deviation value of the linear sig. is 0.084, which is greater than 0.05. So it can be concluded that there is a significant linear relationship between the training variable and the employee performance variable.
- Based on F Value:** The calculated F value is $2.004 > F$ table 2.21. So it can

be concluded that there is a significant linear relationship between the training variable and the employee performance variable.

- Linearity Test of Organizational Culture Variables on Employee Performance**

Table 6 Test Results Linearity of Organizational Culture Variables on Employee Performance

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Total_Employee Performance * Total_Organizational Culture	Between Groups	(Combined)	225,584	9	25,065	4.399	.000
		Linearity	162,388	1	162,388	28,497	.000
		Deviation from Linearity	63,196	8	7,900	1.386	.229
	Within Groups		250,731	44	5,698		
	Total		476,315	53			

- Based on Sig Value:** The divergence value obtained is 0.229, which is greater

than 0.05. So it can be concluded that there is a significant linear relationship

between the organizational culture variable and the employee performance variable.

a significant linear relationship between the organizational culture variable and the employee performance variable.

2. **Based on F Value:** The calculated F value was obtained as $1.386 < F$ table 1.72. So it can be concluded that there is

Multicollinearity Test

Table 7 Test Results Multicollinearity

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,923	2.191		.878	.384		
	Communication	.306	.131	.215	2,331	.024	.850	1.177
	Training	.751	.160	.474	4.683	.000	.703	1,422
	Organizational culture	.405	.098	.404	4.153	.000	.762	1,313

a. Dependent Variable: Total_Y

Based on the data in the table above, the tolerance value of all variables exceeds 0.05 and the VIF value is less than 10. Thus, it can be concluded that all research variables have met the requirements of the tolerance threshold and VIF value, meaning that the

variables Communication, Training, and Organizational Culture on Employee Performance do not experience multicollinearity problems.

Heteroscedasticity Test

Table 8 Test Results Heteroscedasticity

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,374	1,493		1,591	.118
	Total_X1	-.119	.089	-.200	-1.329	.190
	Total_X2	.033	.109	.051	.306	.761
	Total_X3	-.013	.066	-.030	-.190	.850

a. Dependent Variable: abs_RES

Based on the data in the table above, the significance value of all variables exceeds 0.05. Thus, it can be concluded that all research variables do not experience

symptoms of heteroscedasticity in the regression model.

Model TEST F Test

Table 9. F Test Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	304,616	3	101,539	29,569	.000b
	Residual	171,699	50	3.434		
	Total	476,315	53			

a. Dependent Variable: Total_Employee Performance
 b. Predictors: (Constant), Total_Organizational Culture, Total_Communication, Total_Training

The results of the F test show that the regression model that includes communication, training, and organizational culture as independent variables is significant in explaining variations in employee performance at PT Putra Gerem

Jaya. This indicates that these variables together provide a significant contribution to improving employee performance.

Coefficient of Determination Test

Table 10 Results of the Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.800a	.640	.618	1,853
a. Predictors: (Constant), Total_Organizational Culture, Total_Communication, Total_Trainingx				

Based on the results of the determination coefficient test in table 2, the adjusted R-square value is 0.618 (61.8%). This means that the ability of the independent variables in this study to influence the dependent variable by 61.8%, while the remaining

38.2% (1 - 0.618) is explained by variables other than the independent variables in the study.

T-test

Table 11 T-Test Results

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,923	2,191		.878	.384
	Communication	.306	.131	.215	2,331	.024
	Training	.751	.160	.474	4,683	.000
	Organizational culture	.405	.098	.404	4,153	.000
a. Dependent Variable: Employee Performance						

Based on the table above, the multiple regression equation can be described as follows:

$$Y = 0.215X_1 + 0.474X_2 + 0.404X_3 + e$$

From the multiple linear regression equation above, it can be explained as follows:

a. The regression coefficient value for the communication variable (X1) has a positive value of 0.215. The effect of communication on employee performance is positive. This means that when communication in the organization increases, employee performance tends to increase. However, its influence is relatively smaller compared to training and organizational culture. This shows that although communication is important, its impact on employee performance is not as great as the influence of training and organizational culture.

b. The regression coefficient value for the training variable (X2) has a positive value of 0.751. The effect of training on employee performance is positive and the largest among the three variables. This means that improvements in training have a significant impact on improving employee performance. Better or more intensive training tends to lead to greater improvements in employee performance compared to communication and organizational culture.

c. The regression coefficient value for the organizational culture variable (X3) has a positive value of 0.405. The influence of organizational culture on employee performance is also positive and significant. A supportive and positive organizational culture contributes to improving employee performance. Although its contribution is smaller

compared to training, organizational culture still has an important impact.

Meanwhile, the interpretation of the T-test can be described as follows:

- a. **Communication:** Coefficient 0.215 with p-value 0.024. Because p-value < 0.05, the communication variable is statistically significant in influencing employee performance. Which can be interpreted that the first hypothesis can be accepted.
- b. **Training:** Coefficient 0.474 with p-value 0.000. Because p-value < 0.05, the training variable is also statistically significant in influencing employee performance. Which can be interpreted that the second hypothesis can be accepted.
- c. **Organizational culture:** Coefficient 0.404 with p-value 0.000. Because p-value < 0.05, the organizational culture variable is also statistically significant in influencing employee performance. Which can be interpreted that the third hypothesis can be accepted.

DISCUSSION

Research Results The Influence of Communication on Employee Performance at PT. Putra Gerem Jaya

The coefficient for communication is 0.215 with a p-value of 0.024, indicating that communication has a positive and significant effect on employee performance. These results indicate that effective communication is essential to improving employee performance. Clear and open communication facilitates a better understanding of tasks, expectations, and feedback. This finding is in line with research conducted by Didi Wandu (2022), which states that communication plays a very important role in improving performance. Similar research was also found in the study of Munir et al. (2020), which proves that higher performance is influenced by better communication.

Research Results The Influence of Training on Employee Performance at PT. Putra Gerem Jaya

The coefficient for training is 0.474 with a p-value of 0.000, indicating that training has a positive and significant effect on employee performance. This finding underlines the importance of training in improving employee skills and knowledge, which contributes to improving their performance. Relevant and high-quality training can improve employee competence and work productivity. The results of this study are in line with the findings of Marjaya et al. (2019), which show that the more often employees participate in training that is appropriate to their jobs, the better their performance will be. Another study by Safitri, DE (2019) also stated that job training that is appropriate to the needs of the work environment is very beneficial for employees.

Research Results of the Influence of Organizational Culture on Employee Performance at PT. Putra Gerem Jaya

The coefficient for organizational culture is 0.404 with a p-value of 0.000, indicating that organizational culture has a positive and significant influence on employee performance. A positive and supportive organizational culture can create a better work environment, increase employee satisfaction and motivation, and facilitate effective teamwork. This finding is in line with research by Rivai, A. (2020), which states that organizational culture plays an important role in improving employee performance. The better the organizational culture, the higher the employee performance. This study is also supported by Tirtayasa, S. (2019), which shows that organizational culture influences how employees perceive their work environment and how these perceptions shape patterns of beliefs, values, and expectations.

CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that

training, organizational culture, and communication all contribute to improving employee performance, with training having the most significant impact. By prioritizing quality training, strengthening organizational culture, and managing communication well, organizations can improve employee performance effectively. Implementing strategies based on these findings will support the achievement of organizational goals and create a more productive and satisfying work environment. This study highlights the importance of effective communication, training, and organizational culture in improving employee performance at PT. Putra Gerem Jaya. These findings suggest that organizations should prioritize these three factors to improve better employee performance and achieve organizational goals.

For future researchers, there are several limitations in this study. We only distributed questionnaires to active employees of PT. Putra Gerem Jaya via Google Form. Therefore, it is recommended that future research use a larger sample to obtain more representative results and use diverse variables from this study. To improve employee performance, companies must pay attention to aspects of communication, training, and organizational culture in the company.

Declaration by Authors

Acknowledgement: None

Source of Funding: None

Conflict of Interest: The authors declare no conflict of interest.

REFERENCES

1. Against, O., & Employees, K. (2019). Rifan Prasetyo, 2009.
2. Ardianto, WN, Rahayu, S., & LisFatimah Nuzulul. (2017). The Influence of Organizational Culture, Training, Career Development, Work Achievement on the Performance of Teaching Staff at Yayasan Cahaya Lestari Surabaya. Diploma Thesis, STIE MAHARDHIKA Surabaya. <http://repository.stiemahardhika.ac.id/id/eprint/1025>
3. Effendy. (2018). Human Resource Management. Jakarta: Grasindo.
4. Eka, Priehadi Dhasa. 2019. The Influence of Leadership Style and Organizational Culture on Employee Performance at PT. Citra Rasa Betawi South Jakarta. Journal of Effective Economics. Vol 2 No 1, pp. 61-70.
5. Fatma, Abdurrakhman, M., & Nurriqli, A. (2022). The Influence of Organizational Communication and Organizational Culture on Employee Performance at the Population and Civil Registration Service of Banjar Regency. Scientific Journal of Business Economics, 8(2), 345-364. <http://ejournal.stiepancasetia.ac.id/index.php/jiebJilid>
6. Get rid of it. (2022). 'Employee Performance Analysis Review From Work Discipline And Communication', Journal of Indonesian Management (JIM), 2(3), pp. 715-718 doi:10.53697/jim.v2i3.928.
7. irene, G., & Gusti, A. (2020). The Influence of Emotional Intelligence, Organizational Commitment, and Organizational Culture on Organizational Citizenship Behavior. E-Journal of Management, Udayana University, 9(7), 2810. <https://doi.org/10.24843/ejmunud.2020.v09.i07.p17>
8. Jufrizen, J., & Ramadhani, KN (2020). The Influence of Organizational Culture on Employee Performance with Work Environment as a Moderating Variable. Dewantara Journal of Management and Business, 3(1), 66-79.
9. Marjaya, I., & Pasaribu, F. (2019). The influence of leadership, motivation, and training on employee performance. Maneggio: Scientific Journal of Master of Management, 129-147.
10. Marpaung, FK, Namirah, Y., Usandra, S., Putra, G., & Monica, C. (2020). The Influence of Communication, Training and Job Satisfaction on Employee Performance at PT. Globelink Sea And Air Freight Indonesia. Warta Journal Edition 63, 14(1), 175-193. <https://jurnal.dharmawangsa.ac.id/index.php/juwarta/article/view/554>
11. Martianto, IA (2022). The Influence of Organizational Culture and Leadership on the Performance of the Management of the Indonesian National Sports Committee

- (KONI). Journal of Management Science, 10(2), 589–596.
12. Muhammadiyah, U., & Utara, S. (2023). The Influence of Organizational Culture and Communication on Employee Performance Mediated by Work Motivation at the Medan City Tourism Office. *Maneggio: Scientific Journal of Master of Management*, 6(2), 135–143. <https://doi.org/10.30596/maneggio.v6i2.15923>
 13. Munir, M., Fachmi, M., & Sani, A. (2020). The Influence of Discipline and Communication on Employee Performance with Job Satisfaction as a Mediating Variable. *Mirai Management Journal*, 61-170.
 14. Nusani, Sang Ayu Setya, Landra, Nengah, Puspitadewi, Ni Made Dwi. 2021. The Influence of Leadership, Communication and Organizational Culture on Employee Performance at the Department of Industry and Trade of Gianyar Regency. *Values*, Vol 2 No 2 pp 694-704.
 15. Prayogi, MA, Farisi, S., & Salwa, H. (2021). The Influence of Training and Organizational Culture on Employee Performance Mediated by Organizational Citizenship Behavior. *Proceedings of the National Entrepreneurship Seminar*, 2(1), 1068–1078.
 16. Rivai, A. (2020). The Influence of Transformational Leadership and Organizational Culture on Employee Performance. *Maneggio: Scientific Journal of Master of Management*, 213-223.
 17. Safitri, DE (2019). The effect of training on employee performance. *Jurnal Dimensi*, 240-248.
 18. Sinaga, S. (2020). The Influence of Communication and Organizational Culture on the Performance of Employees of the Medan City Regional Tax and Retribution Management Agency. *METADATA Scientific Journal*, 2(1), 78–92. <https://doi.org/10.47652/metadata.v2i1.21>
 19. Siswoyo, H. (2018). Human Resource Performance Management.
 20. Siswoyo, H. (2018). Human Resource Performance Management. *Luxima Metro Media*.
 21. Susilowati, Y., Ratnasari, SL, & Nasrul, HW (2020). The Influence of Competence, Communication, Organizational Culture, and Training on Nurse Performance. *Jurnal Dimensi*, 9(3), 397–411. <https://doi.org/10.33373/dms.v9i3.2715>
 22. Suwendi, S., Suwardi, S., & Sardjono, HS (2023). The Influence of Communication, Leadership and Organizational Culture on the Performance of Social Service Employees, Women's Empowerment and Child Protection, Ponorogo Regency. *Ji@P*, 12(2). <https://doi.org/10.33061/jp.v12i2.9033>
 23. Tirtayasa, S. (2019). The influence of leadership, organizational culture, and motivation on employee performance. *Maneggio: Scientific Journal of Master of Management*, 45-54.
 24. Wandu, D. (2022). The influence of communication and motivation on employee performance. *Journal of Human Resource Integration*, 21-30.

How to cite this article: Yoga Arya Wicaksana, Herry Subagyo, Vicky Oktavia, Piji Pikarti. The influence of communication, training, and organizational culture on employee performance at PT. Putra Gerem Jaya. *International Journal of Research and Review*. 2024; 11(10): 564-574. DOI: <https://doi.org/10.52403/ijrr.20241052>
