

THE EFFECT OF COMMUNICATION AND MANAGERIAL SUPPORT ON PERFORMANCE WITH ORGANIZATIONAL CULTURE AS A MODERATING VARIABLE IN THE TREASURY DIVISION OF PLN HEAD OFFICE

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Abstract

This study aims to analyze the influence of organizational culture, communication, and managerial support on employee performance, with communication and organizational culture as moderating variables. The study was conducted at the Treasury Division of PLN Head Office with a population of 270 employees, all of whom were sampled through a census technique. The research method used a quantitative approach with Structural Equation Modeling analysis techniques based on Partial Least Square (SEM-PLS) through SmartPLS software. The results showed that organizational culture, communication, and managerial support had a positive and significant effect on employee performance. However, the moderating effect of communication and organizational culture on the relationship between independent variables and performance was not significant. These findings emphasize the importance of the role of strong organizational culture, effective communication, and managerial support in improving employee performance, especially in a complex work environment such as PLN. This study also provides theoretical contributions to the development of human resource management science, as well as practical suggestions for organizational management in the electricity sector.

Keywords: *Organizational Culture, Communication, Managerial Support, Employee Performance,*

Background

The success of an organization in achieving its goals is highly dependent on the quality of its human resources. One factor that influences the quality of employee performance is the leadership style implemented by the organization's leaders. In the context of increasingly competitive and dynamic organizations such as companies engaged in providing public services, effective communication plays a crucial role in achieving strategic goals. Employee performance is a crucial factor in achieving organizational goals, including at PT PLN (Persero) PLN Treasury Division Head Office. However, based on initial observations, there are indications that employee performance is not optimal. This phenomenon can be caused by various factors, such as ineffective communication, inadequate managerial support, and an organizational culture that does not support

Communication within an organization plays a crucial role in conveying information, building relationships between individuals, and creating shared understanding. Research by Wahyuni and Utami (2023) shows that organizational communication positively impacts employee performance at PT. PLN (Persero) ULP Kuta. Furthermore, managerial support also impacts employee performance. Good managerial support can increase motivation and job satisfaction, which in turn impacts performance improvement. A strong and positive organizational culture can create a conducive work environment, increase work motivation, and ultimately improve employee performance. Research by Pudjiati and Khabibah (2021) shows that organizational culture positively impacts employee performance at PT. PLN (Persero) UP3 Balikpapan. However, no research has specifically examined the influence of communication and managerial support on employee performance with organizational culture as a moderating variable at PT. PLN (Persero) PLN Treasury Division Head Office. Therefore, this research is important to fill the gap in the literature and contribute to improving employee performance in the company.

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Employee performance in the utility sector, such as PLN, is influenced by internal factors, including communication and managerial support (Robbins & Judge, 2019). However, the unique organizational culture in state-owned companies like PLN, with its strong hierarchy and family values, may moderate this relationship.

Formulation of the problem

Based on the background and phenomena that have been described, the problem formulation in this research is as follows:

1. is KCommunication has a positive and significant effect on employee performance at PT. PLN (Persero) Treasury Division, PLN Head Office.
2. Does managerial support have a positive and significant effect on employee performance at PT. PLN (Persero) Treasury Division, PLN Head Office?
3. Does organizational culture have a positive and significant influence on employee performance at PT. PLN (Persero) Treasury Division, PLN Head Office?
4. is KCommunication has a positive and significant effect on employee performance moderated by Organizational Culture at PT. PLN (Persero) Treasury Division, PLN Head Office.
5. Does managerial support have a positive and significant effect on employee performance moderated by Organizational Culture at PT. PLN (Persero) PLN Treasury Division Head Office.

Research purposes

This research aims to:

1. To test and analyze the influence of Communication on employee performance at PT. PLN (Persero) PLN Treasury Division Head Office.
2. To test and analyze the influence of managerial support on employee performance at PT. PLN (Persero) PLN Treasury Division Head Office.
3. To test and analyze the influence of organizational culture on employee performance at PT. PLN (Persero) PLN Treasury Division Head Office.
4. To test and analyze the influence of Communication on employee performance moderated by Organizational Culture at PT. PLN (Persero) Treasury Division, PLN Head Office.
5. To test and analyze the influence of managerial support on employee performance moderated by organizational culture at PT. PLN (Persero) Treasury Division, PLN Head Office.

Benefits of research

1. **Theoretical Benefits:**
 - 1) This research contributes to the development of management science, particularly regarding the influence of communication, managerial support, and organizational culture on employee performance.
 - 2) Strengthening previous research by adding a moderating variable (organizational culture) in the context of state-owned companies in the energy sector.
2. **Practical Benefits:**
 - 1) For PLN management, the research results can be a reference in increasing communication effectiveness, managerial support, and strengthening organizational culture to boost division performance.
 - 2) For employees, this research can provide insight into the factors that influence performance and the role of organizational culture in supporting productivity.
 - 3) For further researchers, this study can be used as a reference for similar research with different variables or contexts.

Thus, this research is expected to provide a significant contribution in efforts to improve employee performance at PT. PLN (Persero) PLN Treasury Division Head Office and enrich the body of knowledge in the field of human resource management.

LITERATURE REVIEW

Communication

According to Ruck & Welch (2022) The process of exchanging information between superiors and subordinates or between employees that is effective, clear, and two-way.

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Communication Indicators

According to Ruck & Welch (2022) Communication indicators are as follows:

1. Communication Frequency, How often does communication occur (daily, weekly, etc.).
2. Clarity of Information, The message is conveyed clearly and unambiguously.
3. Feedback, There is a response or clarification from the recipient of the information.
4. Communication Media, Effectiveness of the channels used (email, meetings, chat).

Managerial Support

According to Kurtessis et al. (2021) The form of support provided by management to employees includes resources, training and psychological support.

Managerial Support Indicators

According to Kurtessis et al. (2021) are as follows:

1. Resource Support, Availability of tools, budget, or facilities to work.
2. Training and Development, Opportunity to improve competency.
3. Emotional Support, Superiors' concern for employee welfare.
4. Recognition and Rewards, Appreciation for employee contributions.

Organizational culture

According to Robbins & Judge (2017), organizational culture is a system of shared meaning held by members of an organization, which distinguishes the organization from others. This culture includes the values, norms, and practices that shape individual behavior in the workplace.

Organizational Culture Indicators

According to Robbins & Judge (2017) it is as follows:

1. Innovation and risk taking
2. Attention to detail
3. Result orientation
4. Orientation towards people
5. Team orientation
6. Aggression
7. Organizational stability

Employee performance

According to Mathis & Jackson (2019), employee performance is defined as the result of observable and measurable work behavior, both individually and in groups, which contributes to the success of the organization.

Indicator Employee performance

According to Mathis & Jackson (2019) employee performance indicators are as follows:

1. Work results (output)
2. Work attitude
3. Discipline and attendance
4. Precision and accuracy
5. Team performance

Factors that influence performance

According to Kasmir (2016), the factors that influence performance are as follows:

1. Ability and expertise
2. Knowledge
3. Work plan
4. Personality
5. Work motivation
6. Leadership

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7. Leadership style
8. Organizational culture
9. Job satisfaction
10. Work environment
11. Loyalty
12. Commitment
13. Work discipline

Conceptual Framework

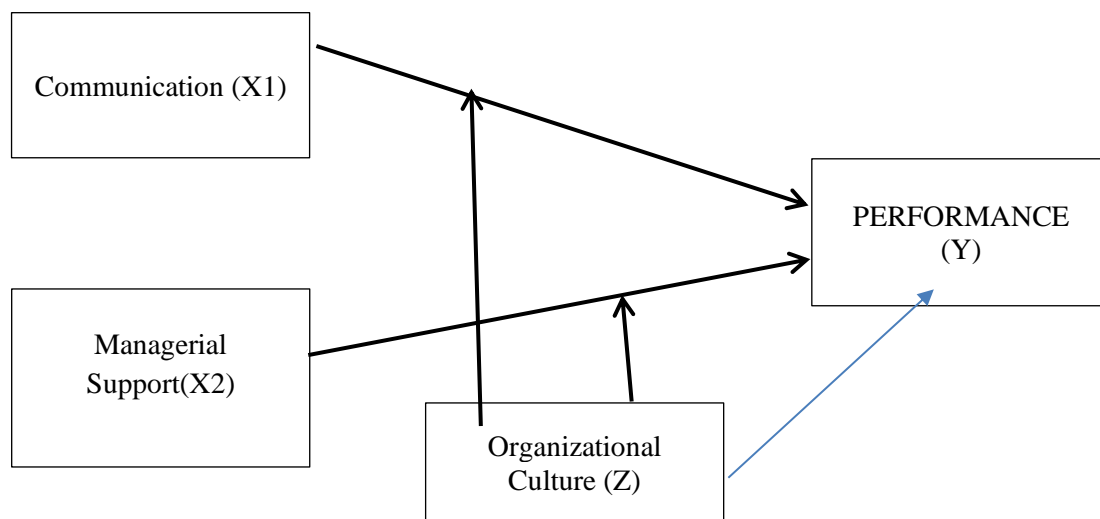


Figure 1: Conceptual Framework

Hypothesis

The hypothesis in this study is as follows:

- H₁:** KCommunication has a positive and significant effect on employee performance at PT. PLN (Persero) Treasury Division, PLN Head Office.
- H₂:** Managerial support has a positive and significant impact on employee performance at PT. PLN (Persero) Treasury Division, PLN Head Office.
- H₃:** Organizational culture has a positive and significant influence on employee performance at PT. PLN (Persero) PLN Treasury Division Head Office.
- H₄**KCommunication has a positive and significant effect on employee performance moderated by Organizational Culture at PT. PLN (Persero) Treasury Division, PLN Head Office.
- H₅:** Managerial support has a positive and significant effect on employee performance moderated by Organizational Culture at PT. PLN (Persero) PLN Treasury Division Head Office.

RESEARCH METHODS

Types of research

The type of research used is quantitative research. According to Sugiyono (2018), quantitative data is a research method based on positivity (concrete data), research data in the form of numbers that will be measured using statistics as a calculation test tool, related to the problem being researched to produce a conclusion.

Time and Place of Research

This research was conducted in June 2025. This research was conducted at the locationPT. PLN (Persero) Treasury Division PLN Head Office.

Population

This study uses a research population of all 270 permanent employees, while honorary employees are not included in the population. According to Sugiyono (2018), population is a generalization area consisting of objects

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or subjects that have certain qualities and characteristics determined by researchers to study and then draw conclusions.

Sample

The sample of this study is the entire population of 270 employees using a saturated sampling technique. According to Sugiyono (2018), a sample is a portion of the number and characteristics of the population.

Data source

The research data sources used by researchers are primary data sources, primary data sources are where researchers obtain data directly. Sugiyono (2018) Primary data sources are data sources that directly provide data to data collectors or researchers.

Data collection technique

The data collection technique used is a questionnaire, the researcher will distribute the questionnaire to the respondents who are the sample. According to Sugiyono (2018), a questionnaire is a data collection technique carried out by giving a set of written questions or statements to respondents to answer.

Operational Definition of Variables

According to Sugiyono (2018), a variable is an attribute or characteristic or value of a person, object, or activity that has certain variations in activity that are determined by researchers to be studied and conclusions drawn.

Table 1 :Operational Definition of Variables

Variables	Definition	Indicator
Communication (X1)	According to Ruck & Welch (2022) The process of exchanging information between superiors and subordinates or between employees that is effective, clear, and two-way.	According to Ruck & Welch (2022) The indicators of communication are as follows: 5. Communication Frequency, How often does communication occur (daily, weekly, etc.). 6. Clarity of Information, The message is conveyed clearly and unambiguously. 7. Feedback, There is a response or clarification from the recipient of the information. 8. Communication Media, Effectiveness of the channels used (email, meetings, chat).
Managerial Support (X2)	According to Kurtessis et al. (2021) The form of support provided by management to employees includes resources, training and psychological support.	Indicators according to Kurtessis et al. (2021) are as follows: 1. Resource Support, Availability of tools, budget, or facilities to work. 2. Training and Development, Opportunity to improve competency. 3. Emotional Support, Superiors' concern for employee welfare.

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		4. Recognition and Rewards, Appreciation for employee contributions.
Organizational culture (Z)	According to Robbins & Judge (2017), organizational culture is a system of shared meaning held by members of an organization, which distinguishes the organization from others. This culture includes the values, norms, and practices that shape individual behavior in the workplace.	The indicators according to Robbins & Judge (2017) are as follows: 1. Innovation and risk taking 2. Attention to detail 3. Result orientation 4. Orientation towards people 5. Team orientation 6. Aggression 7. Organizational stability
Employee Performance (Y)	According to Mathis & Jackson (2019), employee performance is defined as the result of observable and measurable work behavior, both individually and in groups, which contributes to the success of the organization.	According to Mathis & Jackson (2019) employee performance indicators are as follows: 1. Work results (output) 2. Work attitude 3. Discipline and attendance 4. Precision and accuracy 5. Team performance

Data Analysis Methods

The statistical test tool used in this study is the variance-based structural equation test or better known as Partial Least Square (PLS) using Smart PLS 3.0 software. According to Imam Ghazali (2016), the Partial Least Square (PLS) method explains that the variance-based structural equation model (PLS) is able to describe latent variables (not directly measured and measured using indicators (manifest variables)). According to Imam Ghazali (2016), Partial Least Square (PLS) is defined as follows: "Partial Least Square (PLS) is a powerful analysis method because it does not assume that data must be measured on a certain scale, and the number of samples is small. The purpose of Partial Least Square (PLS) is to help researchers obtain latent variable values for prediction purposes."

Outer model

This model includes testing individual item reliability, internal consistency or construct reliability, and average variance extracted. These three measures are grouped based on convergent validity, which measures the degree of correlation between variables and latent variables. In addition to convergent validity, there is also discriminant validity testing. Measurement modeling is carried out to determine the relationship between variables and their indicators. This individual item reliability test describes the correlation between each measurement item (metric) and its structure in the standardized loading factor value. If the ideal load factor value is greater than 0.5, this indicator is valid as an indicator that can measure the structure. Next, internal consistency measurements are carried out, evaluated by composite reliability with a minimum value of 0.7. Convergent validity is then measured by testing the Average Variance Extracted (AVE) value. This value describes the amount of variance or variation in the manifest variable that can be accommodated by the latent variable. An ideal AVE value of 0.5 means the convergent validity value is good. Discriminant validity is evaluated by cross-loading, then comparing the AVE value with the squared correlation value between variables. The crossloading measure is to compare the correlation of a variable with other block variables, which shows that the variable predicts its block size better than other blocks. Another measure of discriminant validity is that the square of the AVE must be greater than the correlation between the other variables, or the AVE value must be greater than the square of the correlation between the variables.

Inner model

Researchers conduct structural model measurements to determine the relationships between hypothesized structures. This model involves several steps in the evaluation. The first step is to examine the significance of the relationships between variables. This can be seen from the path coefficient, which describes the strength of the

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relationship between variables. A path coefficient (β) with a threshold value greater than 0.2 indicates that the path is influential in the model.

The second step is to test the T-test value using the bootstrapping method using a two-tailed test with a 5% significance level to test the research hypothesis. If the T-test value is greater than α , the developed research hypothesis is accepted.

The third step is to evaluate the value R^2 (coefficient of determinant). This value explains the variance of each target variable with a standard size of around 0.75 being declared strong, around 0.5 being moderate, and less than 0.25 indicating a low level of variance.

RESULTS AND DISCUSSION

Research Test

This study used Partial Least Squares (PLS) analysis based on SmartPLS software because the model contains latent variables, mediation or moderation pathways, and a relatively small sample size (<200 respondents). The research test consisted of two main stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model). From the test results, it is known that there are four variables in the model that will be used in the research, as listed below:

Evaluation of measurement model (outer model)

Convergent Validity

Convergent Validity Convergent validity is part of the validity test in a measurement model, which is used to assess the extent to which the indicators used to measure a construct are indeed highly correlated with each other (or converge to each other). In other words, convergent validity shows whether an indicator truly represents the construct it is intended to measure.

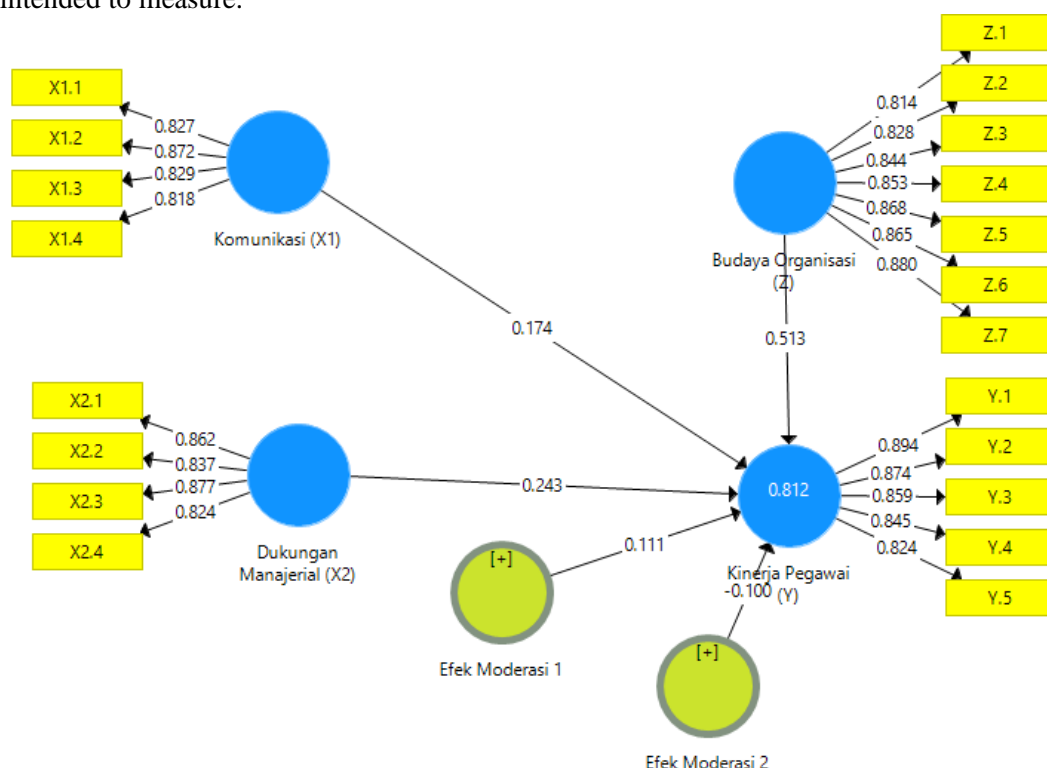


Figure 2. Research Model in SmartPLS

The Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two equations.

$$Y = b_1X_1 + b_2Z + b_3X_1Z + e_1$$

$$Y = 0.174 + 0.513 + 0.111 + e_1$$

$$Y = b_2X_2 + b_3Z + b_4X_2Z + e_2$$

$$Y = 0.243 + 0.513 - 0.100 + e_2$$

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Table 2. Outer Loadings/Cross Loading

	Organizational Culture (Z)	Managerial Support (X2)	Moderation Effect 1	Moderation Effect 2	Employee Performance (Y)	Communication (X1)
Managerial Support (X2) * Organizational Culture (Z)				1,002		
Communication (X1) * Organizational Culture (Z)			0.998			
X1.1						0.827
X1.2						0.872
X1.3						0.829
X1.4						0.818
X2.1		0.862				
X2.2		0.837				
X2.3		0.877				
X2.4		0.824				
Y.1					0.894	
Y.2					0.874	
Y.3					0.859	
Y.4					0.845	
Y.5					0.824	
Z.1	0.814					
Z.2	0.828					
Z.3	0.844					
Z.4	0.853					
Z.5	0.868					
Z.6	0.865					
Z.7	0.880					

Source: Smart PLS 3.3.3

All indicatorsThe Organizational Culture, Communication, Managerial Support, and Employee Performance constructs have loading values > 0.70, which means they meet the requirements for convergent validity. The loading value for the interaction construct is also very high, which is normal because it is the product of two constructs (the result of moderation).

Discriminant Validity

Discriminant Validityis part of the measurement model testing in SEM-PLS, which is used to ensure that each construct in the model is truly different (discriminatory) from the other constructs. This means that the indicators of a construct do not have a high correlation with other constructs.

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Table 3. Discriminant Validity

	Organizational Culture (Z)	Managerial Support (X2)	Moderation Effect 1	Moderation Effect 2	Employee Performance (Y)	Communication (X1)
Managerial Support (X2) * Organizational Culture (Z)	0.412	0.510	0.892	1,000	0.431	0.563
Communication (X1) * Organizational Culture (Z)	0.468	0.566	1,000	0.892	0.497	0.569
X1.1	0.662	0.734	0.492	0.503	0.658	0.827
X1.2	0.673	0.691	0.466	0.485	0.691	0.872
X1.3	0.674	0.703	0.477	0.477	0.656	0.829
X1.4	0.718	0.711	0.469	0.421	0.686	0.818
X2.1	0.692	0.862	0.522	0.497	0.714	0.762
X2.2	0.737	0.837	0.551	0.513	0.711	0.759
X2.3	0.814	0.877	0.448	0.381	0.786	0.695
X2.4	0.781	0.824	0.407	0.350	0.704	0.673
Y.1	0.790	0.752	0.418	0.381	0.894	0.713
Y.2	0.776	0.773	0.438	0.416	0.874	0.702
Y.3	0.772	0.739	0.458	0.365	0.859	0.686
Y.4	0.704	0.726	0.427	0.365	0.845	0.680
Y.5	0.744	0.697	0.395	0.324	0.824	0.675
Z.1	0.814	0.754	0.404	0.353	0.695	0.703
Z.2	0.828	0.779	0.411	0.350	0.778	0.718
Z.3	0.844	0.738	0.392	0.325	0.719	0.664
Z.4	0.853	0.756	0.384	0.314	0.731	0.632
Z.5	0.868	0.758	0.410	0.391	0.739	0.721
Z.6	0.865	0.744	0.417	0.377	0.771	0.716
Z.7	0.880	0.771	0.371	0.341	0.804	0.697

Source: Smart PLS 3.3.3

Based on the results of discriminant validity testing using cross-loading analysis, each indicator had the highest loading value on its intended construct and lower loading values on other constructs. This indicates that each indicator accurately measures its intended construct and does not overlap or exert a strong influence on other constructs. In addition, the two constructs resulting from interaction or moderation, namely Managerial Support \times Organizational Culture and Communication \times Organizational Culture, also showed the highest loading values on their respective moderating effect constructs. This high value is reasonable because the interaction construct is the product of two already valid constructs and remains methodologically acceptable in discriminant validity testing. Overall, these results indicate that all constructs in the model have adequate discriminant validity, meaning they can be empirically distinguished and each indicator measures the construct it is intended to. Therefore, the measurement model is declared discriminantly valid and suitable for use in testing structural relationships in the next analysis stage.

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Composite reliability

Composite Reliability (CR) is a measure of the internal consistency of a construct in a measurement model. CR is used to assess the extent to which the indicators that form a construct consistently measure that construct.

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture (Z)	0.936	0.948	0.723
Managerial Support (X2)	0.872	0.913	0.723
Moderation Effect 1	1,000	1,000	1,000
Moderation Effect 2	1,000	1,000	1,000
Employee Performance (Y)	0.912	0.934	0.739
Communication (X1)	0.857	0.903	0.700

All major constructs (Z, X1, X2, Y) has a Cronbach's Alpha and Composite Reliability value above 0.85, which means it is highly reliable and consistent in measuring its respective constructs. The AVE value of all constructs is > 0.70, indicating that more than 70% of the indicator variance is explained by the construct, meaning the construct has excellent convergent validity. The value of Moderation Effect 1 and 2 = 1.000, is the automatic result of the interaction calculation in SmartPLS, and is acceptable because it is not a pure latent construct, but the result of multiplying two valid constructs. Thus, the measurement model (outer model) in this study has met the requirements of internal reliability and convergent validity, and is suitable for use in testing the structural model (inner model) in the next stage of analysis.

Inner Model

Inner Model Analysis (Structural Model) In SmartPLS, the aim is to evaluate the relationship between latent constructs (variables) after the outer model (measurement model) is declared valid and reliable.

Coefficient of Determination (R²)

The following is an interpretation of the results of the Coefficient of Determination (R²) in the inner model analysis using SmartPLS:

Table 5. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.812	0.807

Source: Smart PLS 3.3.3

The R Square value of 0.812 indicates that 81.2% of the variation in Employee Performance can be explained by the independent variables in the model (such as Communication, Managerial Support, Organizational Culture, and moderating variables). Meanwhile, the Adjusted R Square of 0.807 indicates that after adjusting for the number of predictors in the model, the model still explains 80.7% of the variance in Employee Performance. This indicates that the model has very strong predictive ability and is suitable for use in research.

Hypothesis Testing

In hypothesis testing in SmartPLS, three important values are typically used: Path Coefficient: indicates the direction and strength of the relationship between variables. T-statistic: indicates statistical significance. If the T-statistic > 1.96, the relationship is significant (at $\alpha = 5\%$). P-Values: probability values. If $P < 0.05$, the relationship is significant.

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Table 6. Hypothesis Results

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Organizational Culture (Z) -> Employee Performance (Y)	0.513	6,789	0,000	Accepted
Managerial Support (X2) -> Employee Performance (Y)	0.243	3,019	0.001	Accepted
Moderation Effect 1 -> Employee Performance (Y)	0.111	1,622	0.053	Rejected
Moderation Effect 2 -> Employee Performance (Y)	-0.100	1,458	0.073	Rejected
Communication (X1) -> Employee Performance (Y)	0.174	2,465	0.007	Accepted

Source: Smart PLS 3.3.3

The hypothesis results in Table 6 are the final results of the research and will be explained as follows:

1. Organizational culture has a positive and significant influence on employee performance with a coefficient value of 0.513, a T-statistic value of 6.789, and a P-value of 0.000. This indicates that the better the organizational culture formed in an agency, the higher the resulting employee performance. This influence is considered strong and statistically significant because the P-value < 0.05.
2. Managerial support also has a positive and significant impact on employee performance with a coefficient value of 0.243, a T-statistic of 3.019, and a P-value of 0.001. This indicates that the greater the support provided by management to employees, the greater the employee's performance will be. This support can take the form of motivation, facilities, or clear work directions from superiors.
3. Communication also has a positive and significant influence on employee performance, with a coefficient value of 0.174, a T-statistic value of 2.465, and a P value of 0.007. This means that the better the communication process within the organization, both vertically and horizontally, the more it will support improved employee performance.
4. Moderation effect 1 is rejected, because the coefficient value is 0.111 with a T statistic of 1.622 and a P value of 0.053. Although the coefficient is positive, a P value greater than 0.05 indicates that the moderating effect is not significant. Thus, the moderating variables in this path do not significantly strengthen the relationship between the independent variables and employee performance.
5. Moderation effect 2 was also rejected, with a coefficient value of -0.100, a T statistic of 1.458, and a P value of 0.073. In addition to being insignificant, the coefficient is also negative, indicating that the presence of moderating variables tends to weaken the relationship between variables, even though it is not statistically significant.

Conclusion

After obtaining the results of this research and describing them through hypotheses, the conclusions of this research are as follows:

1. The results show that organizational culture has a positive and significant impact on employee performance. This means that the stronger the organizational culture, the greater the improvement in employee performance.
2. Managerial support has been shown to have a positive and significant impact on employee performance. This means that a supportive manager will help improve employee performance.
3. The first moderating effect did not show a significant influence on employee performance. In other words, this moderating variable was unable to strengthen the relationship between the variables in question.
4. The second moderating effect also does not have a significant effect on employee performance, which means that this variable does not have a role in strengthening the influence of other variables on performance.
5. Communication has a positive and significant impact on employee performance. This indicates that good communication within an organization can improve work effectiveness and employee performance outcomes.

Suggestion

After getting the conclusion, the research will provide suggestions, the suggestions given are as follows:

Theoretical Suggestions

1. Human Resource Management Theory Development: The results of this study reinforce the theory that organizational culture, communication, and managerial support are important factors in improving employee

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performance. Therefore, this research can serve as a basis for developing new models in the study of organizational behavior, particularly regarding the influence of contextual variables on performance.

2. The Role of Moderating Variables Although the moderating effect in this study was not significant, this opens up opportunities for further research to explore more deeply the role of other moderating variables that may be more relevant in strengthening the relationship between variables.
3. Contribution to Further Research This research can be a reference for further empirical studies with quantitative and qualitative approaches, especially in the context of public sector organizations or other government institutions, to test the consistency of the results in different settings.

Practical Advice

1. Strengthening Organizational Culture Management needs to instill strong and consistent work culture values in all employees, such as commitment, professionalism, and integrity, through ongoing training and internal activities.
2. Improving Managerial Support: Managers are expected to be more proactive in mentoring, guiding, and providing feedback to employees. Tangible forms of support can include recognition, involvement in decision-making, and attention to individual employee needs.
3. Improving Communication Systems: Organizations need to build more effective and transparent communication systems. The use of information technology and regular communication forums can be a means to improve coordination and convey employee aspirations.
4. Evaluating Moderation Strategies: Organizations need to review the role of strategies or programs intended to act as moderating variables. If the strategy is not having a significant impact, improvements to its design, approach, or implementation are necessary to improve its effectiveness.
5. Implementation of Data-Based Policies Leaders should start implementing HR management policies based on research results and data, so that decision-making is more objective and has a direct impact on improving the overall performance of the organization.

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