

THE INFLUENCE OF CROSS-CULTURAL COMMUNICATION STRATEGY ON EMPLOYEE PERFORMANCE OF PT. MASS RAPID TRANSIT JAKARTA

Saskita Anzelia Indrawati^a, Catur Nugroho^b

Telkom University

Email: isaskita@outlook.com, denmasnuno@telkomuniversity.ac.id

Received : 10 February 2025

Published : 13 April 2025

Revised : 25 February 2025

DOI : <https://doi.org/10.54443/morfai.v5i2.2742>

Accepted : 08 March 2025

Link Publish : <https://radjapublika.com/index.php/MORFAI/article/view/2742>

Abstract

Cross-cultural communication that occurs in the company runs well, both between leaders and employees and between employees. The differences in language of expatriate leaders can be understood by employees, because leaders sometimes use English to communicate. According to interviews with administrative staff, language skills in cross-cultural communication carried out by Japanese expatriate leaders often become an obstacle for all existing employees, causing communication misunderstandings and ineffective employee performance. This research method is quantitative with a descriptive approach. The population in this study were 760 MRT employees. Based on the results of the calculation using the Solvin formula, the sample in this study was 88 people. Based on the results of the study, it can be concluded that there is a significant influence between cross-cultural communication strategies on employee performance at PT. Mass Rapid Transit Jakarta. Based on the Determination Coefficient Table (R^2) shows the contribution of the influence of Cross-Cultural Communication Strategies on Employee Performance of 16.3%.

Keywords: *Communication; Cross; Culture; Performance; Employees*

1. INTRODUCTION

Nowadays, globalization makes the business world interconnected without borders, thus triggering tight competition among local and international businessmen. New multinational companies, make the competition between them even tighter. They try to be able to compete in the market they enter. So the impact is that these companies must fix the management aspects of their companies (Finance, marketing, production, personnel and also improvements within the organization).

Every company, whether engaged in trade or services, is basically required to be able to provide a positive contribution through good performance to the company. According to The Crown Prince, (2014) Performance is the result of quality and quantitative work carried out by employees in carrying out their duties in accordance with the responsibilities assigned to them. MRT or Mass Rapid Transit transportation is one of the integrated rapid transportation that carries more passengers. MRT is connected to an automatic electric rail without a driver, so it is controlled at the control center. The first MRT in the world was on the London Underground in 1863. According to Loud, (2021) MRT (Mass Rapid Transit) is a means of urban transportation that has 3 main criteria, Mass (large carrying capacity), Rapid (fast travel time and high frequency), and Transit (stops at many stations) located in various urban areas. MRT itself is a mode of transportation that can transport people with a large capacity. In its development, MRT itself changed its name to Moda Raya Terpadu. One of the public transportation facilities that was just completed in 2019 is MRT Jakarta. PT MRT Jakarta itself has been operating since March 2019 with the inauguration of the President of Indonesia, Mr. Jokowi Widodo, with the Lebak Bulus - Bundaran HI route.

The MRT development plan in Jakarta has actually been initiated since 1985. However, at that time the MRT project had not been declared a national project. In 2005, the President of the Republic of Indonesia emphasized that the Jakarta MRT project was a national project. Departing from this clarity, the Central Government and the DKI Jakarta Provincial Government began to move and share responsibility. The search for funds was welcomed by the Japanese Government which was willing to provide a loan. On November 28, 2006, the signing of the Jakarta MRT Project financing agreement was carried out by the Governor of the Japan

Bank for International Cooperation (JBIC) Kyosuke Shinozawa and the Indonesian Ambassador to Japan Yusuf Anwar. JBIC also designed and provided study recommendations to the DKI Jakarta Provincial Government. An agreement has also been approved between JBIC and the Indonesian Government, to appoint one agency to become a single door for organizing the completion of this MRT project. JBIC then merged with the Japan International Cooperation Agency (JICA). JICA acts as an assessment team from JBIC as the lender (Sadrina, 2014).

Cross-cultural communication that occurs in the company runs well, both between leaders and employees and between employees. The differences in language of expatriate leaders can be understood by employees, because leaders sometimes use English to communicate. (Adhawiyah & Syamsuddin, 2024). According to interviews with administrative staff, language skills in cross-cultural communication carried out by Japanese expatriate leaders often become an obstacle for all existing employees, resulting in communication misunderstandings and ineffective employee performance, this can be seen based on the results of the pre-survey in table 1 below:

Table 1. Cross-Cultural Communication Pre-Survey

No	Question	Agree	Don't agree
1	Communication between employees and groups is going well	73.3%	26.7%
2	Language differences become a barrier to communication in the corporate environment	60%	40%
3	Employees understand Japanese spoken by the leader	66.7%	33.3%
4	With typical Japanese regulations employees feel uncomfortable	20%	80%

The pre-survey results showed that 33.3% of respondents chose to disagree in understanding Japanese from the leader. Meanwhile, according to the personnel/HR staff, for example, there was an intern who suddenly disappeared and could not be contacted again, while the learning time would take place, resulting in a sudden change of teachers. There were also teaching staff who were late at the appointed time, which was 20 minutes before coming to work.

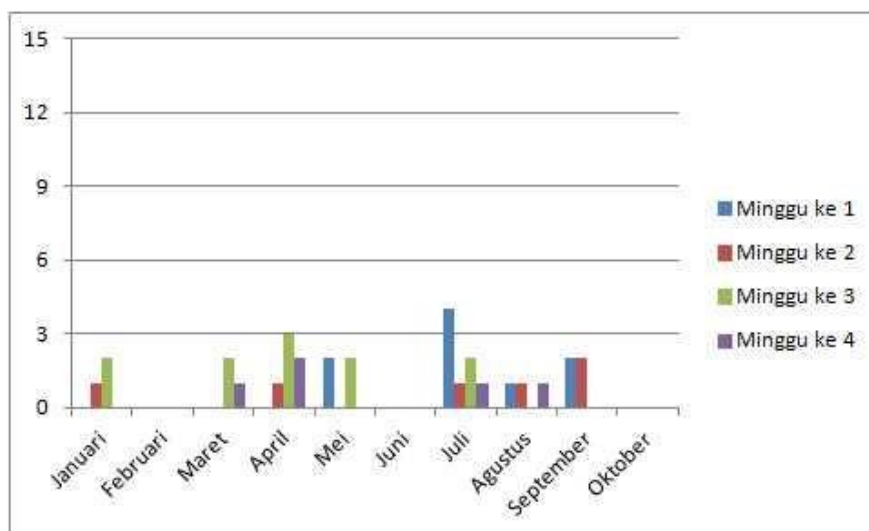


Figure 1. Graph of Late Employee Absences of PT MRT 2023

Based on Figure 1. it can be seen that the employee absence rate in July was less than satisfactory, this can be seen from the level of employee lateness in the 1st week, four out of thirty people came late. In September, the 2nd week, the lateness rate returned to normal, but it is possible that there will be an increase in the following month. The increase and decrease in the level of employee absence each month indicates that the performance of the employees is less than optimal, this will certainly affect the company's progress in achieving its vision and mission.

2. RESEARCH METHOD

The type of research conducted by the author is quantitative research with a descriptive approach. According to Sugiyono, (2017) Quantitative research can be interpreted as a research method based on the philosophy of positivism, used to research a particular population or sample, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical in nature with the aim of testing the established hypothesis. According to Sugiyono, (2017) Descriptive research is conducted to determine the existence of independent variables, either in just one variable or more (dependent variables or independent variables) without making comparisons of the variables themselves and looking for relationships with other variables.

According to Sugiyono, (2017) "Population is a generalization area consisting of: objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions are drawn". The population in this study was MRT employees totaling 760 people. According to Ismiyanto, a sample is a portion of the totality of research subjects or a portion of the population that is expected to represent the characteristics of the population whose determination is carried out using certain techniques as stated by (Ismiyanto, 2016). Sampling in this study with probability sampling technique, namely proportionate stratified random sampling using the sloving formula. Based on the calculation results with the solvin formula, the following are produced:

$$n = \frac{N}{1 + N(a)^2} = \frac{760}{1 + 760(0,1)^2} = \frac{760}{1 + 760(0,01)} = \frac{760}{8,6} = 88,37$$

From the calculation results obtained 88.37, then rounded up to 88 people, who will be used as samples in this study.

Hypothesis testing is intended to determine whether a hypothesis should be accepted or rejected, according to Bungin, (2011) "a hypothesis is a temporary answer to the formulation of a research problem, therefore the formulation of a research problem is usually arranged in the form of a question sentence". Thus, a research hypothesis can be interpreted as a temporary answer to a research problem, until proven through collected data and must be tested empirically. Therefore, hypothesis testing is carried out through a t-test. According to Sugiyono, (2017) "t-test or partial test is intended to test how each independent variable individually influences the dependent variable". In this study, the formulation of the hypothesis made is as follows:

$H_o: \rho_1 = 0$: There is no significant influence between cross-cultural communication strategies on employee performance at PT. Mass Rapid Transit Jakarta

$H_a: \rho_1 \neq 0$: There is a significant influence between cross-cultural communication strategies on employee performance at PT. Mass Rapid Transit Jakarta.

3. RESULT

a. Respondent Profile

This section will describe the results of the research that has been conducted and processed by the author to determine the relationship between cross-cultural communication strategies and employee performance. The data collected in this study were 88 respondents, namely all employees of PT. Mass Rapid Transit Jakarta.

In this descriptive analysis, employee data will be presented in several tables. Employee data in this study is needed to find out the background of employees which can later be used as input to explain the results obtained from the study. Descriptive analysis of employee data is the gender of employees.

Data regarding the characteristics of the respondents are presented as follows:

Table 2. Respondent Characteristics

No.	Gender	N	Percentage
1	Man	42	48%
2	Woman	46	52%
	Amount	88	100%

b. Classical Assumption Test

1. Normality Test

Normality test to determine whether research data is included in the normally distributed or abnormally distributed category.(Widarjono, 2015). This normality test uses JASP Software and uses Kolmogorov-Smirnov by looking at the PP Plots image. Data is said to be normal if the P value > 0.05, while if $P < 0.05$ then the data is not normal. The following are the results of the normality test using JASP.

Table 3. Kolmogorov-Smirnov Normality Test
Descriptive Statistics

	X	Y
Statistics	0.110	0.111
P-value of Kolmogorov-Smirnov	0.238	0.228

Based on the table above, it is known that the results of the normality test on the Cross-Cultural Communication Strategy variable (X) have a P value > 0.05, which is 0.238, so that the Cross-Cultural Communication Strategy variable (X) has a normal data distribution. On the Employee Performance variable (Y) the P value > 0.05, which is 0.228, so that the Employee Performance variable (Y) has a normal data distribution. The following are the results of the residual normality graph from the JASP program assistance:

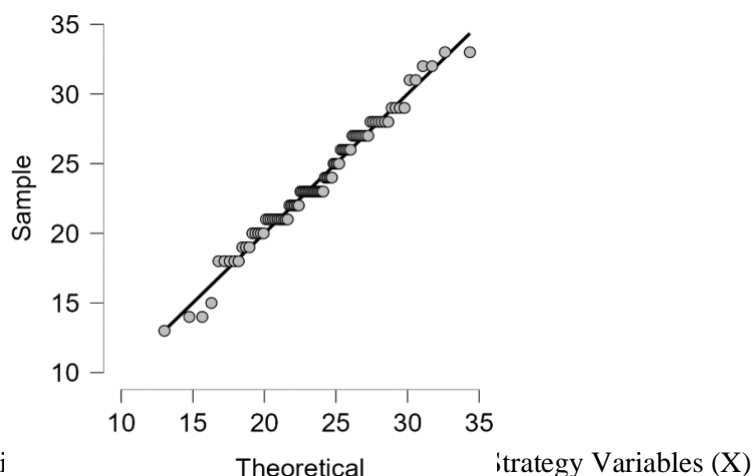


Figure 2. PP Plot of Resi

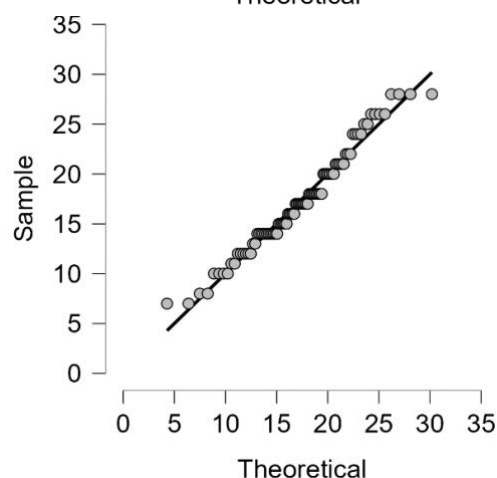


Figure 3. PP Plot of Residual of Employee Performance Variable (Y)

In the Figure PP Plot Residual of Cross-Cultural Communication Strategy Variable (X) and Employee Performance Variable (Y) shows the results of data normality or points that spread and follow around the direction of the diagonal line. Based on the results of the analysis above, it can be concluded that all variables in the study, namely Cross-Cultural Communication Strategy (X) and Employee Performance Variable (Y) have normal data distribution.

2. Multicollinearity Test

The multicollinearity test in this study aims to determine whether there is a strong relationship between independent variables in the regression model by looking at the results of tolerance and Variance Inflation Factor (VIF). If the tolerance value is less than 0.10, there is no multicollinearity, but conversely if the tolerance value is more than 0.10, there is multicollinearity. Furthermore, if the VIF value is less than 10.00, it can be said that there is no multicollinearity, but conversely if the VIF value is more than 10.00, it can be said that there is multicollinearity. The following are the results of the multicollinearity test with the help of JASP which can be seen in the table below:

Table 4. Multicollinearity Test Results
Coefficients

Model	Unsigned rdized	Standard Error	Standard dized	t	p	Collinearity Statistics	
						Tolerance	VIF
H ₀ (Intercept)	17,227	0.549		31,407	< .001		
H ₁ (Intercept)	5,631	2,879		1,956	0.054		
X	0.490	0.120	0.404	4.091	< .001	1,000	1,000

Based on the table above, the results of the multicollinearity test on the Cross-Cultural Communication Strategy variable (X) against the Employee Performance Variable (Y) are obtained. The tolerance value of 1,000 is greater than 0.10, and the VIF value of 1,000 is less than 10.00, so it can be concluded that there is no multicollinearity in the variable.

3. Autocorrelation Test

The autocorrelation test is intended to determine whether or not there is a deviation in the correlation between sample members. To determine the presence of autocorrelation, the Durbin-Watson (DW) test is carried out by comparing the Durbin-Watson value with the criteria or guidelines in interpretation. The criteria for the Durbin-Watson Test (DW Test) guidelines that are used as a reference are the interval between 1.6620 - 2.338 (Djoko S, 2022). The results of the autocorrelation test are as follows:

Table 5. Autocorrelation Results With Durbin-Watson

Model	Durbin-Watson		
	Autocorrelation	Statistics	p
H ₀	0.273	1,454	0.009
H ₁	0.302	1,896	0.003

Based on the test results in the table above, this regression model has no autocorrelation interference, this is proven by the Durbin-Watson value of 1.896 which is between the interval 1.6620 - 2.338.

4. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is inequality of variance from one observer's residual to another observer in the regression model. If the significance value is > 0.05, then it can be said that the variance does not have a heteroscedasticity problem, conversely, if the significance value is < 0.05 then it can be said that the variance has a heteroscedasticity problem. The following are the results of the heteroscedasticity test which can be seen in the table below:

Table 6. Heteroscedasticity Test Results

Coefficients							
Model	Unsigned rdized	Standard Error	Standard dized	t	p	Collinearity Statistics	
						Tolerance	VIF
H ₀ (Intercept)	17,227	0.549		31,407	< .001		
H ₁ (Intercept)	5,631	2,879		1,956	0.054		
X	0.490	0.120	0.404	4.091	< .001	1,000	1,000

Based on the heteroscedasticity test table above, it shows that the results of the heteroscedasticity test on the Cross-Cultural Communication Strategy variable (X) have a value of 4,091 (>0.05), so it can be concluded that there is no heteroscedasticity problem in this variable, so that the requirements for the classical assumption test analysis are met.

c. Hypothesis Testing

Hypothesis testing of the Cross-Cultural Communication Strategy variable (X) on employee performance (Y) was conducted using a t-test (partial test). In this study, a significance criterion of 5% (0.05) was used by comparing the calculated t value with the t table, as follows:

1. If the calculated t value < t table: it means H₀ is accepted and H₁ is rejected.
2. If the calculated t value > t table: H₀ is rejected and H₁ is accepted.

To determine the value of the t table, use the following formula:

table = $t_{\alpha, df}$ (Alpha Level x Degree of Freedom)

α = real rate 5%

df = (n-2), then we get (88-2) = 86, then ttable = 1.662

The criteria are said to be significant if the calculated t value > t table or ρ value < Sig.0.05 (Ghozali, 2021).

The influence of cross-cultural communication strategies (X) on employee performance (Y) is formulated as follows:

H₀: $\rho_1 = 0$: There is no significant influence between cross-cultural communication strategies on employee performance at PT. Mass Rapid Transit Jakarta

H_a: $\rho_1 \neq 0$: There is a significant influence between cross-cultural communication strategies on employee performance at PT. Mass Rapid Transit Jakarta.

The results of data processing using the JASP program are as follows:

Table 7. Results of Partial Hypothesis Testing (t-Test) of Cross-Cultural Communication Strategy Variables (X) on Employee Performance (Y)

Coefficients					
Model	Unstandardized	Standard Error	Standardized	t	p
H ₀ (Intercept)	17,227	0.549		31,407	< .001
H ₁ (Intercept)	5,631	2,879		1,956	0.054
X	0.490	0.120	0.404	4.091	< .001

Based on the test results in the table above, the calculated t value is obtained > t table or (31.407 > 1.662). This is also reinforced by the p value < Sig 0.05 or (0.001 < 0.05). Thus, H₀ is rejected and H₁ is accepted, this shows that there is a significant influence between cross-cultural communication strategies on employee performance at PT. Mass Rapid Transit Jakarta.

d. Coefficient of Determination (R²)

The following table shows the results of the r Square mediation analysis which can be seen in the following table:

Table 8. Coefficient of Determination (R²)

Model	R	R ²	Adjusted R ²	RMSE
H ₀	0.000	0.000	0.000	5.146
H ₁	0.404	0.163	0.153	4.735

Based on the Determination Coefficient Table (R²) the influence of Cross-Cultural Communication Strategy (X) on employee performance (Y) the R² score is 0.163. This shows the contribution of the influence of Cross-Cultural Communication Strategy on Employee Performance by 16.3%.

4. DISCUSSION

One of the variables that affects employee performance is communication between them. Communication occurs when indicators that represent the effectiveness of communication are met. The more understanding, pleasure, changes in attitude, better relationships, and the more influence, the more effective the communication is. Cross-cultural communication that occurs in the company runs well, both between leaders and employees and between employees. The differences in language of expatriate leaders can be understood by employees, because leaders sometimes use English to communicate. According to interviews with administrative staff, language skills in cross-cultural communication carried out by Japanese expatriate leaders often become an obstacle for all existing employees, resulting in communication misunderstandings and ineffective employee performance.

Based on the test results in the table above, the calculated t value is obtained $> t$ table or $(31.407 > 1.662)$. This is also reinforced by the p value $< \text{Sig } 0.05$ or $(0.001 < 0.05)$. Thus, H₀ is rejected and H₁ is accepted, this shows that there is a significant influence between cross-cultural communication strategies on employee performance at PT. Mass Rapid Transit Jakarta. This study is in line with the results of the study Ariyanti, (2019) which concludes that cross-cultural communication strategies have a positive and significant effect on employee work motivation at PT Garuda Indonesia (Persero) Tbk. This study is also in line with studies from Rose, (2020) which concludes that there is an influence of cross-cultural communication on the performance of employees of PT Federal International Finance (FIF) in Pamulang.

In addition, based on the Determination Coefficient Table (R²), the influence of Cross-Cultural Communication Strategy (X) on employee performance (Y) R² score is 0.163. This shows the contribution of the influence of Cross-Cultural Communication Strategy on Employee Performance by 16.3%. Nuriana in Admin (2012) states that the dimensions of communication include:

- Knowledge is the ability to know and understand a particular area of knowledge that is related to tasks and responsibilities in the workplace.
- Good written communication skills and clear verbal communication.
- Attitude is creativity in working, work enthusiasm and the ability to plan/organize. (Nur & Syam, 2020).

According to Forman and Angel (2017), developing good communication ideas at the organizational level has a rapid and fairly consistent impact on revenue growth. From a communication perspective, management often focuses on communication factors or how to manage communication factors, which is essentially communication management. Internal organizational factors are closely related to external organizational factors in communication and are strategic organizational communication in the form of external (Sahputra, 2020).

Communication is an important means of coordinating and integrating various activities in an organization, such as company policy statements, guidelines, memos, management-marketing relationships and information on work instructions and company bulletins. Indeed, improving employee communication skills has an impact on the messages that can be produced in the course of work. (Sinambela et al., 2019). Communication affects performance, this is in accordance with relevant research: (Fachmi & Sani, n.d.), (Nur & Syam, 2020) (Sinambela et al., 2019)

5. CONCLUSION

The role of cross-cultural communication strategies in improving employee performance is actually quite influential, with differences in language and culture there will be collaboration of ideas and ways of completing work so that the final results of planned performance can be realized properly. Based on the results of the study,

it can be concluded that there is a significant influence between cross-cultural communication strategies on employee performance at PT. Mass Rapid Transit Jakarta. Based on the Determination Coefficient Table (R^2), it shows the contribution of the influence of Cross-Cultural Communication Strategy on Employee Performance of 16.3%.

REFERENCES

- Adhawiyah, R. D., & Syamsuddin, R. A. (2024). Pengaruh Gaya Kepemimpinan Dan Kompetensi Terhadap Kinerja Karyawan Pada Pt. Mrt Jakarta (Studi Kasus Pada Stasiun Mrt Bundaran Hi). 3(10).
- Ariyanti. (2019). Analisis Pengaruh Komunikasi Efektif dan Koordinasi terhadap Motivasi Kerja Dampaknya terhadap Kinerja Karyawan Pt Garuda Indonesia (Persero) Tbk. *Jurnal Ilmiah M-Progress*, 9(2), 184–196.
- Bungin, B. (2011). *Metodologi Penelitian Kuantitatif: Komunikasi, Ekonomi, dan Kebijakan Publik serta Ilmu-ilmu Sosial lainnya*. Kencana.
- Djoko S, A. dan D. S. (2022). *Aplikasi JASP dan SPSS dalam Penelitian Kuantitatif*. Kepal Press.
- Fachmi, M., & Sani, A. (t.t.). *Pengaruh Disiplin Dan Komunikasi Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variabel Mediasi*. 5.
- Ghozali. (2021). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 26 Edisi 10*. Badan Penerbit Universitas Diponegoro.
- Ismiyanto. (2016). *Metode Penelitian*. UNNES.
- Loudoe, M. F. (2021). Strategi Komunikasi Pemasaran PT. Mass Rapid Transit (MRT) Jakarta (Studi Kasus Tentang Strategi Komunikasi Pemasaran PT MRT Jakarta dalam Meningkatkan Penggunaan Masyarakat Terhadap MRT sebagai Alternatif Transportasi Masyarakat Jakarta). *Jurnal Komunikasi Massa Universitas Sebelas Maret*, 1(8).
- Mangkunegara. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Refika Aditama.
- Nur, M., & Syam, A. H. (2020). Pengaruh Komunikasi dan Budaya Kerja terhadap Kinerja Pegawai (Studi Empiris Pada BKPSDM Kabupaten Konawe Utara).
- Rozi, A. (2020). Pengaruh Komunikasi yang Efektif terhadap Kinerja Karyawan pada PT Federal International Finance (FIF) di Pamulang. *Jurnal Ekonomi Manajemen dan Bisnis*, 21(1), 1–6.
- Sadrina, G. P. N. (2014). Strategi Humas Pemerintah Kota Jakarta Selatan dalam Menangani Konflik Proyek Mass Rapid Transit (MRT). *Skripsi Hubungan Masyarakat Universitas Moestopo*.
- Sahputra, D. (2020). Manajemen Komunikasi Suatu Pendekatan Komunikasi. *JURNAL SIMBOLIKA: Research and Learning in Communication Study*, 6(2), 152–162. <https://doi.org/10.31289/simbollika.v6i2.4069>
- Sinambela, E. A., Al Hakim, Y. R., & Irfan, Moch. (2019). Pengaruh Kedisiplinan Dan Komunikasi Kerja Terhadap Kinerja Karyawan. *RELASI: JURNAL EKONOMI*, 15(2), 308–320. <https://doi.org/10.31967/relasi.v15i2.314>
- Sugiyono. (2017). *Metode Penelitian Pendidikan*. Alfabeta.
- Widarjono, A. (2015). *Statistika Terapan Edisi Pertama*. UPP STIM YKPN.