



**THE INFLUENCE OF ORGANIZATIONAL CULTURE AND
COMMUNICATION ON EMPLOYEE PERFORMANCE:
THE ROLE OF INTERACTIONAL JUSTICE
AS A MEDIATION VARIABLE**

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Abstract: This research aims to examine the influence of organizational culture and communication patterns on employee performance with interactional justice as a mediating variable. The study in this research is BMT BIF DIY. This research is quantitative research through survey method. Data were collected from 78 employees at Baitul Maal Wal Tamwil Bina Ihsanul Fikri using a structured questionnaire, and analyzed using regression analysis. Data were collected using a questionnaire and analyzed using SmartPLS software version 3.2.9. The results of this research show that there is a positive influence between organizational culture on interactional justice, communication patterns have no effect on interactional justice, interactional justice has a positive effect on employee performance, interactional justice can mediate the influence of organizational culture on employee performance, and interactional justice is unable to mediate communication patterns on employee performance. These findings suggest that enhancing interactional justice within organizational culture can lead to improved employee performance, highlighting the need for management to focus on fair and respectful communication practices. The management of BMT BIF DIY must be able to develop an attitude of mutual respect between each other so that

they will feel comfortable at work, thereby increasing a good culture of justice.

Keywords: Organizational culture, interactional justice, employee performance, and communication patterns, BMT

INTRODUCTION

In today's competitive business environment, employee performance is critical for organizational success, with studies showing that high-performing employees can significantly enhance productivity and profitability. For this reason, companies need the important role of Human Resources (HR) to realize the goals to be achieved by the company. Management also needs to provide opportunities for employees to participate in decision-making, and leadership provides special time for employees who want to interact directly. Then, employees will think that the company provides them justice if the decisions they make are appropriate and accurate for the employees (Nugroho & Bisri, 2018; Zakiy & Hariyanto, 2022).

Company culture is one of the keys to success in surviving in increasingly fierce competition. Research results from Sugiono & Tobing (2021) and Arifqi (2020) said that organizational culture has a positive effect on employee performance. This shows that if organizational culture improves, it will have an impact on increasing employee performance. Despite the recognized importance of employee performance, many organizations struggle with fostering a positive organizational culture and effective communication patterns, leading to decreased employee engagement and performance. The research results of Katidjan et al. (2017) and Lubetri & Azizah (2020)

say that communication has a positive and significant effect on employee performance. Fachrezi & Khair (2020) said that communication is an activity to build relationships with one another by conveying messages.

Despite that, in theory, organizational culture and communication patterns have an impact on employee performance, as proven by the various studies above, there are still several research results that provide different conclusions (research gap). Among them is research conducted by Harjanti et al. (2020), Kartini (2020), Lestari et al. (2020), and Yaman et al. (2022) concluded that together organizational culture and communication patterns influence employee performance. These results are different from those of Febrian (2019), Windrawati et al. (2020), and Erwantiningsih (2019), who concluded that organizational culture and communication have no effect on employee performance. The inconsistent results from previous research prompted the author to re-examine these variables by adding the mediating variable of interactional justice. While previous studies have explored the relationship between organizational culture and employee performance, there is limited research on the mediating role of interactional justice, particularly in the context of Baitul Maal Wal Tamwil organizations. Interactional justice itself is expected to act as a mediating variable to increase the effect of organizational cultural values and communication patterns in influencing employee performance.

In general, interactional justice provides an overview of the conditions of activities that are not related to work but are related to aspects of interactions that occur both informationally and

interpersonally (Herdiyanti et al., 2022; Rozikan et al., 2024). Research results from Suratman & Wahdi (2019) stated that interactional justice has a positive effect on employee performance. This means that interactional justice contributes to improving employee performance, with instructions from leaders to subordinates that are structured and have a role in improving the work received and entrusted by clients.

According to Nazari et al. (2012) Organizational justice has a positive correlation with communication patterns. The research results of Ismail & Ridwan (2017) state that communication is significantly correlated with interactional justice. Interactional justice aims to move work quickly or slowly, create a work atmosphere, encourage employee confidence in controlling themselves and the surrounding environment, and meet employee needs and expectations in carrying out their work effectively and efficiently (Wahyuningsih & Setiawan, 2020). This study aims to investigate the effects of organizational culture and communication patterns on employee performance, with a specific focus on the mediating role of interactional justice. This research was conducted at Baitul Maal Wal Tamwil Bina Ihsanul Fikri (BMT BIF) where a sharia financial institution that focuses on economic empowerment of special areas in the environment around lower class communities was founded and owned by the community. The strategy that BMT BIF has as a sharia financial institution is to strengthen its member base, increase the number of members and expand its market reach.

METHODS

Sample and Procedure

A total of 78 samples were collected from employees at the BMT BIF DIY area. This data was collected through an offline questionnaire using a non-probability sampling technique and collected using saturated sampling. The total number of respondents who filled out the questionnaire was 78 employees. Male respondents dominated the gender category, with 44 employees or 56.4%. The average age of respondents in this study was over 37, and in the length of work category, the majority was dominated by those with more than 5 years of service, 54 employees (69.2%). For the last education category, such as undergraduate education, there were 58 employees or 74.4%, and the monthly income of the majority of respondents was 2-5 million/month (64.1%).

Measures

The measurement items for this research were adopted from previous research, and employees were asked to fill out the questionnaire. The measurement technique for all variables used in this research was a Likert scale with a choice of 5 points, 1 = strongly disagree and 5 = strongly agree regarding the level of agreement. This data was then tested using Smart PLS, which consisted of measurement and structural models.

Organizational Culture

According to Riinawati (2019), organizational culture is an important understanding of the norms, values, attitudes, and beliefs shared by members. There were 4 indicators used in measuring this research variable, such as leader behavior, prioritizing the company's

mission, learning process, and motivation, with 8 question items and measured using a Likert scale (Sari, 2013). One example of a question in the questionnaire was, "My leader encourages me to work optimally."

Communication Patterns

According to Sarah & Waluyo (2020), a communication pattern is a rule for conveying messages by a communicator to the communicant with the aim of changing the attitudes, behavior, or opinions of the communicant, whether in the form of direct messages or using media messages. There were 3 indicators in this research such as trust, honesty and consistency, and openness in upward and downward communication applied 7 question items using a Likert scale (Andika, 2019). One example of a question in the questionnaire was, "Orders or instructions given by the leadership can be understood well."

Employee Performance

According to Kawiana (2020), performance is a series of achievements resulting from the work of individuals or groups of people carrying out business activities, both in developing productivity and success in marketing, in accordance with their authority and responsibility. There were 5 indicators used in this variable, such as quality, quantity, timeliness, cost-effectiveness, and independence, using 12 question items and measured using a Likert scale (Nurlia, 2017). One of the questions in the questionnaire was, "I complete tasks according to the specified time or on time."

Interactional Justice

According to Colquitt (2001), interactional justice relates to the interpersonal treatment a person receives in relation to the extent to which the explanation given by the leader is accepted and the form of respectful treatment and sensitivity in terms of decision-making. There were 3 indicators used in this variable: interpersonal/treatment of employees (respect for human rights, respect, and attention), informational/information obtained by employees (based on facts, not opinions and objectives), and communication between leaders and employees, with 6 question items and measured using a Likert scale (Cropanzano et al. 2007). One of the questions in the questionnaire was, "Management and employees always respect each other."

RESULT AND DISCUSSION

Outer Model Test

In this research, we used the Convergent Validity and discriminant validity approaches to carry out validity testing. For Convergent Validity, researchers require a loading factor of ≥ 0.70 so that the validity indicator is more convincing. Validity testing using confirmatory factor analysis with SEM-PLS was carried out twice because there were still instruments with loading factors ≤ 0.70 . This first validity test can be seen in Figure 1.

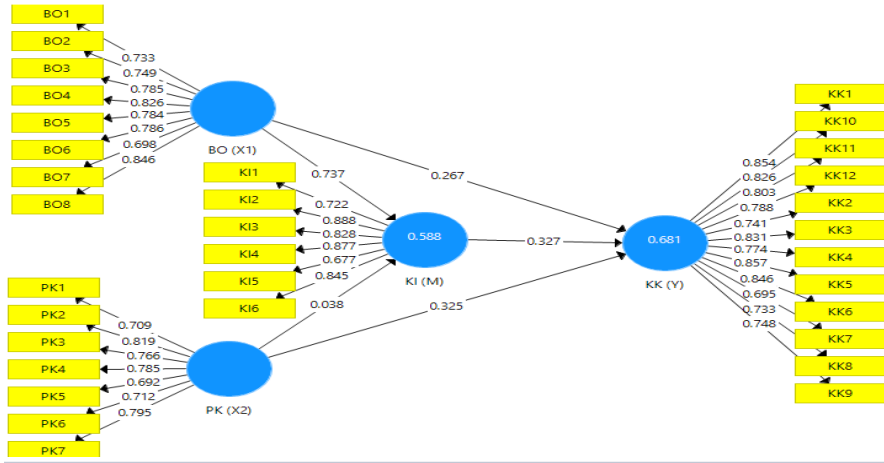


Figure 1 Outer Model Output

Figure 1 in this research shows how to measure convergent validity. From Figure 1, it can be seen that there are 4 statement items whose loading factor value is ≤ 0.70 , so they must be reduced. The indicators are BO7, PK5, KI5, and KK7. The results of testing the validity of the second instrument in this study can be shown in Table 2. From the results of the second-factor loading test after reducing 4 invalid indicators, it can be seen that all the questions used from the four variables in this study are valid because the factor loading value of each item is ≥ 0.70 . For this reason, the indicator variable for organizational culture is 7 items, the indicator variable for communication patterns is 6 items, the indicator variable for interactional justice is 5 items, and the indicator variable for employee performance is 11 items, shown in Table 2, all variables have an AVE value above 0.5, organizational culture is 0.629, interactional justice amounted to 0.706, employee performance amounted to 0.647 and communication patterns amounted to 0.596.

Table 1. Faktor Loading (FL), Average Variance Extracted (AVE) and Composite Reliabilities (CR)

Constructs	items	FL	AVE	CR
Organizational Culture	BO1	0.756	0.629	0.922
	BO2	0.771		
	BO3	0.790		
	BO4	0.818		
	BO5	0.790		
	BO6	0.794		
	BO8	0.831		
	Interactional Justice	KI1		
KI2		0.891		
KI3		0.848		
KI4		0.862		
KI6		0.860		
Employee Performance		KK1	0.860	0.647
	KK10	0.836		
	KK11	0.794		
	KK12	0.783		
	KK2	0.746		
	KK3	0.846		
	KK4	0.778		
	KK5	0.856		
	KK6	0.849		
	KK8	0.733		
	KK9	0.753		
	Communication Patterns	PK1	0.720	
PK2		0.811		
PK3		0.804		
PK4		0.783		
PK6		0.719		
PK7		0.788		

Primary data (2023)

Discriminant Validity

To test Discriminant Validity, it can be seen from the cross-loading value of each variable with its construct, or you can also compare the roots of AVE. From the results of the Discriminant Validity test, it can be concluded that the crisis loading value for each variable is greater than the loading value of a variable with other variables. The Discriminant Validity measurement using the Forenell-Laecker Criterion can be seen in Table 2.

Table 2. Discriminant Validity Test

Variables	Organizational Culture	Interactional Justice	Employee Performance	Communication Patterns
Organizational Culture	0.793			
Interactional Justice	0.761	0.841		
Employee Performance	0.757	0.736	0.805	
Communication Patterns	0.771	0.646	0.711	0.772

Source: Primary data (2023)

Hypothesis Test

Hypothesis testing in this research is intended to answer research questions by analyzing the structural model. The structural analysis in this research can be seen from the standardized regression weight value, which explains the coefficient of influence between the variables in this research. An explanation of the causal relationship from this research can be seen in Table 3.

Table 3. Hypothesis Test

	β	T-Statistics	P Values
Organizational Culture (X1) -> Interactional Justice (M)	0.650	5.142	0.000

Communication Patterns (X2) ->			
Interactional Justice (M)	0.144	1.040	0.299
Interactional Justice (M) ->			
Employee Performance (Y)	0.343	2.675	0.008
Organizational Culture (X1) ->			
Interactional Justice (M) ->			
Employee Performance (Y)	0.223	2.279	0.023
Communication Patterns (X2) ->			
Interactional Justice (M) ->			
Employee Performance (Y)	0.049	0.936	0.350

Source: Primary data processed (2023)

From the results of hypothesis testing in Table 3, it is known that the regression coefficient for the influence of organizational culture on interactional justice ($\beta=0.650$; $t=5.142$; $p=0.000$) shows support for hypothesis 1, which says that organizational culture has a positive effect on interactional justice. This means that there is a significant influence between organizational culture and interactional justice.

From the results of hypothesis testing in Table 3, it is known that the regression coefficient of the influence of communication patterns on interactional justice ($\beta=0.144$; $t=1.040$; $p=0.299$) indicates that communication patterns have no effect on interactional justice. The results of hypothesis testing did not support Hypothesis 2, which states that communication patterns have a positive effect on interactional justice. This means that the communication patterns given by leaders to employees have no influence on interactional justice.

From the results of hypothesis testing in Table 3 above, it is known that the regression coefficient for the influence of interactional justice on employee performance ($\beta=0.650$; $t=5.142$; $p=0.000$) shows

that interactional justice has a positive effect on employee performance. The results of hypothesis testing show support for hypothesis 3, which states that interactional justice has a positive effect on employee performance. This means that the better the interactional justice felt by employees, the better the employee's performance will be.

From the results of hypothesis testing in Table 3 above, it is known that the regression coefficient for the influence of organizational culture has a positive effect on employee performance through interactional justice ($\beta=0.223$; $t=2.279$; $p=0.023$), which shows that interactional justice mediates the influence of organizational culture on employee performance. The results of hypothesis testing show support for hypothesis 4, which states that interactional justice mediates the influence of organizational culture on employee performance. This means that interactional justice is able to link organizational culture to employee performance in the BMT BIF DIY region.

From the results of hypothesis testing in Table 3 above, it is known that the regression coefficient of the influence of communication patterns on employee performance is through interactional justice ($\beta=0.049$; $t=0.936$; $p=0.350$), which shows that interactional justice cannot mediate the influence of communication patterns on employee performance. The results of hypothesis testing show that hypothesis 5, which states that interactional justice mediates the influence of communication patterns on employee performance, was not supported. This means that interactional justice is unable to

link communication patterns to employee performance in the BMT environment in the DIY region.

Discussion

This research confirms the significant influence of organizational culture on interactional justice within the BMT BIF DIY region. Specifically, as proposed by Nugraha & Zakiy (2021), a strong organizational culture enhances interactional justice. This is because certain cultural elements—such as trust, open communication, and social cohesion—help establish an environment where employees feel fairly treated. For instance, a culture that promotes transparent communication encourages respectful treatment among employees, which strengthens perceptions of fairness. This relationship is further supported by Yaseen et al. (2015), who also demonstrated that organizational culture positively impacts interactional justice. The findings indicate that organizations focusing on cultivating a culture grounded in mutual respect and effective communication will likely foster greater perceptions of fairness among employees.

In contrast, the hypothesis that communication patterns influence interactional justice was not supported in this study. The absence of a significant relationship suggests that interactional justice is more deeply rooted in how employees are treated (with respect, dignity, and care) rather than in the quantity or quality of communication exchanges between leaders and employees. Effective communication, as described by Rozikan et al. (2023), may not directly shape perceptions of fairness unless it is accompanied by consistent, respectful interpersonal treatment. Therefore, while high-quality communication is important for operational efficiency, it alone does

not guarantee the presence of interactional justice, especially in micro-level relationships between superiors and subordinates.

Based on the results of our hypothesis testing analysis, we also confirm that interactional justice has a positive effect on employee performance. This shows that the higher the level of respect or respectful treatment between superiors and employees, the higher the level of employee performance, and vice versa. If the level of respectful treatment between superiors and employees is lower, the level of employee performance will be lower. The results of this research are in line with research conducted by Suratman & Wahdi (2019), which states that interactional justice has a positive and significant effect on the performance of Public Accounts Office (KAP) employees. This means that interactional justice contributes to improving employee performance. This shows that the instructions given by the leadership to employees are structured and have a role in improving the work received and entrusted (Chisaan & Zakiy, 2020; Wahdini & Zakiy, 2022).

Further analysis revealed that interactional justice significantly enhances employee performance. The results demonstrate that respectful and fair treatment between superiors and employees correlates with higher performance levels, corroborating findings by Suratman & Wahdi (2019). When employees feel they are treated with respect, they are more likely to perform better, driven by a sense of appreciation and value. This reinforces the notion that fairness in the workplace contributes directly to employee motivation and output (Chisaan & Zakiy, 2020; Wahdini & Zakiy, 2022). The implications

for management are clear: fostering an environment of interactional justice should be a strategic priority to improve employee performance. In comparison with previous studies, such as those by Febrian, (2019) and Indajang et al. (2020), our findings diverge. These studies suggested that organizational culture does not significantly impact employee performance. However, our research supports Yaseen et al. (2015) argument that interactional justice mediates this relationship. The results indicate that organizational culture, while not directly influencing performance, enhances interactional justice, which in turn boosts performance. This mediating effect is critical for organizations to recognize, as it underscores the need to prioritize fairness in employee treatment as a way to leverage cultural strengths for performance gains.

Despite these significant findings, communication patterns did not mediate the relationship between organizational culture and employee performance, nor did they have a direct effect on performance. This suggests that while communication is essential for daily operations, it does not independently drive perceptions of fairness or performance outcomes. As Zakiy (2022), emphasized, other elements such as reward systems and support mechanisms might play a more significant role in promoting trust and collaboration within the organization. Therefore, organizations should not rely solely on communication patterns but should integrate comprehensive strategies that address fairness and rewards to improve employee performance.

Based on the results of the hypothesis testing analysis, it shows that interactional justice is able to mediate the positive and significant relationship between organizational culture and employee performance

at BMT BIF DIY. This shows that interactional justice can improve employee performance with a good organizational culture. This research proves the importance of interactional justice received by employees in improving performance. The impact of leader behavior, prioritizing the company's mission, learning processes, and motivation causes the emergence of a good organizational culture in the company (Sari, 2013; Zakiy & Aini, 2022). Interactional justice will emerge when the organization respects human rights, honors, and pays attention to the work carried out by employees. From these results, it can be concluded that in this research, interactional justice has an important role in encouraging organizational culture on employee performance.

CONCLUSION

This study aimed to examine the influence of organizational culture and communication patterns on employee performance, with interactional justice serving as a mediating variable. The findings provide clear evidence that organizational culture positively affects both interactional justice and employee performance, while communication patterns do not have a significant effect on interactional justice. Additionally, interactional justice was found to mediate the relationship between organizational culture and employee performance, but it did not mediate the relationship between communication patterns and employee performance.

Research Weaknesses and Further Research

Despite its contributions, this study has several limitations. First, the questionnaire used for data collection did not fully meet the

researcher's expectations, as some respondents did not fill it out as instructed. Future research should address this by improving the data collection process to ensure more complete and accurate responses. Offering incentives for completing the survey might help in this regard. Second, the model used in this study explained 58.8% of the variance in employee performance, indicating that there are other variables not included in the model that may explain additional variance. Future research could explore other potential mediators or moderators, such as organizational support or leadership style, to provide a more comprehensive understanding of the factors influencing employee performance.

In conclusion, this study provides important insights into how organizational culture and interactional justice influence employee performance. It highlights the critical role that fairness plays in organizational dynamics and suggests that efforts to improve organizational culture should be central to enhancing employee performance. While communication remains important, its impact on justice and performance appears limited without the presence of fairness and respect. Future research should continue to explore these relationships in greater depth, particularly in different organizational contexts.

Managerial Implications

The findings of this study hold several important implications for practitioners and policymakers, particularly in the context of organizational development and human resource management. First, the positive influence of organizational culture on interactional justice and employee performance underscores the need for organizations to

foster a culture that prioritizes fairness, mutual respect, and transparent communication. Organizational culture is not merely a background element but a driving force that shapes employee perceptions of fairness and their subsequent performance. To leverage this insight, organizations should focus on building a culture where employees feel valued and treated fairly. This could involve investing in leadership development programs that emphasize ethical leadership, fair decision-making processes, and creating a respectful work environment.

For policymakers, particularly in industries such as Islamic finance or BMTs (Baitul Maal Wal Tamwil), this research provides evidence to support the formulation of guidelines or regulations that encourage organizations to incorporate fairness and transparency into their operational culture. Policies could focus on incentivizing companies that actively foster a culture of justice, thereby indirectly boosting employee morale and overall organizational performance. Second, the findings that communication patterns do not significantly affect interactional justice highlight that effective communication in an organization should not be seen in isolation. For communication to positively impact performance, it must be supplemented by a culture of justice and respect. This finding suggests that merely improving the quantity or even quality of communication may not lead to perceived fairness among employees unless it is coupled with respectful interpersonal interactions. Therefore, organizations should focus on communication strategies that do not just convey information but also foster respectful and fair exchanges between leaders and employees.

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