

# *THE EFFECT OF ORGANIZATIONAL COMMUNICATION CLIMATE ON PERFORMANCE OF EMPLOYEES IN BRIGHT PLN BATAM*

1<sup>st</sup> Ilwani Hanisha

*Departement Of Applied Business Administration*

*Politeknik Negeri Batam*

Batam, Indonesia

Email: ilwanihanisha9@gmail.com

2<sup>nd</sup> Rahmat Hidayat

*Departement Of Applied Business Administration*

*Politeknik Negeri Batam*

Batam, Indonesia

Email: rahmat@polibatam.ac.id

**Abstract**— This study aims to examine the effect of organizational communication climate on employee performance to improve employee performance at Bright PLN Batam. The data analysis technique used in this study is multiple regression analysis. The population in this study was Bright PLN Batam employees. The technique used in sampling in this study was nonprobability sampling, as many as 90 respondents. The results of this study indicate that trust, joint decision making, honesty, openness in downward communication, listening in upward communication partially have a positive and significant effect on employee performance. Organizational communication climate simultaneously influences employee performance.

**Keywords**— *Trust, Making Joint Decisions, Honesty, Openness in Downward Communication, Listening in Communication Upward, Thinking of High Employee Performance Goals, Employee Performance.*

## I. INTRODUCTION

At present, economic growth and development in Indonesia is increasing rapidly, one of them is in the Batam area, so that competition among entrepreneurs is also getting tougher. Every company improves each other's companies in various aspects. Therefore, the company is expected to be able to achieve the company's operational standards as effectively as possible in order to be able to survive from competitors. Human resources have an important role to achieve the goals of a company. A company can only run well if the workforce can carry out the tasks assigned to the workforce to run effectively and efficiently by utilizing the expertise that is owned to the maximum. If the company has a good performance, the company will be able to maintain or improve its business. Likewise vice versa if the company's performance is bad then it will be difficult for the company to be able to survive especially improve its business.

Improving organizational performance should be supported by a conducive communication climate that enables good interaction between subordinates and superiors and among fellow members, allowing all members of the organization to

carry out their duties and functions as outlined by the organization.

Communication is a mean of connecting between humans and other humans, which is said communication is not only done verbally but also non-verbally. Organizational communication generally discusses the structure and function of organizational relations between humans, communication and the organizing process and organizational culture.

Communication organizations are constrained as message flows in a network whose nature of relationships are interdependent with each other covering vertical and horizontal communication flows. The focus of this research is a form of interpersonal communication between employees at Bright PLN Batam. What form of communication occurs in it that it can affect the performance of each individual.

Organizational communication climate can affect employee performance. The atmosphere of the workplace environment influences the work productivity of employees on the work results of employees. A conducive organizational communication climate will encourage good performance at its core is that communication is a benchmark for climate or atmosphere that can be conducive or not so that it affects employee performance, so it does not have a negative impact when interacting with others.

Based on the description, researchers are interested in conducting research with the title "**The Effect of Climate Organizational Communication on Employee Performance at Bright PLN Batam**".

### A. *Formulation of the Problem*

The formulations in this study are as follows:

1. How far is the influence of trust between employees on employee performance.
2. How far is the influence of employee participation in decision making on employee performance.
3. The extent of the influence of employee honesty on employee performance.

4. How far is the influence of employee communication openness on employee performance.
5. The extent of the influence of listening in communication from employees on employee performance.
6. To what extent does the influence think of the goals of high employee performance on employee performance.
7. How far is the influence of trust between employees, employee participation in decision making, honesty of employees, openness of communication to employees, listening in communication from employees, and thinking about the goals of high employee performance on employee performance.

**B. Significance of the Study**

Here are two benefits in this study, namely:

**1. Practical Significance**

The results of this study are expected to be an input for Bright PLN Batam regarding the organizational communication climate in order to produce good employee performance.

**2. Theoretical Significance**

*a. For Writers :*

The results of this study are expected to provide additional knowledge in the field of Human Resources by improving employee performance. And as an implementation of the theories obtained in lectures and relates them to actual reality.

*b. For Readers:*

The results of this study are expected to increase the knowledge and understanding of the reader regarding the influence of the organizational communication climate on employee performance, and can be used as a new reference source for further research.

**II. REVIEW OF LITERATURE**

TABLE I. EMPIRICAL STUDY

No	Research and Year / Source Name	Title	Result
1	Hosea Rimon Ambrauw (2009)	Hubungan Profil Individu, Iklim Komunikasi Organisasi dan Perilaku Organisasi dengan Pelaksanaan <i>Good Governance</i>	Menunjukkan bahwa persepsi pegawai mengenai iklim komunikasi organisasi di ketiga dinas sampel masuk dalam kategori baik. Pelaksanaan <i>good governance</i> di ketiga dinas sampel masuk dalam kategori baik.
2	Mia Aulia Hasan (2011)	Hubungan Iklim Komunikasi Organisasi dengan Kinerja Pegawai Madrasah Aliyah Negeri (MAN)	Kepercayaan, Kejujuran, Keterbukaan serta Mendengarkan komunikasi ke bawah memiliki hubungan yang signifikan dengan kinerja organisasi. Pembuatan

		Suruh Kab. Semarang	keputusan bersama dan Perhatian pada tujuan-tujuan berkinerja tinggi tidak mempunyai hubungan yang signifikan terhadap kinerja pegawai.
3	Sri Mulyani (2012)	Pengaruh Efektivitas Komunikasi Organisasi terhadap Kinerja Pegawai di PT Perusahaan Listrik Negara (Persero) Kantor Distribusi Jakarta Raya dan Tangerang	Menunjukkan bahwa efektivitas komunikasi organisasi memiliki pengaruh yang positif dan signifikan terhadap kinerja karyawan.
4	Arif Sidiq (2013)	Pengaruh Iklim Komunikasi Organisasi dan Motivasi terhadap Kinerja Pegawai (Survei pada Kantor Wilayah Pajak Yogyakarta)	Menunjukkan bahwa iklim komunikasi organisasi dan motivasi berpengaruh signifikan terhadap kinerja pegawai.
5	Otoo Florence (2015)	<i>Effect of Communication on Employee Performance at Ghana Revenue Authority, Kumasi</i>	<i>The study identified selective listening, distraction, time pressure, and communication overload as barriers and breakdowns in the communication systems of GRA.</i>
6	Dede Irawan, Antar Venus (2016)	Pengaruh Iklim Komunikasi Organisasi terhadap Kinerja Pegawai Kantor Keluarga Berencana Jakarta Barat	Kejujuran (X3) dalam penelitian ini memiliki pengaruh paling besar dan signifikan terhadap kinerja pegawai di lingkungan Kantor Keluarga Berencana Kota Jakarta Barat, yang kemudian diikuti oleh memikirkan tujuan kinerja pegawai yang tinggi (X6) dan kepercayaan (X1).

**A. Organizational Communication Climate**

According to [6] the climate of communication is very important in a similar way, the communication climate of an organization affects our way of life: who we talk to, who we like, how we feel, what we want to achieve and how we adjust with the organization.

**B. Employee Performance**

Assessment of one's work results which is a combination of ability, effort and opportunity commonly referred to as performance. According to [7] performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the objectives of the organization legally, not violate the law, and in accordance with morals and ethics.

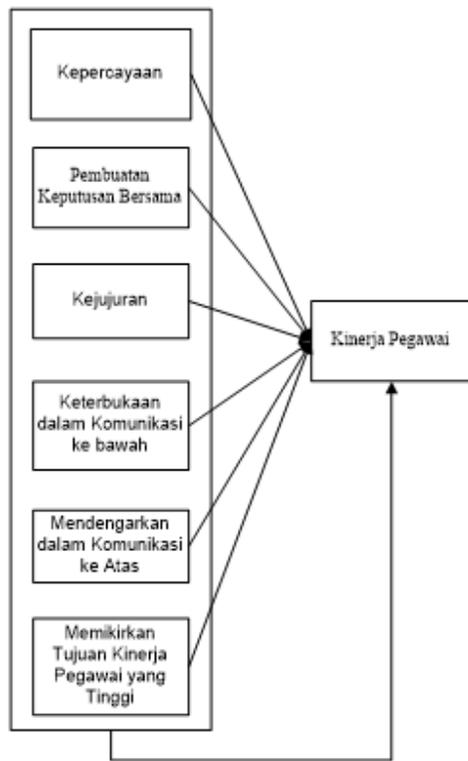


Fig.1. Conceptual Framework

## HYPOTHESIS

The hypotheses in this study are as follows:

- H1** Trust among employees has a positive and significant effect on employee performance.
- H2** Employee participation in decision making has a positive and significant effect on employee performance.
- H3** Honesty of employees has a positive and significant effect on employee performance.
- H4** Openness of communication to employees has a positive and significant effect on employee performance.
- H5** Listening in communication from employees has a positive and significant effect on employee performance.
- H6** Thinking about high employee performance goals has a positive and significant effect on employee performance.
- H7** Trust between employees, employee participation in decision making, honesty of employees, openness of communication to employees, listening in communication from employees, and thinking about the goals of high employee performance have a positive and significant effect on employee performance.

## III. METHOD OF RESEARCH

### A. Research Design

The research design carried out by the researcher was using quantitative descriptive analysis. To measure the magnitude of the influence of the organization's communication climate on employee performance, researchers used quantitative descriptive analysis with the aim of knowing the general picture of respondents obtained from the results of questionnaires directly distributed to consumers.

### B. Objects and Scope of Research

The object of this research is Bright PLN Batam employee.

## IV. RESULT AND DISCUSSION

### A. General Description of the Company

The history of electricity in Batam has been running for 40 years. Along with the rapid growth of the Batam area, the supply of electricity is carried out by bright PLN Batam with a commitment to providing the best service for customer satisfaction. The work of electricity management to serve the electricity needs of the people of Batam was initially carried out by Pertamina, precisely in 1971. At that time, Pertamina was believed to be the first agency to manage the Batam Island industrial area, capitalized PLTD which has a low enough power, 2 x 188 kVA.

On October 3, 2000, the status of PT PLN (Persero) Batam Special Region changed to PT Batam National Electricity Service (PLN Batam) as a subsidiary of PT PLN (Persero), as an independent unit that manages electricity from upstream to downstream.

On March 1, 2008 Batam rebranded and changed its name to Bright PLN Batam. Bright PLN Batam plays an important role in supporting the availability of electrical energy in Batam Island, Rempang, Galang and surrounding areas by operating various types of plants either own or IPP with a total installed capacity of 528.53 MW and net capable power of 455.52 MW. In 2013 bright Batam carried out business development by establishing an Infrastructure Support Business Unit (UB INFRA).

### B. Result And Discussion

#### 1. Hypothesis 1, Effect of Trust (X1) on Employee Performance (Y)

The hypothesis test results prove that trust has a positive and significant effect on employee performance, with the results of the t-test of 3.106 with sig.  $0.03 < \alpha = 0.10$ . This is in line with the results of previous research presented by [8] which explained that trust is very influential in PT. Pindad (persero) Bandung.

#### 2. Hypothesis 2, Effect of Joint Decision Making (X2) on Employee Performance (Y)

Hypothesis test results prove that joint decision making has a positive and significant effect on employee performance, with the t-test results of 1.889 with sig.  $0.062 < \alpha = 0.10$ . This is in line with the results of previous research presented by [8] which

explains that joint decision making is very influential on the performance of employees of PT. Pindad (persero) Bandung.

### 3. Hypothesis 3, Effect of Honesty (X3) on Employee Performance (Y)

The results of the hypothesis test prove that honesty has a positive and significant effect on employee performance, with the t-test results of 1,081 with sig. 0.283 >  $\alpha = 0.10$ . This is in line with the results of previous research presented by [8] which explained that honesty is very influential on the performance of employees at PT. Pindad (persero) Bandung.

### 4. Hypothesis 4, Effect of Openness in Downward Communication (X4) on Employee Performance (Y)

Hypothesis test results prove that openness in downward communication does not have a significant effect on employee performance, with t-test results of 1,583 with sig. 0.117 >  $\alpha = 0.10$ . This is not in line with the results of previous research proposed by [8] which explains that openness in downward communication is very influential on the performance of employees at PT. Pindad (persero) Bandung.

### 5. Hypothesis 5, The Effect of Upward Communication in Listening (X5) on Employee Performance (Y)

Hypothesis test results prove that listening in upward communication has a positive and significant effect on employee performance, with the t-test results of 0.212 with sig. 0.833 >  $\alpha = 0.10$ . This is in line with the results of previous research presented by [9] which explains that listening in communication upwards is very influential on the performance of employees in Dwijendra High School Denpasar.

### 6. Hypothesis 6, Influence Thinking of High Employee Performance Objectives (X6) on Employee Performance (Y)

The results of the hypothesis test prove that thinking about the goals of high employee performance has a positive and significant effect on employee performance, with the results of the t-test of 0.945 with sig. 0.347 >  $\alpha = 0.10$ . This is in line with the results of previous research presented by [9] which explains that thinking about the goals of high employee performance is very influential on the performance of employees in Dwijendra High School Denpasar.

## V. CONCLUSISION AND SUGGESTIONS

### A. Conclusion

Based on the results of research on the influence of the organizational communication climate on employee performance at Bright PLN Batam some conclusions can be taken as follows:

1. Trust has a positive and significant influence on the performance of employees at Bright PLN Batam.
2. The joint decision making has a positive and significant effect on the performance of employees at Bright PLN Batam.
3. Honesty has a positive and significant influence on the performance of employees at Bright PLN Batam.

4. Openness in upward communication has a positive and significant effect on employee performance at Bright PLN Batam.
5. Listening in downward communication has a positive and significant influence on employee performance at Bright PLN Batam.
6. Thinking about high employee performance goals has a positive and significant influence on employee performance at Bright PLN Batam.
7. Test F proves that trust, joint decision-making, honesty, openness in communication upwards, listening in communication down and thinking about the goals of high employee performance simultaneously have a positive and significant effect on employee performance. Thus, it can be concluded that the existence of a good organizational communication climate can improve the performance of Bright PLN Batam employees.
8. The coefficient of determination ( $R^2$ ) produced is 0.408. This means that 40.8% of employee performance variables can be explained by variables of trust, joint decision-making, honesty, openness in communication to the top, listening in communication down and thinking of the goals of high employee performance simultaneously, while the remaining 59.2 % is explained by other variables not found in this study.

### B. Suggestions

Based on the conclusions that have been made, the suggestions that can be given in this study are:

#### 1. For Companies

From the results of the study, it was found that there were some of the lowest ratings given by employees at Bright PLN Batam, namely:

- a. Openness of communication in the delivery of information to fellow employees received the lowest response from respondents, for the future Bright PLN Batam employees are expected to be open to fellow employees in the delivery of information concerned with work, so as to create a good communication climate and able to improve company performance and be able to achieve goals organization.
- b. Employee adherence to the rules of working hours received the lowest response from respondents, meaning that most employees did not comply with the rules of time to come to work and return to work according to the rules apply. In the future, Bright PLN Batam employees are expected to comply with the applicable rules. Providing rewards for employees on time can be used as motivation for employees to arrive on time.

#### 2. For further researchers

- a. For further research, it is expected to be able to add research variables so that the research carried out gets more information and knowledge about the organizational communication climate.
- b. It is expected that for further research, the author can take qualitative analysis methods, so that in addition to

understanding quantitative analysis methods the author also understands the method of qualitative analysis.

### C. Limitations

This research has been attempted and carried out in accordance with scientific procedures, but still has limitations, namely:

1. In conducting questionnaires, filling out by respondents cannot be done quickly because some employees did the work or activities outside the office.
2. Further research is expected to add other variables that also have an influence on employee performance at Bright PLN Batam.
3. Research using a questionnaire is sometimes the answer given by the respondent is not appropriate because the answer is not in accordance with the actual situation and the respondents are less careful about the statements contained in the questionnaire.

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