

EFFECTIVENESS OF ORGANIZATIONAL COMMUNICATIONS IN IMPROVING EMPLOYEE PERFORMANCE

Shinta Oktafien

Anton Budi Santoso

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Shinta Oktafien, Faculty of Economics & Business, Widyatama University Bandung

Email: shinta.oktafien@widyatama.ac.id

Anton Budi Santoso, Faculty of Economics & Business, Widyatama University Bandung

Email: anton.budi@widyatama.ac.id

ABSTRACT

This study aims to find out how much influence the effectiveness of organizational communication has on improving employee performance at PT. PLN (Persero) UP3 Garut. In this study, the population studied were all employees who worked at PT. PLN (Persero) UP3 Garut which amounted to 46 people and with the number of samples taken as much as the total population, so that the sampling technique used was saturated sampling technique. The research method used is descriptive and verification research methods and with data processing and analysis using simple linear regression analysis whose calculations use the help of SPSS version 25.0 software program. The results showed that the effectiveness of organizational communication can have a significant effect on improving employee performance at PT. PLN (Persero) UP3 Garut. This shows that the more effective the communication between superiors and subordinates or fellow employees at work, the better the work results shown by the employee.

Keywords: Organizational Communication, Employee Performance

PRELIMINARY

In essence, the existence of a workforce who can show good performance at work can be one of the most important assets for an organization in an effort to achieve the vision and mission of the organization that it has formulated. Therefore, it is necessary to have good management of employees owned by an organization in relation to their impact which can further optimize the work results of these

employees, especially in terms of carrying out their work, so that the presence of human resources can be a determining factor for companies in creating higher corporate competitiveness.

As a State-Owned Enterprise in the form of a Limited Liability Company (Persero), in carrying out its business activities, PT. PLN has an obligation to provide electricity for the public interest and by taking into account the company's objectives as regulated in Law no. 19/2000, namely to generate company profits. In carrying out its business activities, PT. PLN (Persero) has several subsidiaries which are engaged in their respective fields in accordance with government policies. Meanwhile, PT. PLN (Persero) UP3 Garut is one part of the work unit of PT. PLN (Persero) Distribution West Java with a total of 46 employees. The purpose and objective of the establishment of this company is to seek the availability of electricity intended for the benefit of the general public in sufficient quantity and quality, as well as to gain profits and carry out Government assignments in the electricity sector in order to support development by applying the principles of Limited Liability Companies.

It should be noted that almost every year the need for the availability of electricity in Indonesia is increasing due to an increase in the quality of the welfare of the Indonesian people, and also accompanied by the development of industries in Indonesia. Therefore, in order to carry out these main tasks and functions, namely as a government agency whose business is engaged in the procurement of electricity, it is necessary to increase the work performance shown by employees at work, so that the goals desired by the company can be achieved effectively. optimal. However, not always employees at work are able to show their best work performance which has a negative impact on the company's overall performance. This is what happens to the work performance of employees who work in this company which shows a decrease in the level of performance which has an impact on the company's performance which is becoming increasingly unfavorable. As for one of the things that become estimates in determining the cause of the decreasing level of work performance of employees working in this company is the frequent occurrence of miscommunication and confusion of information that occurs between fellow employees or superiors and subordinates which results in communication networks that do not work effectively, and work relations between employees are becoming increasingly disharmonious.

For targets and achievement of performance at PT. PLN (Persero) UP3 Garut during the 2017-2019 period can be seen in the following table:

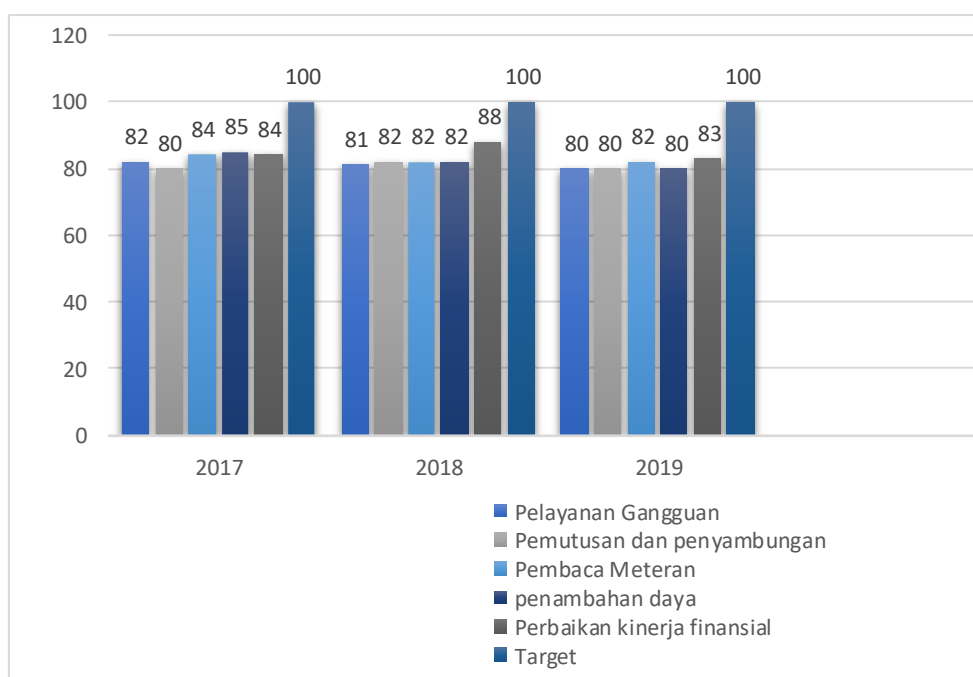
Table 1

Achievement of Targets and Realization of Performance of PT PLN

No.	Year	Achievement						Information
		Total selling kwh (thousand)		Kwh Selling Lpg. Industry (Thousand)		Revenue (million)		
		Realization	Target	Realization	Target	Realization	Target	
1.	2017	6.182.479	5.987.602	4.339.325	4.100.662	7.197.000	7.112.000	Achieved
2.	2018	5.936.746	6.286.982	4.262.856	4.305.695	6.935.000	7.282.000	Not achieved
3.	2019	5.702.479	6.601.331	4.193.648	4.520.979	6.797.000	7.476.000	Not achieved

Source: Annual Report of PT. PLN (Persero) Garut Regional Unit.

From the data showing the achievement of targets and the realization of the company's performance shown in the table, it is known that the overall performance shown by this company in the last 2 (two) years has not looked so good, although in 2017 all performance indicators have exceeded the work targets set. it is set. This shows that it seems that the employees who work in this company still have not shown satisfactory work performance, thus causing an unfavorable impact on the achievement of the company's overall performance that occurs every year. Sometimes, the ineffectiveness of communication that occurs between fellow employees or between superiors and subordinates at work can cause the performance shown to the employee to be not so optimal. This is evidenced by a statement submitted by one of the company's leaders who said that there were still frequent miscommunications between superiors and subordinates and confusion of information at work which resulted in a less harmonious working relationship among fellow employees. In the absence of harmony in the working relationship between employees during work, employees become unmotivated to want to work well, so that the work performance of employees becomes even worse.



Source: Data PT. PLN (Persero) UP3 Garut, 2019

Figure 1 Graph of Achievement of Targets and Realization of Employee Performance of PT. PLN (Persero) UP3 Garut in 2017 s.d. 2019

[1] in Mulyana (2010) states that organizational communication can be defined as the display and interpretation of messages between communication units that are part of an organization. Several dimensions and indicators are useful in measuring the effectiveness of organizational communication, including [2] in Mulyana, 2010): 1) Information Media Quality, namely the perception of organizational members about how far the publication, written instructions, reports and other media that can be judged to be attractive, accurate, efficient, and trustworthy; 2) Information

Accessibility, namely the perception of organizational members related to how far information can be made available to members of the organization obtained from various sources within the organization; 3) Information Dissemination, namely the perception of organizational members about how far messages are disseminated throughout the organization, or who knows something about a particular message and reports it; 4) Information Burden, namely the perception of organizational members about how far members are able to receive more or less information than what can be handled or needed by members to function effectively; and 5) Message Accuracy, namely the perception of organizational members about how much information members know about a particular message compared to the actual amount of information in the message.

It is stated that what is meant by employee performance is the result of work or real behavior shown by employees in carrying out their roles in an organization [3]. The following are some indicators and dimensions that can be used in determining whether employees are good or bad at work, including [4]: 1) Quantity, namely the amount of work produced which is often expressed in terms such as unit size, total cycle of activities carried out, completed by employees, and the total activities generated; 2) Quality, namely the work that is assessed based on the employee's view of the quality of the work produced, as well as the perfection of the task on the employee's work ability; 3) Timeliness, namely the assessment of work results based on the employee's perception of the work that must be completed starting from the beginning of the processing time until the work is completed; 4) Employee attendance, namely performance measurement based on hours of entry and exit from work, as well as permission to not work with or without reasons all of which can affect work performance; and 5) The ability to cooperate, namely the work ability possessed by an employee to cooperate with others in completing a task or work assigned to him.

The results of previous studies indicate that effective communication can have a significant effect on improving employee performance [1-15].

However, it is not always employees who frequently communicate with other employees or their co-workers at work can have better work results than before. This can be proven through a study conducted by [15] with the results showing that organizational communication actually shows an insignificant effect on employee performance which means that when employees at work talk a little to other employees, the performance shown by employees it is increasing. By not talking too much during work, employees become more and more focused in completing the work assigned to them.

With reference to what he has explained, the authors feel interested in doing a study with the title of the study as follows: "Effectiveness of Organizational Communication in Improving Employee Performance".

RESEARCH METHOD

Data analysis is a research activity that when data has been collected, which consists of grouping variable data from all respondents, submitting data for each variable studied, as well as calculating data that is useful in answering problem formulations and testing hypotheses that have been proposed, then analyzed through techniques data processing [14]. In this study, the research method used is a descriptive and verification research method. Descriptive research method is a data analysis technique that is carried out by describing or describing the data that has been collected as it is without intending to make conclusions that apply in general or

generalizations. Meanwhile, what is meant by a verification research method is a research technique used to test a predetermined hypothesis [14].

The main variables studied in this study, including the Organizational Communication Effectiveness variable (X) which is the independent variable, and the Employee Performance Improvement variable (Y) which is the dependent variable. The purpose of this research is to find out how much influence Effective Organizational Communication (X) has on Increasing Employee Performance (Y) at PT. PLN (Persero) UP3 Garut.

As for the population in this study are all employees who work at PT. PLN (Persero) UP3 Garut which has a total of 46 employees. And for the number of samples taken are all members of the population used as respondents. Meanwhile, in this study, the sampling technique used is in the form of a saturated sampling technique or census which is a way of determining the sample that makes all members of the population the sample ([14]

The data needed in this study were collected through various techniques, one of which was done through interviews, namely a dialogue carried out by the interviewer to obtain information from sources, and through questionnaires, namely the method of collecting data by giving respondents a set of questions. written questions that must be answered which are useful in obtaining information from respondents. In addition, data was also collected through observation, which is a way of collecting data that was carried out through direct observation of all things related to the data needed in solving the problems studied.

Meanwhile, the simple linear regression analysis method is a data processing and analysis technique that it uses with calculations using the SPSS version 25.0 program.

RESULTS AND DISCUSSION

a. Results of data processing

Coefficient of determination (R²)

The coefficient of determination (R²) test is a useful assessment in measuring how far the ability of a model to explain the variation of the independent variable with its value between 0 and one [14]. If the value obtained shows a small number, then it means that there is a limited ability possessed by the independent variables in explaining the variation of the dependent variable. Meanwhile, if the value obtained shows a number close to one, then it shows the ability of the independent variables to provide all the information needed to predict the variation of the dependent variable.

From the data shown in table 2, it is known that the value of the coefficient of determination (adjusted R²) obtained in the variables studied shows a number of 0.359 which means that 35.9% of employee performance which is increasing can be explained by how effective communication is between employees. members in an organization that can be one of the contributing factors. It should be noted that if the communication that exists between members of an organization can take place effectively, in the sense that there is no confusion of information between superiors and subordinates or with fellow workers, the performance of employees at work can be even better. This means that the two variables studied are related to each other,

so it is stated that effective organizational communication can have a significant influence on improving employee performance.

Table 2:

Coefficient of Determination (R²) Effectiveness of Organizational Communication in Improving Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.599a	.359	.344	4.412

a. Predictors: (Constant), Communication

b. b. Dependent Variable: Employee Performance

Source: Primary Data Calculation Results

Linear regression analysis

To find a relationship between the two main variables studied in the study, namely the organizational communication effectiveness variable which acts as the independent variable (X), and the employee performance improvement variable which acts as the dependent variable (Y), the analysis calculation uses the regression analysis method. simple linear equation which is calculated by using SPSS version 25.0 software program help. The simple linear regression equation model formed in this study can be seen in the following table:

Table 3

Simple Linear Regression Results Organizational Communication Effectiveness in Improving Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Constant)	8.975	5.062		1.773	.083
	Effective Communication	.790	.159	.599	4.959	.000

a. Dependent Variable: Employee Performance

Source: Primary Data Calculation Results

By referring to the data shown in table 3, it is known that the effect of effective organizational communication on improving employee performance can be interpreted in the following simple linear regression equation:

- The value of the variable X is equal to (0) if the value of the variable Y = 8.975
- The value of variable Y will increase by .790 if the value of variable X increases by 1 (one)

$$Y = 8.975 + (.790X) + \epsilon \tag{1}$$

Hypothesis test calculation

The hypothesis is a temporary statement whose truth still needs to be proven (Supardi, 2017). The main hypothesis in this study is whether the effectiveness of organizational communication has a significant effect on improving employee performance. In order to find out the truth of the hypothesis that has been determined, the next step that needs to be done is to do a hypothesis test that aims to get answers about whether the hypothesis that has been formulated can be accepted or even rejected. As for the calculation of the hypothesis test that can be used is the statistical formula of the F test which is intended to test the significance of the two variables studied in this study.

The data shown in table 4 shows that the value of has a smaller number than the level of used, which is 0.05, or $0.000 < 0.05$, so H_0 is rejected, which means that the effectiveness of organizational communication can have a significant effect on improving performance. employee

Table 4

Hypothesis testing, ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	478.703	1	478.703	24.591	.000a
	Residual	856.514	44	19.466		
	Total	1335.217	45			

a. Predictors: (Constant), Communication

b. Dependent Variable: Employee Performance

Source: Primary Data Calculation Results

Discussion

The results of the study indicate that the effectiveness of communication that exists between fellow employees in an organization or company can be one of the things that causes the improvement or deterioration of work results shown by employees at work. Thus, it is known that each of the main variables studied shows a significant influence between the two, which means that if fellow employees in communicating can understand each other with the messages conveyed by these

employees, then the working relationship between employees can be good. the better which leads to the better the results of the work owned by the employee. With the more effective communication that exists among fellow members of the organization, all kinds of misunderstandings can be avoided which have an impact on the more harmonious working relationships that occur among the members of the organization.

It is known that this study has similar results with several previous research results which show that the effectiveness of organizational communication can have a significant effect on improving employee performance. One example is the research conducted by [7] with research results showing that communication can have a positive and significant influence on improving employee performance. In his research, it is stated that the communication process that goes well can have a significant influence on employee attitudes and relationships between employees or between employees and their leaders. This means that the better the communication network that occurs among fellow employees in a company, the more the impact will lead to a positive direction which in turn will also affect the performance of employees who are getting better. Likewise with the results of research shown by Rahman, M. [16] which states that organizational communication has a significant effect on employee performance, which means that the better organizational communication within a company, the employee's performance can also increase.

CONCLUSIONS AND SUGGESTIONS

In this study, the results conclude that effective communication within an organization or company can have a significant effect on employee performance getting better. Thus, it is stated that the more effective the communication that exists between superiors and subordinates or with other co-workers, in the sense that the message to be conveyed by the communicator can be understood well by the communicant, then the work performance possessed by employees at work can be improved. getting better. This is because there is no misunderstanding that can lead to a work atmosphere that is not harmonious. The ongoing communication process can lead to failures that can occur if the actors are unable to understand the message received or conveyed to the other party. In fact, one of the keys to the success of an organization or company in carrying out its business activities is effective communication.

In connection with this research, it still has some shortcomings, so suggestions and criticisms are needed that make this research better, which is done by adding several other variables related to the problems studied, especially variables that are suspected to be factors causing the improvement or deteriorating work results shown by employees at work, such as discipline variables, training effectiveness, career development, morale, employee compensation, workload, and other variables.

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