

THE INFLUENCE OF ORGANIZATIONAL COMMUNICATION CLIMATE ON EMPLOYEE PERFORMANCE AT PT RIFAN FINANCINDO HEAD OFFICE AXA TOWER UNIT, KUNINGAN SOUTH JAKARTA

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Abstract. This study aims to determine the significant influence of organizational communication climate on employee performance at PT Rifan Financindo, head office Axa Tower unit Kuningan, South Jakarta. This research uses survey methods with quantitative approaches and positivistic paradigms. The population in this study are all employees of PT Rifan Financindo head office unit Axa Tower Kuningan South Jakarta starting from the level of Business Consultant (BC), Senior Business Consultant (SBC) and Manager as many as 155 people with Proportional Stratified Random Sampling sampling techniques. The results showed that the organizational communication climate variable had a significant effect on employee performance. The conclusion of this study is that organizational communication climate variables simultaneously affect employee performance variables.

Keywords: Organizational *Communication* Climate; Employee Performance

INTRODUCTION

Background of The Study. Organizational communication climate, work environment is one of the benchmarks for employees in developing skills/expertise that can improve the quality of performance in a company. The diversity of jobs designed within organizations, both individual and group, can illustrate differences in organizational communication climates. The organizational communication climate will be visible within a company. Based on the researcher's observations, the method of communication between superiors and subordinates at PT Rifan Financindo also varies, some directly reprimand subordinates if they make a mistake, some remain silent, and some reprimand specifically in the sense of calling out subordinates if they make mistakes in their work. Some of the things above are examples of organizational communication climate. Organizational communication climate refers to the communication conditions that occur in an organization. Therefore, the organizational communication climate is something that needs to be paid attention to by superiors because many of these factors influence employee performance.

PT Rifan Financindo is officially registered with PT Kliring Futures Indonesia (KBI) as a guarantor of customer funds. It is through PT KBI that all companies such as PT Rifan Financindo will have their financial performance assessed as the most active brokerage company based on the results of investor transactions. In recent years, PT Rifan Financindo has always been ranked first as the most active brokerage company, but in 2023 its performance will decline. The decline in company performance cannot be separated from the decline in employee performance. In its work, the marketing division is fully supported by the company because marketing is the spearhead of the company's movement. The more investors you get, the better your marketing performance and the more income you will earn. So superiors must have good communication in conveying messages to subordinates in order to create a conducive organizational communication climate to support marketing performance.

What is meant by employees in this research is the marketing division at the level of Business Consultant (BC), Senior Business Consultant (SBC) and managers who often communicate with division heads and have contact with leaders (branch heads). In this

research, researchers have access to the marketing division so they can conduct in-depth and comprehensive research. Therefore, the researcher in this study chose a quantitative method so that the results obtained could be objective and there would be no interference from the researcher.

Problem Statement. From the description above, several problem identifications can be drawn as follows: To what extent is the influence of organizational communication climate on employee performance at PT Rifan Financindo Head Office, Axa Tower Unit Kuningan, South Jakarta?

Research Questions. The research question is:

Is there an influence between organizational communication climate on employee performance at PT Rifan Financindo Head Office, Axa Tower Unit Kuningan, South Jakarta?

Hypotheses. The hypotheses in this research are:

H1: Organizational *Communication* Climate has a positive effect on employee performance

Theory. The organizational communication theory in this research is human relations theory. This research is better known as the Hawthorne study led by Ethon Mayo with the help of Fritz Roethlisberger (Pace and Faules, 2006:59). The Hawthorne study was important because it identified several important humanitarian issues in the performance of organizations that had not previously received attention. Organizational communication is the process of sending and receiving messages that occur within an organization which consists of diversity who are interdependent with each other (Gutama, 2010). In organizational sustainability, it is likened to a system whose task is to connect all the parts in the organizational structure so that they can complement each other and contribute to achieving organizational goals. *Communication* plays a role in building the flow of information and a common understanding that is created between the communicator (sender) and the communicant (receiver) of information at various levels within the organization (Rakhmat, 2019; Ruliana, 2014).

Climate is a figure of speech that can provide a clear picture at the cognitive, emotional, behavioral level, and expresses a certain part of the action without specifying actual behavior (Faules, organizational communication, 2006, p.147). Organizational communication climate has a very important role because it enhances the concepts, feelings and expectations of organizational members and helps explain the behavior of organizational members. Stinger (Wirawan, 2007) defines organizational climate as a collection and environment that determines the emergence of motivation and focuses on perceptions that are reasonable or can be assessed, so that it has a direct influence on the performance of organizational members. Pace and Faules (2006:107-109), in 1976, designed the *Communication* Climate Inventory (CGI) to measure six communication effects based on the ideal organizational communication climate. Pace and Faules stated six dimensions that influence the organizational communication climate, namely: Trust, Participative Decision Making, Honesty, Openness in Downward *Communication*, Listening in upward communication. Listening in Upward *Communication*), Attention to high performance goals (Consen For High Performance Goals).

Campbell et.al (in Sonnentag & Frese, 2002:221-234) state that performance is a job carried out by someone employed by an organization, and that person does it well. Therefore, performance is not only determined by actions, but also by assessment and evaluative processes. Moreover, only actions that can be weighed or measured or scaled are considered to constitute performance. Dharma (in Sariyathi, 2007:61-62) states that performance measurement considers quantity, quality and timeliness. Thus, the assessment standards that can be used are: quality, quantity, attitude and timeliness.

LITERATURE REVIEW

Research on organizational communication climate was previously conducted by Ades Susvianti in 2021 with the title "The Influence of Leadership Style and Organizational *Communication* Climate on Employee Performance in the Covid-19 Crisis Situation." The aim of this research is to determine the influence of communication climate and leadership style on performance employee. The research method used was a quantitative method with a population of 65 employees. A sample of 56 employees was obtained using the Slovin formula. This research uses a survey and is calculated using a Likert scale. The results of this study indicate that the organizational communication climate variable (X_2) has a positive effect on the value (X_2) = $0.001 \leq 0.05$. Other research on organizational communication climate has also been conducted by Dede Irawan and Antar Venus with the title "The Influence of Organizational *Communication* Climate on the Performance of West Jakarta Family Planning Office Employees" in 2016. This research uses an explanatory survey method which aims to explain the cause and effect relationship between research variables by inferential statistical testing of path analysis. The population in this study were employees of the Family Planning Office of West Jakarta City Administration, taking the entire population of 95 respondents. The results of this research show that the influence of organizational communication climate on employee performance is 82.1%, while the remaining 17.9% is influenced by other variables not examined in this research. The conclusion of this research is that there is an influence of organizational communication climate both directly and indirectly on employee performance in the Family Planning Office of West Jakarta City Administration.

METHOD

The paradigm in this research is the referring positivistic paradigm in quantitative research with research methods using a quantitative approach. This research method is a survey method. When conducting survey research, the explanatory research method is to try to find out the relationship between variables so that facts and information about these facts are obtained. Then this method attempts to ask questions about the variables. In this research the variables are organizational communication climate and employee performance.

The population of this research is all employees of PT Rifan Financindo starting from the Business Consultant (BC), Senior Business Consultant (SBC) and Manager levels, totaling 155 people. Determining the number of samples used by researchers in this research was the Proportional Stratified Random Sampling method.

RESULT AND DISCUSSION

This research uses the t test as a hypothesis test. The t test is used to determine whether the independent variables partially have a real effect on the dependent variable or not. The degree of significance used is 0.05. If the value is significant is smaller than the degree of confidence, then we accept that alternative hypothesis, which states that an independent variable partially influences the dependent variable.

Table 1. Information on the results of hypothesis testing of organizational communication climate on employee performance

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	12,131	5,033		2,410	.017
	Organizational Communication Climate	,503	,064	,731	7,874	,000

a. Dependent Variable: Employee Performance

From the table above it can be seen that the organizational communication climate value of Sig. $0.000 < 0.50$ so H_0 is rejected and H_1 is accepted. This means that it can be said that organizational communication climate variables influence employee performance at PT Rifan Financindo Axa Tower Unit.

Table 2. Information on the results of regression tests for each dimension of organizational communication climate on employee performance variables.

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	13,407	5,167		2,595	,010
	Trust	1,062	,681	.144	1,560	.121
	Shared Decision Making	1,447	,706	,207	2,050	,042
	Honesty	.107	,929	,010	.116	,908
	Openness to Downward Communication	,987	,535	,179	1,846	,067
	Listening In Upward Communication	1,658	,564	,297	2,939	,004
	Attention to High Performance Goals	,583	,575	,079	1,014	,312

a. Dependent Variable: Employee Performance

Based on the table above, it can be seen that the honesty dimension is the dimension with the smallest contribution, followed by the dimensions of attention to high performance goals, openness to upward communication, trust, joint decision making, and listening in upward communication. Listening in upward communication (*Listening in Upward Communication*) means messages flowing from subordinates to superiors or from lower to higher levels. The purpose of this communication is to provide feedback, suggestions, and ask questions. This dimension includes questions about superiors listening to subordinates' work reports in the field, superiors listening to work complaints in the field, superiors considering subordinates' information in the field as important and superiors listening to work suggestions from subordinates. Listening in upward communication can be established well if the message conveyed by superiors to subordinates can be conveyed well then subordinates can carry out the work requested by their superiors well so that the performance of employees as well as superiors and subordinates in the organization increases. This allows the listening dimension in upward communication to show the most dominant results in organizational communication climate variables that influence employee performance employee who works at PT Rifan Financindo Axa Tower unit.

Organizational communication climate has a very important role because it enhances the concepts, feelings and expectations of organizational members and helps explain the

behavior of organizational members. Stinger (Wirawan, 2007) defines organizational climate as a collection and environment that determines the emergence of motivation and focuses on perceptions that are reasonable or can be assessed, so that it has a direct influence on the performance of organizational members. So based on the results of the above hypothesis calculations regarding organizational communication climate, in accordance with human relations theory, this theory views the human component as very important in organizations, therefore, they emphasize the importance of individuals and social relationship and organizational life. The main factor in the founding of an organization is the individual or humans themselves so that humans are involved in organizational behavior. Without humans the organization would never exist. With this human relationship, individuals or members of the organization can communicate and socialize. So that they can perceive messages and events that occur within the organization from the members of the organization.

CONCLUSION

The results of the research and discussion are described in the previous chapters regarding the Influence of Organizational *Communication* Climate on Employee Performance at PT Rifan Finnancindo head office of the Axa Tower unit which was studied by researchers, the following conclusions can be drawn:

- 1) The organizational communication climate has a positive effect on employee performance. This shows that there is a positive and significant influence between the organizational communication climate on employee performance at PT Rifan Financindo, Axa Tower unit head office, meaning that the organizational communication climate variable plays a role in the emergence of employee performance. Thus the proposed hypothesis is declare accepted.
- 2) Based on the results of this research, it shows that organizational communication climate variables influence employee performance. This means that the performance of employees at PT Rifan Financindo, Axa Tower unit head office, depends on the organizational communication climate. Employees need a good communication climate, so to improve performance, a good communication climate is needed that can be understood by employees.

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