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## **The Influence of Organizational Communication Toward Employee Performance in PT. Pos Indonesia East Jakarta Branch**

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### **Abstract**

This study aims to prove the effect of organizational communication on employee performance at PT. POS INDONESIA East Jakarta Branch. The method in this study is a quantitative method by taking a sample of 35 respondents. Testing the hypothesis in the study using a simple linear regression analysis. Based on the test results obtained that  $H_a$  is accepted which means there is a influence between Organizational Communication and Employee Performance at PT. POS INDONESIA East Jakarta Branch, the magnitude of the influence of Organizational Communication on Employee Performance is very strong at 0.837. The coefficient of determination ( $r^2$ ) in this study shows that organizational communication has an influence of .700 or 70% on employee performance. The results of this study indicate that the independent and dependent variables have a significant and positive effect between organizational communication and employee performance. The higher the organizational communication, the higher the resulting performance, with a linear regression equation  $Y = 6.116 + 0.841 (X)$ .

*Keywords: Organizational Communication, Employee Performance*

### **1. Introduction**

Institutions that have quality Human Resources (HR) are one way for an organization to be able to maintain the survival of its organization, because it will facilitate an organization in achieving its desired goals. In addition to quality Human Resources (HR), communication within an organization is also the main thing that is no less important in achieving organizational goals.

Good communication between superiors and subordinates, subordinates and superiors, and between subordinates and subordinates in the institution is very influential in the creation of increased employee productivity

In carrying out their work, employees will not be separated from communication with fellow colleagues, communication with superiors and communication with subordinates. Good communication can be the right tool in improving employee performance. Through communication, employees can ask guidance from superiors regarding work performance. Organizational communication in a subjective perspective is the organizing behavior that occurs and how those involved in the process transact and give meaning to what is happening. In this perspective the emphasis is on the process of creating meaning for interactions that create, maintain, and change organizations. Whereas in the objective definition is the message handling activities contained within an organizational boundary. In this perspective what is more emphasized is that in communication as a tool that allows people to adapt to their environment.

© Authors. Terms and conditions of Creative Commons Attribution 4.0 International (CC BY 4.0) apply. Correspondence: Suryanto Sosrowidigdo, *Universitas Bina Sarana Informatika Jakarta*. Email: suryanto.sys@bsi.ac.id

In addition to communication within the organization, employees are inseparable from the motivation that drives a person to carry out an activity to get the best results. Therefore it is not surprising that employees who have high work motivation usually have high performance as well. For this reason, employee work motivation needs to be raised so that employees can produce the best performance. Antoni (2006) argues that giving encouragement as a form of motivation, it is important to do to increase employee enthusiasm so that employees can achieve the desired results by management.

## **2. Literature Review**

Internal communication as a form to increase employee motivation. Communication Internal communication carried out in the form of downward communication is very important to provide encouragement, direction and appreciation from the leader to his subordinates so that the needs of employees in the form of treatment and appreciation are met and are expected to increase employee motivation. Internal communication as a form to increase employee motivation. Internal communication carried out in the form of downward communication is very important to provide encouragement, direction and appreciation from the leader to his subordinates so that the needs of employees in the form of treatment and appreciation are met and are expected to increase employee motivation. In the view of Masmuh (2010) the mission of the organization must be communicated to the members so that they can recognize the goals of the organization. Internal communication as a form to improve motivation employee. Internal communication carried out in the form of downward communication is very important to provide encouragement, direction and appreciation from the leader to his subordinates so that the needs of employees in the form of treatment and appreciation are met and are expected to increase employee motivation Communication is the basis of organizational movement and is seen in daily activities . Communication becomes an important point because all the planning and organizing processes in an organization cannot be carried out properly without good communication.

This is due to convey the purpose of the organization to all employees is through communication. In an organization every time there is a process of delivering information. If within the institution cannot process information delivery effectively, the possibility of communication can be distorted or jammed, and employees will start to misunderstand one another. As stated by several experts the following Communication is the process of delivering a message by the communicator to the communicant through the media that has a certain effect, Effendy (2011).

Further stated by Mangkunegara (2013), Communication can be interpreted as the process of transferring information, ideas, and understanding from one person to another in the hope that the other person can interpret it in accordance with the intended purpose.

In his book Effendy (2002), explains that communication is the process of delivering a message in the form of a meaningful symbol as thoughts and feelings in the form of ideas, information, beliefs, hopes, appeals, and as a guide made by someone to others, both directly in person. or indirectly through the media, with the aim of changing attitudes, views or behavior.

In terminology, communication is the process of delivering a statement by one person to another person. From this understanding, it is clear that communication involves a number of people where someone states something to someone else. The intended communication here is human communication or in foreign languages human communication which is often also called social communication or social communication. Human communication as an abbreviation of communication between people is called social communication or social communication because it is only in people with social communication can occur. Society is formed from at least two people who are interconnected with communication as its interlacing.

According to Effendy (2002), communication functions to convey information (to inform), educate (to educate), entertain (to entertain), and influence (to influence). For communication to be effective, the communicator must know which audience will be targeted and what he wants

### **Organizational Communication**

Organizational communication in general is discussing the structure and function of human relations organizations, communication and organizing processes and organizational culture. In organizational communication is given a limit as the flow of messages in a network whose relationship characteristics are interdependent with each other covering the flow of vertical and horizontal communication.

According to Thoha (2000) communication is as a process of delivery / news carried out by someone and the receipt of the news by other people or small groups of people, with an immediate result and feedback. Handoko (2000) states that: "Communication is the process of transferring understanding in the form of ideas or information from one person to another. The transfer of understanding involves more than the words used in conversation, but also facial expressions, intonation, vocal drop points and so on. "Davis in Mangkunegara (2001) emphasizes that communication is the transfer of information and understanding from one person to another. Rogers and Rogers in Abizar (1998) state that an organization is a stable system of individuals working together to achieve a common goal, through a hierarchy of levels and division of labor.

The factors included in organizational communication that can influence and increase the effectiveness and efficiency of work, according to Gondokusumo (1995) are as follows:

1. Interpersonal relations.
2. Regulations
3. Feedback
4. Instructions / orders
5. Coordination

The indicators used in this study relating to organizational communication are in accordance with the opinions (Veithzal Rivai 2003), namely:

1. Vertical communication down
2. Vertical communication upwards
3. Diagonal communication
4. Horizontal communication

Failure to communicate often occurs because of many obstacles. One obstacle arising from the human element involved in it is due to different perceptions. Where in perception there is a tendency to inhibit new information, especially if the information is contrary to what is believed. Perception is essentially a cognitive process experienced by everyone in using information about their environment, through vision, hearing, appreciation, feeling and smell. According to Robbins and Judge cited by Wibowo (2013) several factors that become obstacles in communication are filtering, selective perception, information overload, emotions, language, silence, communication apperception, gender differences and politically correct communication.

Meanwhile according to Kreitner and Kinicki quoted by Wibowo (2013) states that communication barriers consist of personal barriers, physical barriers and Semantic Barriers.

## **Employee Performance**

Performance is a result of someone's work in doing their work. The work can be in the form of good work or bad work. So, from that performance is needed in a company, because with this performance will be known how far the ability of employees to carry out the tasks assigned to him. According to Mangkunegara (2005) where it is stated that Performance (work performance) is the work of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him.

According to Gibson stated that Performance is an organizational behavior that is directly related to the production of goods or the delivery of services. According to Rivai stated that performance is the result or overall level of success of a person during a certain period in carrying out the task compared to various possibilities, such as work standards, targets or targets or criteria that have been determined in advance have been agreed upon. According to Rivai (2014) said that performance is a real behavior that is displayed every person as a work achievement generated by employees in accordance with their role in the company. Based on the understanding according to the experts above, the writer can draw the conclusion that performance is the level of success of an employee in carrying out a job given to him.

According to Timple in Mangkunegara (2005) performance factors consist of two factors, namely:

1. Internal factors related to one's traits such as good performance due to having high ability and hard work type.
2. External factors related to the environment such as the behavior, attitudes and actions of co-workers, subordinates or leaders, work facilities and organizational climate.

Meanwhile, according to Sutermeister in (Priansa, 2017) states that the factors that affect employees consist of motivation, ability, knowledge, expertise, education, experience, training, interests, personality attitudes, physical conditions and physiological needs, social needs, and needs selfish.

According to Noe, Premeaux in (Priansa, 2017) states that performance measurements can be carried out using the following dimensions:

1. Quantity of work (quantity of work); relating to the volume of work and work productivity produced by employees within a certain period.
2. Quality of work (quality of work); relating to the consideration of accuracy, precision, neatness, and completeness in handling tasks in the company.
3. Independence (dependability); with regard to considering the degree of ability of employees to work and carry out tasks independently by minimizing the help of others. Independence also illustrates the depth of commitment that employees have.
4. Initiative (initiative); with respect to considerations of independence, flexibility of thought, and willingness to accept responsibility.
5. Adaptability; with regard to the ability to adapt, consider the ability to react to changing needs and conditions.
6. Cooperation (cooperation); relating to consideration of the ability to work together, and with others. Are assignments, include overtime with all my heart.

According to Schuler and Jackson in (Priansa, 2017) mentions three criteria related to performance, namely:

1. Nature

Criteria based on the nature of focusing on the personal characteristics of an employee.

Loyalty, reliability, communication skills, and leadership skills are qualities that are often assessed during the assessment process.

2. Behavior

Behavioral criteria are focused on the way work is done. This criterion is very important for jobs that require personal relationships between employees.

3. Results

The criteria regarding results are increasingly popular as international productivity and competitiveness are increasingly emphasized. This criterion focuses on what has been achieved or produced rather than how something was achieved or produced.

**3. Methods**

**Basic Operational Concepts and Calculations**

The operational variable lattice that the author uses to compile a list of questionnaire questions in this study is illustrated in the following dimension and indicator table:

**Table 1. Variable Operational Grating X**

Variable	Dimension	Indicator	Item
<b>Organizational Communication (X)</b>	Communication subject	1. Verbal communication skills	1,2
		2. Non-verbal communication skills	
	Encoding / decoding	The ability to deliver messages	3
	Communication Channels	1. Availability of communication media	4
		2. Conformity with communication media	5,
	Feedback	Form of Response	6
		Quality of response	7,
Noise	Physical Disorders	8	
	Psychological disorder	9	
	Semantic Disorders	10	

Source: Noe, Premeaux (Priansa, 2017)

**Table 2. Employee Performance Operational Grating (Y)**

Variable	Dimension	Indicator	Item
<b>Employee Performance (Y)</b>	Job Quantity	The volume of work and the productivity of work produced	1
	Quality of work	Consideration of accuracy, precision, neatness, and completeness in handling tasks	2,3
		Independence	Consideration of the degree of ability of employees
	Initiative	Consideration of independence to accept responsibility	5,6
	Adaptability	Ability to adapt	7,8
	Cooperation	Ability to work together	9,10

Source: Noe, Premeaux (Priansa, 2017)

## Test Research Instrument

### 1. Test Validity

According to Priyatno (2014) "The item validity test is used to find out how carefully an item is measuring its object". Items are said to be valid if there is a correlation with the total score. Testing the validity of the items in SPSS uses two methods of analysis, namely the Pearson correlation or corrected item total correlation. Item validity testing techniques with Pearson correlation is done by correlating item scores with total item scores, then significance testing is performed with the r table criteria at the 0.05 significance level with a 2-tailed test. If the value is positive and  $r$  arithmetic  $\geq r$  table, then the item can be declared valid (and vice versa).

### 2. Reliability Test

Reliability test according to Priyatno (2014), namely "The reliability test is used to determine the constancy or consistency of measuring instruments that usually use questionnaires". The method that is often used in research to measure the scale of stretches is Cronbach Alpha. Reliability test is a continuation of the validity test where the items that enter the test are valid items only.

**Table 3. Cronbach's Alpha Scale**

Alpha Cronbach's Value	Information
0.00-0.20	Not Reliable
0.21-0.40	Less reliable
0.41-0.60	Reliable
0.61-0.80	Reliable
0.81-1.00	Very reliable

Source: Sujianto (2009)

## Basic Concepts of Calculation

### 1. Population and Samples

Population according to Sugiono (2016) is a generalization area consisting of: objects / subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn.

The sample according to Sugiono (2016) is part of the number and characteristics possessed by the population. If the population is large, and researchers do not study everything in the population, for example due to limited funds, manpower and time, then researchers can use samples taken from that population. What is learned from the sample, the conclusion can be applied to the population. For that the sample taken from the population must be truly representative (representative).

### 2. Likert Scale

Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena.

**Table 4. Likert Scale**

Symbol	Description	Score
SA	Strongly agree	5
A	Agree	4
D	Doubtful	3
D	Disagree	2

SD	Strongly Disagree	1
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Source: Sugiono (2016)

3. Correlation Coefficient Test

Correlation technique according to Sugiono (2016) is a number that shows the direction and strength of the relationship between two or more variables. The direction is expressed in the form of a positive or negative relationship, while the strength of the relationship is expressed in the magnitude of the correlation coefficient. Correlation technique is used to find a relationship and prove the hypothesis of a relationship between two variables if the data of the two variables are in the form of intervals or ratios, and the source of data for those or more variables is the same.

**Table 5. Guidelines for Providing Interpretation of Correlation Coefficients**

Coefficient Interval	Relationship Level
0.00-0.19	Very low
0.20-0.399	Low
0.40-0.599	Average
0.60-0.799	Strong
0.80-1.000	Very strong

Source: Sugiyono (2016)

4. Determination Coefficient Test

According to Siregar (2015) is a number that states or is used to determine the contribution or contribution made by a variable or more X (free) to the Y variable (bound).

5. Regression Coefficient Test

Regression analysis according to Sugiono (2016) is used to predict how far the change in the value of the defenden, if the value of the independent variable is manipulated / changed or increased. The benefit of the results of the regression analysis is to form a decision whether the rise and fall of the dependent variable can be done through increasing the independent variable or not.

Formula:

$$Y = a + bx$$

This type of research is a quantitative study using an explanatory format with the help of SPSS 24 in processing research data. The explanatory format is intended to describe a generalization or explain the relationship of one variable with another variable, because the explanatory research uses a hypothesis and tests the hypothesis then Bungin (2005) inferential statistics is used. In this study a sample of 35 staff members of PT. Pos Indonesia East Jakarta Branch.

According to Sugiyono (2015) Population is a generalization area consisting of subjects / subjects that have the qualities and characteristics determined by researchers to be studied and then drawn conclusions. According to Sugiyono (2009) Saturated sample is a sampling technique when all members of the population are used as samples. Saturated sampling is used if the population is relatively small or used if you want to do general research with very little error. Another term for saturated samples is the census, where all members of the population are sampled. For the sample, the author uses a saturated sample with an error rate of 5%. In this study also tested related to the validity test, reliability test, correlation coefficient, coefficient of determination, and linear regression analysis.

Hypothesis:

Ho: There is no influence between Organizational Communication and Employee Performance at PT. POS INDONESIA East Jakara Branch

Ha: There is an influence between Organizational Communication on Employee Performance at PT.POS INDONESIA East Jakarta Branch

If

Significance > 0.005 then Ho is accepted

Significance < 0.005 then Ha is accepted

#### **4. Results and Discussion**

##### **Test Research Instrument**

###### **1. Test the Validity of the Instrument**

Based on the results of calculations using SPSS 26 that the r table shows a significant level value of 5% and  $N = 35 - 2 = 33$  then there is the value of r table is 0.3338. Because ( $r_{count} > r_{table}$ ) for an error rate of 5%, it can be concluded that the Organizational Communication variable (X) and Employee Performance Variable (Y) are valid and worthy of overall use.

###### **2. Test Instrument Reliability**

Organizational Communication Reliability Test Results (X) and employee performance variables (Y), can be explained in the following table:

**Table 6. Organizational Communication Reability Test Results (X)**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
,885	10

**Table 7. Employee Performance Reliability Test Results (Y)**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
,913	10

The output produced by the Alpha Cronbach value on the Organizational Communication variable (X) is 0.885, the employee performance variable (Y) is 0.913, therefore the value is greater than 0.81, so it can be said to be very reliable.

##### **Analysis of Organizational Communication Against Employee Performance**

To find out how big is the relationship between Organizational Communication on employee performance at PT POS INDONESIAI East Jakarta Branch Following is the correlation coefficient test table:



**Table 8. Correlation Coefficient Test**

		<b>Correlations</b>	
		Organizational Communication	Employee Performance
Organizational Communication	Pearson Correlation	1	,837**
	Sig. (2-tailed)		,000
	N	35	35
Employee Performance	Pearson Correlation	,837**	1
	Sig. (2-tailed)	,000	
	N	35	35

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Based on the correlation coefficient table it can be seen that the significance value is 0.000, if the significance value <0.005 then  $H_a$  is accepted, the conclusion is there is an influence Organizational Communication on Employee Performance whose value is 0.914, can be interpreted the relationship Organizational Communication and performance has a very strong relationship and unidirectional because of positive value.

**Determination Coefficient Test**

To determine the effect of Organizational Communication on employee performance at PT POS INDONESIA, East Jakarta Branch, the determination coefficient test is used, below is the determination coefficient test results table.

**Table. 9 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,837 <sup>a</sup>	,700	,691	2,442

a. Predictors: (Constant), Organizational Communication

Based on the test table the coefficient of determination can be seen that the R Square value of 0.700 or 70.0% means that employee performance is affected by Organizational Communication and the remaining 30.0% is influenced by other factors outside of research, such as motivation, ability, and education.

**Regression Equation Test**

To predict the extent of changes in the value of the employee performance variable (Y), if the independent value of the Organizational Communication variable (X) is manipulated / changed or increased. Here are the results of the regression equation:

**Table 10. Regression Equation Test**

Model	Unstandardized Coefficients <sup>a</sup>		Standardized Coefficients Beta	t	Sig.	
	B	Std. Error				
1	(Constant)	6,117	4,152		1,473	,150
	Organizational Communication	,841	,096	,837	8,775	,000

a. Dependent Variable: Employee Performance

This shows that a = 6,117 means that if X = 0 or without Organizational Communication the employee's performance is 6.117. b = 0.841 means that if X increases by 1 point or every increase in Organizational Communication will increase employee performance by 0841. And this shows that there is a positive or direct effect between Organizational Communication on employee performance at PT. Pos Indonesia East Jakarta Branch.

### 5. Conclusion

There is an effect of Organizational Communication on Employee Performance seen from the results of its significance which is smaller than 0,000. There is a strong relationship between Organizational Communication with Kinejra employees whose value is 0.837. As for the effect of organizational communication on performance, this can be seen from the calculation of the determination coefficient of 0.700 or 70%, while the remaining 30% is influenced by other factors. As for the influence between discipline and performance, this can be seen from the results of the calculation of the regression equation where  $Y = 6.116 + 0.841 (X)$ .

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