

Conference Paper

Communication Climate and Message Permanence in Organization

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This study aimed to determine the effectiveness of organizational communication at PT Rajawali Nusindo Medan. Data collection was done by conducting field research and distributing questionnaires to PT Rajawali Nusindo Medan employees. The sample consisted of 55 employees. The results of the study were based on 5 indicators, namely communication climate, information dissemination, information load, the permanence of messages, and organizational culture. The most effective indicators of organizational communication were climate, which had the highest average score with 11.8%, and the permanence of messages, with a score of 11.7%. Organizational culture was not very effective, with a score of only 11.2%.

Keywords: Communication, Communication Organization, Effectiveness

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1. Introduction

Communication ineffectiveness in an organization is usually caused by a lack of organized communication by employees in the organization. Coupled with cultural differences among employees that hinder the communication process can lead to a lack of effectiveness in communicating, such as the absence of cooperation among employees. Therefore, effective communication between leaders and members is an important factor for achieving organizational goals.

The purpose of this study is to find out the effectiveness of organizational communication at PT. Rajawali Nusindo Medan. Previous research is carried out by Rinaldy (2016) entitled "Analysis of the Effectiveness of Organizational Communications at the Bekasi City Regional Revenue Service". Here it is stated that ineffective organizational communication can cause some work not to be well coordinated so that work becomes ineffective. Therefore, in order for work to be well coordinated among employees and staff, it is necessary to have good communication within an organization.

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The establishment of effective communication makes it easier for employees to find and obtain information about work that automatically affects the smooth work of employees in order to achieve maximum work results. According to another previous research Ardiansyah (2016) it is proved that communication has a direct positive effect on employee performance. Sometimes misunderstandings occur between superiors and subordinates in assignments and orders. For example the task instruction has not followed the organizational structure that is set to avoid misunderstanding in carrying out the task, and misunderstanding can result in reducing employees' morale.

2. Literature Review

2.1. Organizational Communication

The term organizational communication is an academic term which basically means communication that takes place in the background of organizational interests. According to Hardjana (2016), organizational communication is a communication process within the background of organizational interests

Thayer in Hardjana (2016), "organizational communication is communication that occurs within the organization and communication that occurs between the organization and its environment, which defines the organization and determines the conditions of its existence and the direction of its movement."

Communication is the determinant of the conditions of life of the organization and the driving force of the organization. This means that the vitality and dynamics of the organization are determined by the organization's internal and external communication, which can be briefly referred to as integrative and adaptive communication.

2.2. Barriers to Organizational Communication

There are five barriers or communication disorders that often arise in organizational communication according to Plunkett and Ather in Rudi (2005).

2.2.1. Management level

Within the organization, there are management ranks, namely top, upper, middle, and lower management and in that management level, messages / information may not

be completely smooth, whether viewed from the direction or flow of information or communication patterns, either top-up. And bottom up.

2.2.2. Number of people supervised

If there are less than 12 staff or employees who take place under the supervision of a leader, then the communication regarding their field of work or work will be smoother. Conversely, if the staff under his command are more than 12, then the tendency is communication will be hampered.

2.2.3. The rank of position in the organization

If the rank, position, and status or position in the organization are too far away, then the communication that occurs is not smooth and rigid.

2.2.4. Change in manager

Changes in managers or changes in attitudes of managers can result in changes in communication patterns from subordinate superiors

2.2.5. Manager interpretation

Each manager has a different mindset, a way of interpreting and dealing with employees. For example, there is a manager who likes employees, even though their work is not good as long as the employee is good at behaving as long as you are happy. But there are also managers who like the attitude of employees who are ignorant or obscene, but the results of their work are good and satisfying.

2.3. Organizational Communication Effectiveness

According to Kriyantono in Rinaldy (2016), there are several indicators that affect the effectiveness of organizational communication, namely as follows:

2.3.1. Climate of communication

The perception is that organizational members feel that the organization can be trusted, open, able to fulfill the attention, and actively soliciting their opinions, and rewarding good performance standards.

2.3.2. Information Dissemination

Dissemination of information is one of the important things in the organizational communication process. If the dissemination of information goes well, it means that the information needed to support the work is fulfilled, so that the work process is done by disseminating information of two other employees, and related information reaching.

2.3.3. Information Load

The perception of organizational members with respect to the extent to which organizational members feel they have received more or less information than is handled or needed to function effectively. Information load relates to the adequacy of the information, excess information, lack of information, and inaccurate information.

2.3.4. Information provision

Organizational members' perceptions of information about a particular message compared to the actual amount of information in that message.

2.3.5. Organizational Culture

Organizational members' perceptions of the key values and shared concepts that shape their image of the organization. Organizational culture is related to the identity of employees, integration within the organization, and the existence of innovation to foster organizational development.

2.4. Effective Communication Practices

Organizational communication is considered effective when the purpose of communication messages is achieved. The effectiveness of communication is determined

by the recipient and not by the sender of the message (Hardjana, 2016). Superior communication is only effective, according to Bernard in Hardjana (2016), if the following four requirements are met:

1. Subordinates accept and can understand superior's communication
2. According to subordinates' perceptions, the superior's communication does not conflict with the goals and organization
3. According to the perception of subordinates, the communication as a whole does not harm their personal interests
4. Subordinates are able to both physically and mentally work on the communication message.

Effective communication not only creates mutual understanding, but a willingness and even commitment to implementing messages for the achievement of goals. Finally, the effectiveness of organizational communication does not only have a positive impact on organizational performance, but also on human interests as members of the working community, such as satisfaction, self-esteem, social relations and cooperation (Hardjana, 2016).

3. Research Method

The research location is at PT. Rajawali Nusindo Medan which is located at Jl. Gatot Subroto No.147, Sei Sikambing C. II, Medan Helvetia, Medan City, North Sumatra. The populations in this study are all employees in PT. Rajawali Nusindo Medan amounted to 55 employees. Data collection is done by giving a set of written questions to the respondents to be answered as the objects to be examined. Beside that, literature research is done by collecting data obtained from references of literature, books, journals, and other related written sources. Data analysis techniques are used to measure the results of research that is by using descriptive quantitative methods by means of Likert scale.

3.1. Validity test

Validity Test is used to determine the feasibility of items in a list of statements in defining a variable (Wiranta, 2015). The tools used are the product moment coefficient of correlation formula. The correlation technique uses the person correlation, calculated

TABLE 1: Likert Scale Instrument

| No | Answer | Score |
|----|--------------------------------------|-------|
| 1 | Very agreeable / very effective | 5 |
| 2 | Agree / effective | 4 |
| 3 | Doubtful / quite effective | 3 |
| 4 | Disagree / not effective | 2 |
| 5 | Strongly Disagree / Very ineffective | 1 |

(Sugiyono: 2017)

using SPSS 15.0 computer help, the question item is declared valid if it has a probability level of significance level 5% (0.05).

3.2. Reliability Test

Reliability refers to an understanding that an instrument can be trusted enough to be used as a data collection tool because the instrument is good. To test the use of Cronbach Alpha where an instrument is declared reliable if the reliability coefficient of Cronbach Alpha > 0.60.

3.3. Mean

Mean is the middle value in a group of data obtained from the sum of all data in a group divided by the number of data. According to Sugiyono (2017), the method of calculating using the main method with the percentage is as follows.

$$X = \frac{\sum X_1}{n}$$

Information

X = Mean (Average)

$\sum X_1$ = Total question value

N = Amount of data

4. Result and Discussion

4.1. Result

4.1.1. Mean Result

The five indicators, namely communication climate, information dissemination, information load, message determination, and organizational culture can be seen in the table below, the highest average value based on the indicator is communication climate with the percentage reaching 11.8%, and the lowest average value based on indicators is the organizational culture with a percentage of 11.2%.

TABLE 2: Average Results

| Indicator | Avarage |
|---------------------------|----------------|
| Communication Climate | 11,8 |
| Information Dissemination | 11,4 |
| Information Load | 11,5 |
| Message Permanence | 11,7 |
| Organizational culture | 11,2 |

Source: Questionnaire Results of Research

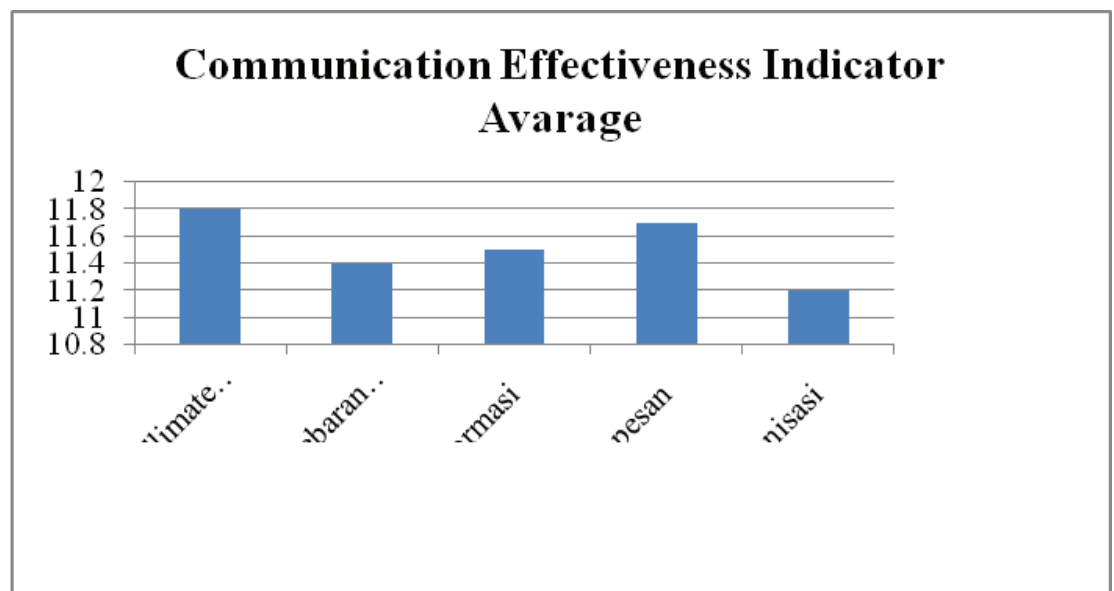


Figure 1: Average diagram

Based on the diagram above, the highest average value is the communication climate with a percentage reaching 11.8%, the second indicator with the highest average value is message permanence with a percentage of 11.7%. After that, the next highest indicator is information load of 11.5% and dissemination of information 11, 4%. And the lowest average value based on the indicators is organizational culture with a percentage of 11.2%.

After obtaining the average value of each indicator, then it is compared with the Communication Effectiveness category, namely by determining the interval range, namely the highest value minus the lowest value, while calculating the class length by dividing the interval range of the number of classes.

$$P = \frac{\text{Range}}{\text{Interval class}}$$

Information

P = Class Length

Range = highest answer score - lowest answer score

Based on the formula above, the length of the interval class is

$$P = \frac{5 - 1}{5} = 0,8$$

Then the interval from the assessment criteria is:

TABLE 3: Categories of Communication Effectiveness

| Value | Category |
|------------|--------------------------------------|
| 1,00 – 1,8 | Strongly disagree / very ineffective |
| 1,9 – 2,7 | Disagree / not effective |
| 2,8 – 3,6 | Less agree / less effective |
| 3,7 – 4,5 | Agree / effective |
| 4,6 – 5,4 | Very agreeable / very effective |

Source: data compiled by the author (2019)

TABLE 4: Categories of Communication Effectiveness Based on Indicator

| Indicator | Range Point | Category |
|---------------------------|-------------|------------------|
| Communication Climate | 5,4 | Very effective |
| Information Dissemination | 3,0 | Less effective |
| Information Load | 3,8 | Effective |
| Message Permanence | 4,4 | Effective |
| Organizational culture | 1.0 | Very ineffective |

Source: data compiled by the author

4.2. Discussion

4.2.1. Communication climate

Communication climate is a very effective communication with a percentage of 11.8% and range point 5,4. This is because corporate organizational communication involves employees in resolving conflicts that occur within the company; every problem that

occurs in the organization is discussed through weekly work evaluation meetings regularly. Therefore, the communication climate is a very effective in organizational communication at PT. Rajawali Nusindo Medan.

4.2.2. Message permanence

Message permanence is an effective communication in organizational communication at PT. Rajawali Nusindo Medan, with a percentage of 11.7% and range point 4,4. This can be seen from the information provided that is always up to date, the information provided by the leadership is in accordance with the job needs of employees, and the information provided by the organization is appropriate and can support the work.

4.2.3. Information load

Information load is an effective communication in organizational communication at PT. Rajawali Nusindo Medan with a percentage of 11.5% and range point 3,8. This can be seen that the company provides sufficient information regarding the work of employees; employees have no difficulty understanding the information provided by the organization, and information related to employee work is always obtained and never overlooked.

4.2.4. Information Dissemination

Dissemination of information is less effective communication in organizational communication at PT. Rajawali Nusindo Medan with a percentage of 11.4% and range point 3,0. It can be seen that the information provided by the organization always reaches related parties; employees always provide the latest information to other colleagues regarding work coordination.

4.2.5. Organizational culture

Organizational culture is very ineffective communication with a percentage of 11.2% and a range point of 1.0. This is because organizational culture is a culture that must be understood and known by employees and to be applied while in the organizational environment.

5. Conclusion

The effectiveness of organizational communication at PT Rajawali Nusindo Medan is the communication climate and message permanence. This can be seen from every employee being accountable for the clarity of any information and message given properly. Meanwhile, indicators of organizational culture are very ineffective due to the lack of employees' implementing organizational culture.

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