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The Influence of Organizational Communication and Organizational Communication on Employee Performance

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Abstract: The purpose of this research is to understand and analyze: (1) Organizational Communication; (2) Organizational Communication; (3) Employee Performance; and (4) the Influence of Organizational Communication and Organizational Communication on Employee Performance at Company X in the City of Bandung, both simultaneously and partially. The research methods used in this study are descriptive surveys and explanatory surveys, with the unit of analysis being the employees of Company X in the city of Bandung, with a sample size of 50 people. The type of investigation is causality, and the time horizon in this study is cross-sectional. Based on the research results, it was found that the Organizational Communication of Company X in Bandung City is already good, Organizational Communication in Company X in Bandung City can generally be said to be good, and the Employee Performance of Company X in Bandung City is currently rated as good. Organizational Communication and Organizational Communication simultaneously and partially influence the Employee Performance of Company X in Bandung City. However, partially, Organizational Communication dominantly influences employee performance more than Organizational Communication. Because Organizational Communication more dominantly affects employee performance, it becomes the top priority in improving employee performance. Therefore, Company X in the city of Bandung is advised to consistently maintain the existing organizational communication, so that they can work more professionally.

Keywords: Organizational Communication, Organizational Communication and Employee Performance.

INTRODUCTION

Employees are one of the key elements that determine the success of a company. Employees always play an active and dominant role in every company activity, as they become intermediaries, actors, and determinants in realizing the company's goals (Davis, 2005:10). Not only in the private sector, the public sector also requires good management in order to provide quality service to the public or society. Employee performance greatly determines the success of the company. According to Mangkunegara (2001:67), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. In addition, performance is also defined

as the actual behavior displayed by each person as the work achievement produced by employees in accordance with their roles in the company.

According to Handoko (2001), to achieve maximum performance, the company must be able to create conditions that encourage and enable employees to develop and enhance their abilities and skills optimally. One of the factors that influence employee performance is leadership. According to Achmad Slamet (2007:188), leadership is the strength, spirit, and ability possessed by an individual that can influence others to follow their thoughts or do what is expected as determined.

Organizational Communication is another dominant factor in supporting employee performance. In the context of government agencies, leaders are referred to as leaders. This leader becomes the main command pillar in running the wheel of the government organization. If the Organizational Communication does not meet the expectations of every employee, there will be a significant decline in performance in various aspects. According to Rivai (2004), Organizational Communication is a comprehensive pattern of a leader's actions, both visible and invisible to their subordinates. Organizational Communication describes a consistent combination of philosophy, skills, traits, and attitudes that underlie a person's behavior. Organizational Communication directly or indirectly indicates a leader's belief in their subordinates' abilities.

In interacting within the organization, employees face leaders who are their superiors and command givers in carrying out tasks within the sub-district government agency environment. Employees will develop optimally through positive attention from leaders, whereas negative attention will hinder the performance development of the employees. Not a few school principals often neglect the performance development of their staff due to the minimal two-way communication that occurs. Most superiors are trapped in a misguided understanding of how to be a leader in a government agency environment.

In an organization, leaders must be able to engage in two-way communication, which impacts the channeling of employee aspirations, providing support and encouragement to employees, facilitating employee interactions, and involving employees in decision-making. Besides leadership, employee performance is also influenced by communication.

The work of a leader is not just to solve problems alone. but rather inspiring those they lead to solve problems together, for which good communication between superiors and subordinates is necessary. A good leader must be able to realize that they do not have all the answers and strive to retrain themselves in their business and sharpen their skills in leading and communicating with employees. If this is successfully implemented, then employees will strive with all their might to work as best as possible and with full responsibility, so that their performance can improve and provide benefits to the company.

According to Kenneth and Gary (in Umar, 1992:242), communication can be defined as the conveyance of information between two or more people, which also includes the exchange of information between humans and machines. Communication in organizations can be viewed from the perspective of interpersonal communication and organizational communication. According to Suit & Almasdi (1996: 58), communication is a factor that influences performance. Communication is an important aspect within a company because communication within the company will create good relationships between employees and supervisors, as well as between supervisors and subordinates, leading to effective communication. On the other hand, leadership is not an easy task because a leader faces many challenges and difficulties along the way.

Communication is essential for organizations to continue functioning dynamically in accordance with developments and changes in all aspects of life. An organization as an open system, as expressed by Goldhaber (1993), demands organizational communication as a creative process and continuous information change. Swansburg and Swansburg (1999) stated that communication within the organization is considered very important for the effectiveness

of employee participation in programs. Organizational communication is expected to provide clarity and understanding in carrying out their work.

The organizational communication process becomes ineffective due to factors that hinder communication, including individual factors. Harun (2008) mentioned that different backgrounds and experiences of individuals lead to different interpretations of messages. Robbins (2003/2006) mentions that age, education, and cultural background are factors that influence a person's use of language and interpretation of messages. The individuals referred to in public sector service organizations are personnel with different backgrounds and experiences from one another.

The above theory reinforces the opinion that Organizational Communication and organizational communication have a close relationship with employee performance at Company X in Bandung City. Therefore, the statement can be reversed: if the Organizational Communication and organizational communication do not meet expectations, then employee performance will also be poor. This assumption becomes the focus of further research at Company X in the city of Bandung.

Based on the researcher's observations (Preliminary Observation, 2024), there are several phenomena related to Employee Performance, Organizational Communication, and Organizational Communication, as follows:

1. The amount of work assigned to each employee exceeds their capacity, causing many employees to complain about this condition.
2. The work results achieved by each employee do not meet the established quality standards, making it difficult to achieve work performance.
3. Cooperation among employees is considered inadequate because conflicts often arise during work hours due to the lack of openness from each employee to accept suggestions and criticisms from their colleagues.
4. There are indications of differential treatment by the supervisor towards certain employees, which has resulted in social jealousy among the other employees.
5. A leader who finds it difficult to socialize informally with other employees, resulting in stiffness during meetings or internal gatherings.
6. Leaders who tend to be less disciplined in taking action against employees who neglect their work, for example, not being present during working hours, even though they are fully marked present in manual and digital attendance.

The problem formulation on this study contains: how much influence between Organizational Communication and organizational communication to employee performance.

METHOD

The method used in this research is the description survey and explanatory survey methods, which were conducted through field data collection. The population in this study consists of 50 people at Company X in the city of Bandung, and for the sample, a saturated sampling technique was used where the number of the population is equal to the number of samples. Thus, in this study, the sample consists of 50 people.

RESULTS AND DISCUSSION

To determine whether the independent variables, namely the influence of Leadership Style and Organizational Communication, affect employee performance at Company X in Bandung City, path analysis was conducted using SPSS software. The steps taken include calculating the correlation between variables, resulting in the table below.

Table 1. Correlation Matrix Between Variables
Correlations

		Performance	Leadership Style	Organizational Communication
Pearson Correlation	Performance	1.000	.391	.489
	Leadership Style	.591	1.000	.359
	Organizational Communication	.489	.359	1.000
Sig. (1-tailed)	Performance	.	.000	.000
	Leadership Style	.000	.	.005
	Organizational Communication	.000	.005	.
N	Performance	50	50	50
	Leadership Style	50	50	50
	Organizational Communication	50	50	50

Source: Output SPSS

The relationship between the Leadership Style variable (X1) and the Organizational Communication variable (X2) yielded a correlation coefficient of 0.359. Thus, it can be said that Leadership Style and Organizational Communication have a positive relationship with the criteria quite Strong

The relationship between the Leadership Style variable (X1) and the performance variable (Y) yielded a correlation coefficient of 0.591. Thus, it can be said that Leadership Style and performance have a positive relationship with the criteria quite Strong

The relationship between the Organizational Communication variable (X2) and the performance variable (Y) yielded a correlation coefficient of 0.489. Thus, it can be said that Organizational Communication with performance has a positive relationship with the criteria of quite Strong.

Based on the table above, it is a correlation matrix between variables that shows the magnitude of the relationship between both dependent and independent variables. The proportion for the path diagram is two independent variables (X1 and X2) that have relationships between the variables, and each independent variable (X), as well as the correlational relationship of the variables outside (X1 and X2) the residuals with the dependent variable (Y). The steps to calculate path analysis are as follows:

$$PY_{xi} = I = 1,2$$

And the overall influence from X1 to X2

$$= 0.437$$

Meanwhile, the path coefficients of other variables outside the X1 to X2 range are determined through:

$$pY1 \square 1 =$$

$$= 0.563$$

This means that the combined influence of variables X1 and X2 on variable Y is 0.437 or 43,7%, indicating that variables X1 and X2 together affect Y, while the remaining 0.563 or 56,3% is influenced by other variables not included in the study.

Based on the theoretical framework that there is a positive influence between Leadership Style and Organizational Communication on employee performance at Company X in Bandung City, the overall hypothesis will be tested in the following form:

1) Simultaneous Hypothesis Testing

To determine whether the independent variables, namely Leadership Style (X1) and Organizational Communication (X2), simultaneously affect Employee Performance (Y) at Company X in Bandung City, where the hypothesis statistics can be stated in the following form:

Ho: $= 0$ There is no influence of Leadership Style and Organizational Communication on performance.

Hi: $\neq 0$ There is an influence of Leadership Style and Organizational Communication on performance.

The hypothesis testing was conducted using the F-test statistic, with the condition to accept Ho if $F_{hitung} < F_{tabel}$ and reject Ho if $F_{hitung} > F_{tabel}$. From the calculations using SPSS software, the following results were obtained.:

Table 2. Simultaneous Testing ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.678	2	70.339	18.268	.000 ^b
	Residual	38.249	47	9.324		
	Total	78.927	49			

a. Dependent Variable: Performance

b. Predictors: (Constant), Organizational Communication, Leadership Style

Source: Output SPSS

Based on the calculation results, it turns out that F_{hitung} of 289.938 is greater than t_{tabel} 2. ($F_o > F_\alpha : (k, n-k-1)$ ($18,268 > 3.23$), thus the hypothesis is accepted or H_0 is rejected. This means that individual hypothesis testing can continue, namely:

2) Individual Hypothesis Testing

Individual testing is conducted when simultaneous testing rejects the null hypothesis, meaning at least one path coefficient is not equal to zero. This test is used to determine or test the influence of each independent variable to see whether it is significant individually or not. Because the overall test yielded significant results, the subsequent analysis was conducted with individual tests (partial tests).

Ho: $= 0$, There is no influence of Organizational Communication on performance.

Hi: $\neq 0$, There is an influence of Organizational Communication on performance.

Test statistics for each hypothesis

Reject Ho, If $t_{oi} > t_{1-\alpha} (n-k-1)$

By using the t-distribution table, the following was obtained: (SPSS results as per the attachment).

$t_{0,95(56-2-1)} = t_{tabel} = 1.68$

Table 3. Testing the hypothesis of X1 and X2 against Y

Path Coefficient		T _{test}	t _{table}	Summary
PYX ₁	0.477	4.070	1.67	Ho Rejected There is an influence of Leadership Style on performance.
PYX ₂				Ho Rejected

	0.318	2.712	1.67	There is an influence of Organizational Communication on performance.
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Source: Output SPSS

Based on the calculation results of the path coefficient values of variables (X1) and (X2) against (Y), obtained using the SPSS program, according to the decision rule, the t-values fall in the H0 rejection area, meaning the path coefficients are significant, thus the path diagram does not change. Conceptually, it can be explained that all aspects of Leadership Style and Organizational Communication positively influence performance.

Next, the significance of the correlation coefficient between variables X1 and X2 will be tested with the following hypothesis:

With the following test statistics

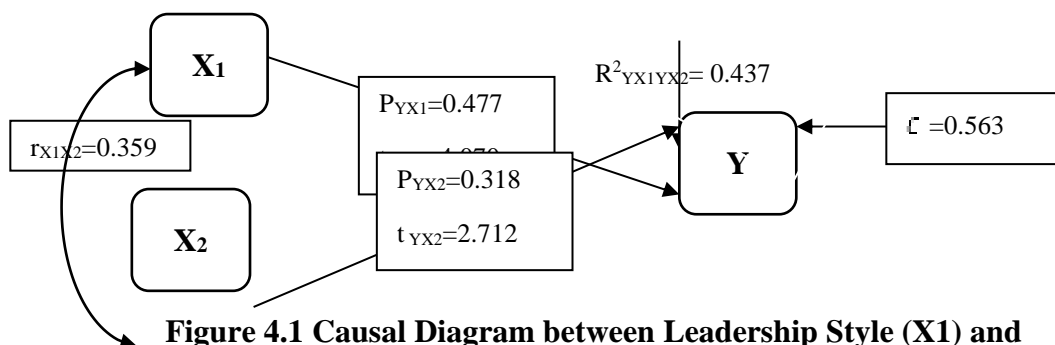
Reject Ho If $t_{\text{calculated}} > t_{(1-\alpha/2; n-k-1)}$ using the t distribution table, it is obtained (according to the IBM SPSS appendix).

Table 4. Correlation Testing between variable X

Correlation Coefficient	T _{test}	t _{tabel} $\alpha = 0,05$	Summary
0.359	12.889	0.000	Ho Rejected There is a significant relationship between X1 and X2.

Source: Output SPSS

From the correlation test between variable X, it turns out that $t_{\text{hitung}} > t_{\text{tabel}}$, so H0 is rejected, meaning there is a direct relationship between the variables of Leadership Style and Organizational Communication towards performance. The complete causal relationship diagram of variables X1 and X2 towards Y is as follows.:



From the structural diagram of the relationships between variables with the above structural parameter values, the influence of the causal variables on the variables, the influence of Leadership Style and Organizational Communication on Employee Performance at Credit Cooperative X in the City of Bandung is :

Table 5. The Influence of Variables X1 and X2 on Y and the Influence Outside Variable X and Y

Path Coefficient Interpretation		
Summary	Influence	%
Influence X ₁ , X ₂ to Y	0.437	43.7
Outside X ₁ , X ₂ and Y	0.563	56.3
Total		100

Source: Output SPSS

From the test results, it can be concluded that Leadership Style and Organizational Communication together have an impact on performance, amounting to 43.7%, while the remaining 56.3% is influenced by other factors not examined by the author, namely work culture, work environment, work climate, and work attitude, which require further research. However, when viewed partially, Organizational Communication has a more dominant influence on performance than Leadership Style. This can be understood because each indicator of Leadership Style and Organizational Communication is used as an aspect of measuring performance.

Performance itself can be influenced by Leadership Style and Organizational Communication, and therefore the level of performance among individuals or groups depends on the alignment with Leadership Style and Organizational Communication. Thus, the better the Leadership Style and Organizational Communication, the higher the performance will be..

CONCLUSION

Based on the research conducted to determine the Influence of Leadership Style and Organizational Communication on Employee Performance at Company X in Bandung City, Sumedang, the following conclusions can be drawn:

1. The leadership style at Company X in Bandung City, Sumedang does not yet meet the needs of the organization, meaning that the leadership style is one of the factors that has a significant impact on the organization's continuity. However, there are several elements/indicators that are considered less comfortable, causing employees to mostly choose a hesitant answer.
2. Organizational Communication of Company X in Bandung City, Sumedang is generally assessed as being in accordance with the state of the organization. Some indicators of organizational communication received relatively low scores, so special treatment must be given to improve them.
3. The performance of employees at Company X in Bandung City, Sumedang is high, with several employees exhibiting high performance. From various existing indicators, the overall results show good and high values
4. Leadership style and organizational communication simultaneously affect the performance of employees at Company X in Bandung City, Sumedang, and the influence is positive. However, partially, leadership style has a dominant influence on employee performance compared to organizational communication.

And partially, the influence of Leadership Style and organizational communication on performance is as follows:

- a. The leadership style affects employee performance, so if the leadership style is appropriate, employee performance will also improve.

- b. Organizational communication affects employee performance, so if the organizational communication possessed by employees aligns with the organization's communication, employee performance will also improve.

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