



Organizational Climate and Work Motivation as Answer to Employee Performance Problems at PT. Kalmar Jaya Bandung

Yopi Yulius

Universitas Persada Indonesia YAI, yopi.yulius@yai.ac.id

Corresponding Author: Yopi Yulius

Abstract: The purpose of this study was to determine and analyze: (1) Organizational Communication Climate (2) Work Motivation; (3) performance; and (4) the influence of organizational communication climate and work motivation on employee performance at PT Kalmar Jaya Bandung, either simultaneously or partially. The research method used in this research is a descriptive survey and an explanatory survey, the unit of analysis in this study is the staff at PT Kalmar Jaya Bandung with a sample of 30 people. The type of investigation is causality, and the time horizon in this study is cross-sectional. Based on the results of the study, it was found that the Organizational Communication Climate of the employees of PT Kalmar Jaya Bandung turned out to be giving good responses, the work motivation of the employees of PT Kalmar Jaya Bandung in general was good, the performance of employees of PT Kalmar Jaya Bandung was currently considered good. Organizational Communication Climate and Work Motivation simultaneously affect the performance of employees of PT Kalmar Jaya Bandung. However, partially, Organizational Communication Climate dominantly affects employee performance rather than work motivation. Because Organizational Communication Climate is more dominant in influencing performance, it becomes the first priority in improving employee performance. then employees of PT Kalmar Jaya Bandung are advised to consistently maintain the existing Organizational Communication Climate, so that they are able to work more professionally

Keywords: Organizational Communication Climate, Work Motivation, Performance

INTRODUCTION

In various fields, especially organizational life, the human factor is the main problem in every activity in it. The organization is a consciously coordinated social unit with an identifiable reactive boundary, working continuously to achieve goals (Robbins, 2005). All actions taken in each activity are initiated and determined by humans who are members of the company. The company requires the existence of potential human resource factors, both leaders and employees in the pattern of tasks and supervision which are the determinants of achieving company goals. Human resources are a central figure in organizations and

companies. In order for management activities to run well, companies must have knowledgeable and highly skilled employees as well as efforts to manage the company as optimally as possible so that employee performance increases. According to Masrukhin and Waridin (2006) employee performance is the result or performance of employees who are assessed in terms of quality and quantity based on work standards determined by the organization, good performance is optimal performance, namely performance that is in accordance with organizational standards and supports the achievement of organizational goals. . A good organization is an organization that seeks to improve the capabilities of its human resources, because this is a key factor to improve employee performance. Improved employee performance will bring progress for the company to be able to survive in an unstable competitive business environment. Therefore, efforts to improve employee performance are the most serious management challenges because success in achieving the goals and survival of the company depends on the quality of the performance of the human resources in it.

PT Kalmar Jaya was established in 1991 in the city of Bandung, Kalmar then focused the company's business on the property sector. Gradually Kalmar completed several residential and housing development projects. In 2010, the founders of the company, namely Edwin Alkantri, Dadang Tahya, and Ali Gazali, expanded the company's business wing by planning and building housing, rusunami, apartments, and hotels. And within a period of 6 years, we have succeeded in establishing 2 high-rise projects and 8 landed houses at several strategic points in West Java, such as Easton Park Residence and Bellacasa Cluster. Through professional management of the company, Kalmar maintains the values of local wisdom and integrity in every company activity, both internally and externally. By creating quality infrastructure in development areas, it means that we are also laying a strong foundation for the community to grow and develop, achieving a brighter tomorrow. Everything begins with a balance between realm and taste. PT. Kalmar Jaya has a commitment that is "Maintaining a balance of all related elements, between products and services, between construction and the environment, between technology and people.

Based on the results of preliminary observations (2021), there are several phenomena that occur at PT Kalmar Jaya Bandung related to performance, namely as follows:

1. Employees tend to be late in uploading documents related to their daily tasks
2. Employees tend to be less productive in utilizing their free time during working hours
3. Employees tend to take time off to the maximum, so it looks like a lack of motivation at work
4. Employees tend to lack communication in the office environment, causing misunderstandings between employees, employees and superiors in completing work assignments/organizational projects
5. Employees tend to resolve personal conflicts in the work environment, so the work environment is less conducive.

Based on the explanation of the above phenomenon, high employee performance is expected by PT Kalmar Jaya Bandung. The more employees who have high performance, the productivity of PT Kalmar Jaya Bandung as a whole will increase so that PT Kalmar Jaya Bandung can provide the best contribution to consumers.

There are negative factors that can reduce employee performance, including the decreased desire of employees to achieve work performance, lack of punctuality in completing work so that they do not obey the rules, influences that come from their environment, coworkers who also decrease their enthusiasm and there are no examples to be used as references. in achieving good work performance. All of this causes a decrease in employee performance at work. Factors that can be used to improve performance include organizational communication climate and work motivation.

LITERATURE REVIEW

Organizational communication as a system has a purpose or purpose, work procedures or procedures and structures. The purpose or purpose of organizational communication according to Hardjana (2000:41) is to assist the achievement of organizational goals (organizational goals). Operational work procedures involve three things: the use of communication networks related to organizational goals, the adoption of communication policies that are suitable for the purposes of the communication networks and the implementation of these policies through appropriate communication activities. The organizational structure consists of four elements, namely: organizational work units, functional communication networks, communication policies and communication activities. Taguiri defines organizational climate as a relatively enduring quality of the organization's internal environment experienced by its members, influencing their behavior and can be described in terms of values of a certain set of characteristics of the environment (Goldhaber, 2000:63). Payne and Pugh define organizational climate as a concept that reflects the content and strength of the general values, norms, attitudes, behavior and feelings of members of a social system (Robbins, 2005). The climate phase of organizational communication describes an allusion to the physical climate, the way people react to aspects of the organization. Communication climate on the other hand is a combination of perceptions of a macro evaluation of communication events, human behavior, processes and expectations. Interpersonal conflict is an opportunity for change in the organization. Organizational communication climate is something that needs to be the attention of an organizational leader because these factors more or less influence employee behavior.

Motivation is the drive, effort and desire that exists in humans that activates, empowers and directs behavior to carry out tasks well within the scope of work (Hakim, 2006). Robbins (2005) defines motivation as a process that helps determine the intensity, direction, and persistence of individuals in an effort to achieve goals. Motivation as a process that starts from physiological and psychological forces or needs that result in behavior or encouragement aimed at a goal or incentive (Moekijat, in Hakim, 2006). Several researchers have tested the relationship between motivation and employee performance, including Suharto and Cahyono (2005), Hakim (2006). The effect of work motivation on performance shows the same results that the relationship between motivation and employee performance shows a positive and significant relationship.

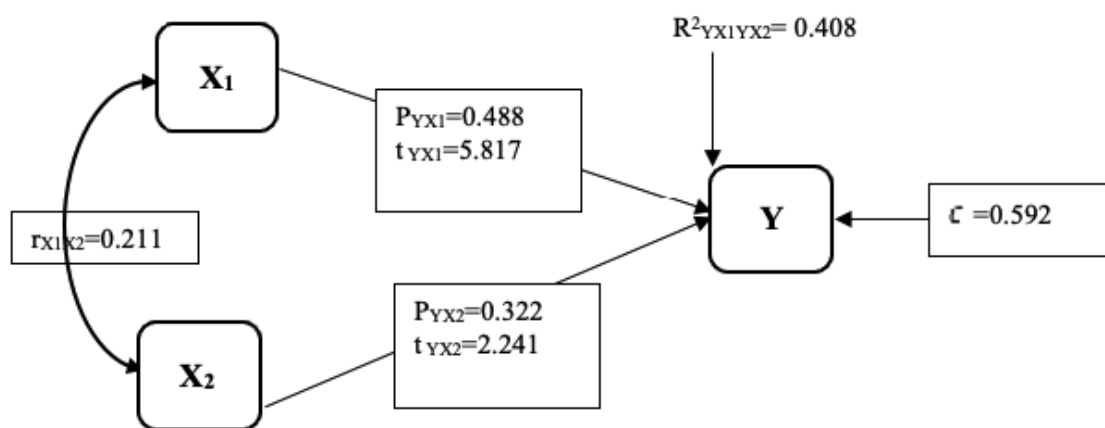
RESEARCH METHOD

The method used in this research is the description survey and explanatory survey methods which are carried out through data collection in the field. The survey method. In the

opinion of Nazir (2000), is "an investigation conducted to obtain facts from existing phenomena and seek factual information, whether about social, economic or political institutions of a group or an area". The type of investigation in this study is causality, because it will examine the causal relationship of these variables. The sample in this study were 30 employees of PT Kalmar Jaya Bandung who filled out a questionnaire and processed using a path analysis approach.

FINDINGS AND DISCUSSION

The results of the study indicate that organizational climate and work motivation on employee performance can be seen from the diagram below:



Picture 1. Path Analysis Calculation Results

Based on the results of the above calculations, it can be seen that

1. For the first hypothesis, t_{count} is greater than t_{table} ($5,817 > 1.68$). which means that the organizational climate affects employee performance
2. For the first hypothesis, t_{count} is greater than t_{table} ($2,241 > 1.68$). which means that work motivation affects employee performance

Then for the simultaneous effect, it can be seen that the organizational climate and work motivation on employee performance together are 40.8% of which 27.14% is dominated by the influence of organizational climate on employee performance, and 17.26% the effect of work motivation on employee performance.

The results of the above study indicate that

1. Organizational climate has a positive effect on employee performance, so this supports Hermanto's (2018) research that organizational climate has a significant positive effect on employee performance at the Pekanbaru City DPMPTSP, which means that the higher or better the organizational climate, the employee's performance will increase. The same thing was expressed by Mukhtar and Asmawiyah (2019) that the organizational climate greatly affects the performance of PT Anugerah Fitrah Hidayah's employees. An organizational climate that gets good attention will have an influence on employee performance.
2. Work motivation has a positive effect on employee performance, so this supports the research of Suharto and Cahyono (2005) and Hakim (2006) which states that there is one factor that affects performance, namely the motivation factor, where motivation is a

condition that moves a person to try to achieve goals or achieve goals. desired result. Rivai (2004) shows that the stronger the work motivation, the higher the employee's performance. This means that every increase in employee motivation will provide a very significant increase for improving employee performance in carrying out their work.

This article discusses the variables of Organizational Climate, Work Motivation and Employee Performance. This research is in line with the previous ones, including: 1) Organizational Climate: (Harini et al., 2020), (Elmi et al., 2016), (Limakrisna et al., 2016); 2) Work Motivation: (Riyanto et al., 2017), (Bastari et al., 2020), (Prayetno & Ali, 2017), (Rivai et al., 2017), (Chauhan et al., 2019), (Aima et al., 2017), and (Masydzulhak et al., 2016); and 3) Employee Performance: (Riyanto et al., 2017), (Prayetno & Ali, 2017), (Ridwan et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017) and (Agussalim et al., 2016).

CONCLUSION

Starting from the discussion of the problem, theoretical basis, empirical data analysis, Based on the results of research and observations that have been carried out, the authors would like to propose some suggestions that can be taken into consideration for PT Kalmar Jaya Bandung. to improve Organizational Communication Climate and Work Motivation. These suggestions include:

1. Organizational Communication Climate at PT Kalmar Jaya Bandung further enhances the environment and one-way communication to support improved performance.
2. Improvement of employee work motivation can be done through increasing understanding of the applicable value system and responsiveness in responding to all information received, it is better for PT Kalmar Jaya Bandung to increase employee motivation both through the provision of several awards and adequate facilities, so that in the future it will encourage the achievement of performance high officer.
3. Employee performance of PT Kalmar Jaya Bandung must be improved, especially regarding increasing creativity and innovation in creating competitive and comparative advantages in completing tasks, cooperation with fellow co-workers to complete work is further increased and the frequency of periodic maintenance of work equipment is increased.
4. The priority that must be considered by PT Kalmar Jaya Bandung is to create a unidirectional organizational communication climate in order to create premium performance

BIBLIOGRAPHY

- Agussalim, M., Ayu Rezkianda Putri, M., & Ali, H. (2016). Analysis work discipline and work spirit toward performance of employees (case study tax office Pratama two Padang). *International Journal of Economic Research*.
- Aima, P. H., Adam, R., & Ali, P. H. (2017). Model of Employee Performance : Competence Analysis and Motivation (Case Study at PT. Bank Bukopin, Tbk Center). *Journal of Research in Business and Management*.
- Bastari, A., -, H., & Ali, H. (2020). DETERMINANT SERVICE PERFORMANCE THROUGH MOTIVATION ANALYSIS AND TRANSFORMATIONAL LEADERSHIP. *International Journal of Psychosocial Rehabilitation*. <https://doi.org/10.37200/ijpr/v24i4/pr201108>

- Chauhan, R., Ali, H., & Munawar, N. A. (2019). BUILDING PERFORMANCE SERVICE THROUGH TRANSFORMATIONAL LEADERSHIP ANALYSIS, WORK STRESS AND WORK MOTIVATION (EMPIRICAL CASE STUDY IN STATIONERY DISTRIBUTOR COMPANIES). *Dinasti International Journal of Education Management And Social Science*. <https://doi.org/10.31933/dijemss.v1i1.42>
- Cahyono, Budhi dan Suharto, 2005, pengaruh Budaya Organisasi, Kepemimpinan dan Motivasi Kerja Terhadap Kinerja Sumber Daya Manusia Di Sekretariat DPRD Propinsi Jawa Tengah, jurnal, JRBI Vol. 1, Yogyakarta
- Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, & H. A. (2017). Organizational Performance: Analysis of Transformational Leadership Style and Organizational Learning. *Saudi Journal of Humanities and Social Sciences*. <https://doi.org/10.21276/sjhss.2017.2.3.9>
- Elmi, F., Setyadi, A., Regiana, L., & Ali, H. (2016). Effect of leadership style, organizational culture and emotional intelligence to learning organization: On the Human Resources Development Agency of Law and Human Rights, Ministry of Law and Human Rights. *International Journal of Economic Research*.
- Goldhaber, Gerald M. (2000). Organizational Communications. Boston: McGraw Hill. Dubuque Iowa C. Brown Publishers
- Harini, S., Hamidah, Luddin, M. R., & Ali, H. (2020). Analysis supply chain management factors of lecturer's turnover phenomenon. *International Journal of Supply Chain Management*.
- Hermanto, Heri. 2018. Iklim Organisasi dan Kinerja Pegawai. Jurnal Ilmu Administrasi Negara dan Bisnis (JIAGANIS). Vol. 3. No 2. 2018
- Hakim, Abdul. 2006. Analisis Pengaruh Motivasi, Komitmen Organisasi Dan Iklim Organisasi Terhadap Kinerja Pegawai Pada Dinas Perhubungan Dan Telekomunikasi Provinsi Jawa Tengah. JRBI. Vol 2. No 2. Hal: 165- 180
- Limakrisna, N., Noor, Z. Z., & Ali, H. (2016). Model of employee performance: The empirical study at civil servants in government of west java province. *International Journal of Economic Research*.
- Masydzulhak, P. D., Ali, P. D. H., & Anggraeni, L. D. (2016). The Influence of work Motivation and Job Satisfaction on Employee Performance and Organizational Commitment Satisfaction as an Intervening Variable in PT. Asian Isuzu Casting Center. In *Journal of Research in Business and Management*.
- Masrukhin dan Waridin. 2004. Pengaruh Motivasi Kerja, Kepuasan Kerja, Budaya Organisasi dan Kepemimpinan Terhadap Kinerja Pegawai. EKOBIS. Vol. 7 No. 2. Hal: 197-209
- Prayetno, S., & Ali, H. (2017). Analysis of advocates organizational commitment and advocates work motivation to advocates performance and its impact on performance advocates office. *International Journal of Economic Research*.
- Ridwan, M., Mulyani, S. R., & Ali, H. (2020). Building behavior and performance citizenship: Perceived organizational support and competence (case study at SPMI private university in west Sumatra). *International Journal of Psychosocial Rehabilitation*. <https://doi.org/10.37200/IJPR/V24I6/PR260195>
- Rivai, A., Suharto, & Ali, H. (2017). Organizational performance analysis: Loyalty predictors are mediated by work motivation at urban village in Bekasi City. *International Journal of Economic Research*.
- Riyanto, S., Sutrisno, A., & Ali, H. (2017). International Review of Management and Marketing The Impact of Working Motivation and Working Environment on Employees Performance in Indonesia Stock Exchange. *International Review of Management and Marketing*.
- Robbins, Stephen, P. dan Mary Coulter. 2005. Manajemen. Jakarta: PT Indeks