

The Effectiveness of Organizational Communication in Improving Employee Performance at PT. Tirta Sibayakindo

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Abstract

This research aims to determine the effectiveness of organizational communication in improving the performance of PT. Sibayakindo employees. This research uses qualitative descriptive data analysis techniques. The data collection techniques used are observation, documentation and interviews with people and organization development. Based on the research results, it is concluded that communication is what binds the company together. Communicating well in a company is not easy, therefore communication strategies are needed. Organizational communication is the delivery and interpretation of messages between communication units in a particular organization. The main purpose of organizational communication is to convey thoughts, views and opinions, share information, express feelings and emotions, and work together. Organizational communication is not just about sharing information but also about building a strong foundation for progress and success. The strategies created and implemented are quite helpful and facilitate the performance of PT. Tirta Sibayakindo employees.

Keywords: Effectiveness, Organizational Communication, Company

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INTRODUCTION

Communication holds a crucial role in the workplace. It is understood that ineffective communication can significantly impact organizational dynamics, [1]. Such as the emergence of conflicts between employees. Conversely, effective communication can facilitate mutual understanding, collaboration, and increased job satisfaction [2]. Organizational communication is a key component in driving the wheels of the organization. This process includes the exchange of information, ideas, and messages that occur between members of the organization, whether vertically from management to employees, horizontally between colleagues, or diagonally across various organizational units. The effectiveness of this communication is measured by the clarity of the message delivered, the good reception by the receiver, and its impact on individual and organizational behavior and performance as a whole.

[3] states that organizational communication is the process of conveying and interpreting messages between communication units within a particular organization. As explained by Liliwari, the main purpose of organizational communication is to convey thoughts, views, and opinions, share information, express feelings and emotions, and cooperate [4]. Organizational communication becomes very important because it plays a role in directing employees toward organizational goals, motivating through inspirational messages, coordinating between departments and teams, and encouraging innovation and employee empowerment. At PT. Tirta Sibayakindo, effective communication can enhance employee performance through communication training, the use of appropriate communication tools, opportunities to give and receive feedback, and leadership that demonstrates good communication examples. Thus, organizational communication is not just about sharing information; it is also about building a strong foundation for everyone's progress and success.

Effective organizational communication facilitates organizational activities, and the achievement of company goals is influenced by organizational culture [5]. A positive organizational culture encourages productivity, innovation, enthusiasm, and the initiation of unique changes by members of the organization [6]. The modern evolution in the workplace shows that the current demographics include four generations of employees working simultaneously. The workforce consists of older individuals who are then replaced by younger generations, who may be descendants of the previous generations [7]. Effective communication contributes to reducing misunderstandings and internal conflicts, which often hinder the achievement of company targets. At PT. Tirta Sibayakindo, clear and open communication allows employees to understand the company's vision and mission, enabling them to work proactively and innovatively. Communication also plays an important role in motivating employees, where recognition and appreciation conveyed through effective communication can increase employee morale and loyalty.

In organizational communication, information messages aim to inform subordinates about practices, rules, benefits, customs, and other information not related to instructions and justifications. Task messages

focus on information about how members of the organization complete tasks [8]. Thus, organizational communication at PT. Tirta Sibayakindo is not just a tool for conveying instructions but also a medium for building harmonious working relationships, encouraging personal and professional growth, and inspiring continuous innovation and creativity. Therefore, as part of this organization, I am committed to continuously developing communication skills and contributing to a collaborative and productive work environment.

One of the company's main priorities is how they can maintain and manage employee motivation to remain goal-oriented. Maintaining employee motivation plays a crucial role because motivation is a factor that drives each individual to act and take initiative [9]. Organizational communication shows that its efficient implementation can play a significant role in enhancing motivation and performance of employees in various organizations and institutions. This is relevant to the challenges faced [10].

Ansen & Norman in [11] detail various communication challenges that can arise during the process, such as challenges from the message sender, challenges from the message receiver, challenges from the media, and challenges in providing feedback [12]. Additionally, physical barriers (such as weather disturbances or communication tool issues), semantic barriers (such as the use of convoluted words or words with dual meanings), and psychological barriers (such as differences in values or expectations between the message sender and receiver) can also pose challenges.

Productive employee performance must be enhanced and maintained to achieve organizational goals. Besides supporting factors such as ability and competence, the individual's desire to achieve success determines this performance. Rahmawati and Khoerunnisa, show that employee effectiveness and satisfaction are greatly influenced by communicative interactions between managers and employees. When communication runs well, employees feel their opinions are valued and understood, which can increase their motivation and engagement [13].

Work motivation is divided into two elements, namely external factors and intrinsic motivation, both of which have a direct impact on individual performance outcomes within an organization or company. Opportunities to develop capabilities are the ideal motivation that can drive effort. According to Herzberg, satisfaction and dissatisfaction are not opposites because they are not on the same continuum [14].

Happiness transcends the fulfillment of material needs and includes the fulfillment of moral and spiritual values provided by religion. Happiness is not just about pleasure, but also about peace and tranquility. To fulfill human spiritual needs, religion serves as a source of life and moral guidance. If a believer's spiritual needs are met, they will feel satisfied with their work. Imam Ghazali recognizes that wealth can bring happiness, but it is not the ultimate goal in human life. Employees who feel comfortable with their jobs tend to stay in the company because the job provides peace in their lives [15].

Organizational communication plays an important role in a company's operations and can influence employee performance. PT. Tirta Sibayakindo, as a company, certainly also implements organizational communication in its operations. This study hypothesizes that the effectiveness of organizational communication at PT. Tirta Sibayakindo can contribute to improving employee performance. To test this hypothesis, a study was conducted to measure the extent to which the effectiveness of organizational communication at PT. Tirta Sibayakindo affects employee performance improvement. The results of this study will show whether the initial hypothesis that the effectiveness of organizational communication at PT. Tirta Sibayakindo contributes to improving employee performance is true or not. If true, it will provide evidence that effective organizational communication can be used as a strategy to enhance employee performance. If not, then other factors need to be identified that can improve employee performance at PT. Tirta Sibayakindo.

RESEARCH METHODOLOGY

This research was conducted at PT. Tirta Sibayakindo, located at Jl. Medan-Berastagi Km.55, Daulu, Kec. Berastagi, Kabupaten Karo, Sumatera Utara 22152. This study employs a qualitative approach with a descriptive method. The qualitative approach was chosen because it aims to understand phenomena in-depth and comprehensively. This type of research is descriptive. The qualitative descriptive method means that the researcher examines data from the field by describing it in words or sentences. The data analysis performed is a collection of observations, documentation, and interviews processed through note-taking and described in words and sentences.

The data collection techniques used in this study include Observation to observe how employees communicate with each other and the communication techniques used, followed by interviews conducted with the People and Organization Development team of PT. Tirta Sibayakindo to gather information about the effectiveness of organizational communication in improving employee performance. Additionally, documentation was collected to provide evidence that research was conducted at PT. Tirta Sibayakindo.

The data analysis technique used is qualitative descriptive. Qualitative descriptive analysis means that the researcher examines data from the field by describing it in words or sentences. The data analysis performed is a collection of observations, documentation, and interviews processed through words and sentences.

RESULT AND DISCUSSION

Communication is a fundamental human activity. Through communication, people can connect with each other in daily life, within families, at work, and wherever they are. There is no person who is not involved in communication. Communication is a crucial process within an organization. It is the primary key to building relationships within an institution and also serves as the main source for conveying information. PT. Tirta Sibayakindo is a company engaged in the production of bottled drinking water (AMDK) under the brand name AQUA. PT. Tirta Sibayakindo has a distribution chain from the Central Supply Facilities to the Distribution Centers (DC). The central warehouse is located in Berastagi, which functions as the Central Supply Facilities and then distributes to Distribution Centers in Medan, Banda Aceh, Pekanbaru, Padang, and Batam.

THE EFFECTIVENESS OF ORGANIZATIONAL COMMUNICATION IN IMPROVING EMPLOYEE PERFORMANCE AT PT. TIRTA SIBAYAKINDO

[16] states that organizational communication can be defined as a means of conveying information. Organizational communication plays an important role in a company's operations and can influence employee performance. Through the communication process, decisions can be made regarding what steps or results will be achieved in the future, and communication can serve as a guideline in determining whether cooperation can be continued or not. If the role of organizational communication at PT. Tirta Sibayakindo is well managed by the company's management and leadership, it will significantly impact employee performance and can result in positive and beneficial outcomes for the employees.

TYPES OF COMMUNICATION EMPLOYED BY PT. TIRTA SIBAYAKINDO

PT. Tirta Sibayakindo, as a company, certainly implements organizational communication in its operations. From my interview with the people and organization development team at PT. Tirta Sibayakindo, the types of communication used include internal and external communication. Internal communication involves the exchange of ideas between supervisors and employees, as well as among employees within the company, leading to the realization of planned objectives. External communication, on the other hand, is conducted outside the institution, such as with the surrounding community. Employee performance is usually observed through internal communication among colleagues and with supervisors, while external communication is used when interacting with the community around PT. Tirta Sibayakindo [17].

Additionally, PT. Tirta Sibayakindo utilizes communication through banners, emails related to communications the company wants to convey to employees, and interestingly, through wallpapers. Every employee with a laptop/computer uses the same wallpaper that displays the work agendas to be undertaken by the employees, directly connected from the central office.

COMMUNICATION STRATEGY AT PT. TIRTA SIBAYAKINDO

[18] states that communication is the binding element of an organization within an institution. Communication helps employees achieve goals, respond to or implement company changes. However, communicating is not always straightforward. Therefore, a good communication strategy is needed to enhance employee performance. Based on interviews conducted with the people and organization development team at PT. Tirta Sibayakindo, the strategy used to streamline communication to enhance employee performance is the Shock Intercall Management (SIM) system. SIM is a tiered communication system comprising SIM 1, SIM 2, SIM 3, SIM 4, and SIM 5. SIM 1 involves communication between operators and machines, checking all machine parameters or ensuring every team member maintains SQCDME (work guidelines) standards in their respective areas, with technicians performing MTBF to identify potential SQCDME issues and reporting any discrepancies for immediate resolution. SIM 2 entails reporting results from SIM 1 if there are issues, and these results proceed to SIM 3. SIM 3 typically occurs every morning where all employees and supervisors gather to discuss unresolved issues from SIM 2, seeking solutions, which are then communicated back to SIM 2. This process involves top-down and bottom-up communication. SQCDME issues that cannot be resolved by support in SIM 2 are escalated to SIM 3, where the support team takes strategic/preventive actions.

SIM 4 involves managers and plant heads meeting weekly to discuss unresolved issues from SIM 3. If no solution is found, the issue escalates to SIM 5, where all plants in Region 1 (Plant Langkat, Plant Solok, and Plant Lampung) are involved.

PT. Tirta Sibayakindo also uses WhatsApp groups for effective communication among employees. A leader frequently disseminates important information simultaneously to several employees through this platform, considering the significance of the information for employee performance.

Besides having programs to address communication issues within the plant, PT. Tirta Sibayakindo also addresses individual issues, such as communication conflicts between employees by reporting to their respective supervisors. One such program is called coaching, where the supervisor resolves the issue. If unresolved, it is escalated to HR (Human Resources). PT. Tirta Sibayakindo also has a Collective Labor Agreement (PKB) and a Tone Hole program, where employees gather to communicate the company's current conditions.

EMPLOYEE PERFORMANCE AT PT. TIRTA SIBAYAKINDO

Performance refers to the quality of work or services provided by an individual performing a job. Employee performance is the actual achievement of an individual in terms of quality and quantity while performing their duties as per the given responsibilities. This research focuses on the quality and quantity of work done by employees at PT. Tirta Sibayakindo.

Based on field research, PT. Tirta Sibayakindo implements a program to improve employee performance known as the Grow Model:

- a) G: Goal
- b) R: Reality
- c) O: Options
- d) W: What next/Will

CONCLUSION

Based on the above discussion, it can be concluded that the effectiveness of organizational communication at PT. Tirta Sibayakindo has been functioning well and systematically. The strategies created and implemented at PT. Tirta Sibayakindo significantly contribute to and enhance employee performance. The role of communication at PT. Tirta Sibayakindo, including how communication occurs through various stages that are continuously evolving, changing, and unceasing in conveying messages, is crucial. The communication process is reciprocal, as the sender and receiver of the message mutually influence each other.

Employees at PT. Tirta Sibayakindo are required to understand and implement SIM (Shock Intercall Management) as a standard operational service cycle to ensure effective communication between leadership and among employees. This practice ensures that every employee feels valued and acknowledged by both the leadership and their peers, and that there is no gap between senior and general workers, thereby enhancing overall employee performance. Every company faces various challenges in the field, and it is expected that these challenges can be effectively resolved through the implementation of several programs or tools at PT. Tirta Sibayakindo.

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