

# INVESTIGATION OF ORGANIZATIONAL COMMUNICATION CLIMATE AT BHAYANGKARA SURABAYA UNIVERSITY USING COMMUNICATION CLIMATE INVENTORY (CCI) METHOD

**Ita Nurlita**

Faculty of Social and Political Sciences,  
Bhayangkara Surabaya University,  
INDONESIA.  
itanurlita@gmail.com

## ABSTRACT

*Good image of an organization needs good quality and support employee's working motivation. Employees can work well within their organizations if there is a relationship and good communication between the company represented by the management as a supervisor and the employees as subordinates. In order to organization runs smoothly and well-coordinated, a communication aspect plays role in the organizational life, where every individual in the organization can convey personal interest and it's solution will be collectively solved. The aim of this research is to describe the climate of organizational communication in Bhayangkara Surabaya University (BSU) using Communication Climate Inventory (CCI) method. Type of this research is descriptive. This research utilizes quantitative methodology to analyze data. Determination of samples collection use Probability Sampling Design. The results show that Organizational Communication Climate at the BSU with average value of the overall indicator of organizational communication climate of 3.09 points. This indicates climate of BSU's organizational communication is unable to encourage employee motivation and performance (according to threshold value of the Pace and Faules).*

**Keywords:** Organizational Communication Climate; Work Motivation, Employee Performance.

## INTRODUCTION

One resource within organization is employee. Employee is a member organization that can determine the success of an organization in achieving its goals. Without the generous support from the employees, an organization will be difficult to achieve goals. To give a good image to the public, BSU must be able to provide a good service. It required the qualified or high-performance employees. Employees can work well within their organizations if there is a good relationship and communication between the companies represented by the management as a supervisor and the employees as subordinates. So the organization's goals can be achieved, not only profit but the welfare of employees will also increase.

In order to organization system runs smoothly and well-coordinated, a communication aspect plays role in the organizational life, where every individual in the organization can express the opinion. This will be functioned properly if only it is supported by good organizational communication climate. Organizational communication climate is the atmosphere created by the communication patterns of interpersonal relationships in the organization. The communication climate is a reflection of the collective atmosphere circumstance of employee. It will be very influential, both to increase the ability of each individual and to the efficiency of agencies working in the environment as a whole (Pace, Wayne & Don Faules, 2005).

Supporting communication climate (positive communication climate) can encourage employees to participate in fair communication (free to exchange information and communication). Otherwise, organization with defensive communication climate (negative communication climate) cannot encourage employees to participate and to communicate openly. It will tend to be covered in delivering the information, do not feel free to communicate, be cautious or timid in expression or statement (Muhammad, 2007). These conditions can lower employee morale.

This study is focused to observe, describe, and analyze in detail the organization communication climate in BSU using Communication Climate Inventory (CCI) method and relevant theory as a tool of analysis in this study are:

### **Organizational Communication**

Communication within an organization is an activity that is always present (not absent), *conditio sinne quanon*, because communication is a means used by employees, either formally or informally, to discuss, exchange ideas, make a report to the supervisor, provides guidance to subordinates and so on. Communication is a major factor in the organization (Muhammad, 2007). So Organizational communication is communication between people that occurs in an organizational context, there is a network messaging each other to depend on each other.

### **The Importance of Internal Communication in Organizations**

Internal communication is a communication among employees, it has three forms, first is downward communication that is communication from the leadership to employees. The second is upwards communication that is communication from employee to the top. The third is a parallel communication, which is communication among fellow employees (Masmuh, 2010).

Thus the internal communications within the organization will have a direct impact on the organization communication climate. If employee's perception that internal communication in the organization does not create in good organization communication climate, of course, it can impact the behavior and participation of employees in the organization.

### **The Organizational Communication Climate**

Communication that occurs between among the employees will create a climate of communication. Organizational communication climate is the atmosphere communication who created by the patterns of interpersonal relations that prevail in the organization. In communicating, people always involve perception. Communication climate is one important dimension in the organization because it is the overall perception of employees on the properties of communication within the organization. Because the communication climate is a reflection of the collective atmosphere and the feeling an employee, then this condition will be very influential, both to increase the ability of each individual and to the efficiency of working in the environment as a whole. Pace and Faules states that an organizational communication climate can affect the way of life of employees, to whom the employee spoke, likes, felt, how the work activities, how it goes, what is to be achieved and how to adjust to the organization (Pace, Wayne & Don Faules, 2005).

By knowing something about the organization communication climate, we can better understand what drives organization members to behave in certain ways and what factors are affecting the organizational communication climate, Pace & Faules suggests there are 6 climatic factors that affect organizational communication, namely: 1) Trust, 2) Shared Decision Making 3), Honesty, 4) Openness In downward Communication, 5) Listening In Upward Communication, 6) Attention In High Performance Goals (Pace, Wayne & Don Faules, 2005).

### **The Relationships Between Organization Communication Climate And Employee's Performance**

Theories that explain the attachment between the organizational communication climate and employee's performance is described by Kopelman, Brief, and Gozzo states that if an organization implement an organizational plan or participate in decision-making, perhaps there will be a changes in organizational climate. These changes affect the performance and employee productivity. In other words, the employee's performances within a company are related to organizational communication climate itself. A good organization communication climate support the employee's performance better (Masmuh, 2010).

**PROBLEMS**

Internal communications that had been held at the BSU, who stood under the auspices of the Foundation of the Brata Bhakti of East Java Regional still thick with the police atmosphere, where the information flow from top to bottom, rarely flows from bottom to top, so its create a defensive communication climate, which is tend to covered in delivering the information, do not feel free to communicate, be cautious or timid in the opinion issued or statement.

The problems in communication climate at the BSU are shown at Table 1.

**Table 1. Problems in Communication Climate at the BSU**

Aspect	Descriptions	Problems
Academic atmosphere (internal)	Interaction among faculty, staff (formal, non-formal)	<ol style="list-style-type: none"> <li>1. The absence of a special unit, manage issues, provide information on management policies to the academic community</li> <li>2. Interaction among faculty, among employees is still not running properly.</li> <li>3. Unavailability of container, forums and media to communicate and interact on a regular basis</li> </ol>
Academic services	Academic services to students	<ol style="list-style-type: none"> <li>1. The absence of information one-stop, integrated to the members and students</li> <li>2. Lack of adequate infrastructure for information services</li> </ol>
Management Policy	The occurrence of distortion and mis perceptions of task	<ol style="list-style-type: none"> <li>1. Perceptions of job has not been uniform among the foundations and the Rectorate</li> <li>2. Minimal appreciation of the tasks</li> <li>3. The tendency of monotonous work activities.</li> <li>4. The absence a regular activity to discuss the issue took place between members of the organization</li> <li>5. The tendency of mis perception among subordinates and superiors</li> </ol>

With the climate problems in organizational communication at the BSU which is described in Table 1, organization communication climate issues within BSU is researched. Because the results of research about the organization communication climate is very valuable to the organization and its provide policy recommendations as input for the organization at the BSU.

**RESEARCH QUESTIONS**

1. How the organizational communication climate condition within the civitas academic of BSU at present?
2. Is the communication climate at the BSU can encourage employee motivation and performance?

**RESEARCH METHODS**

**The Type of Research**

The type of research is descriptive, measurement of certain social phenomena. This study uses quantitative methods that analyzed the facts through a survey using a questionnaire as the primary data collection tool. In this study, researchers tried to describe and analyze conditions of organizational communication climate at the BSU.

**Operational Concept**

Variables of CCI: 1) Trust, 2) Shared Decision Making, 3) Honesty, 4) Openness In downward Communication, 5) Listening in Upward Communication, 6) Attention In High Performance Goals, that's operationalized by linking climate indicators, namely communication perceptions of employees in the organization. Then these variables are bound between organizational communication climate with employee motivation and performance.

**Population and Sample**

The populations are the employees of the BSU that located on Jl. A. Yani 114 Surabaya, totalling 181 people; it takes 64 people for sample by the formula (Bungin, 2006).

$$n = N \frac{1}{N(d)^2 + 1}$$

n = number of samples

N = number of population

d = precision value (determined in this example by 90% or  $\alpha = 0.1$ )

The sample collection technique using Probability Sampling Design means that the sampling based on the premise that the entire population of units has the same chance to be sampled.

**Processing and Data Analysis Method**

The analysis of this research by examining the reactions of members of the organization's perception of the macro-organizational characteristics those are relevant in communicating and useful for members of the organization, using a Communication Climate Inventory (CCI) method. The formula used in this study: [6]

$$\bar{X} = \frac{f_1X_1 + f_2X_2 + \dots + f_k X_k}{f_1 + f_2 + \dots + f_k} = \frac{\sum fX}{\sum f} = \frac{\sum fX}{n}$$

$\bar{X}$  = overall average value

f = frekuensi (f) the number that appear in each indicator

X = number of values (X) on each indicator in each question

n =  $\sum f$  is the number of samples (respondents)

**RESULTS AND DISCUSS**

The calculated total value of the Organization Communication Climate (OCC) at BSU obtained a value of 3.09 points, the value obtained from the calculation of an overall average of the indicator, the indicator of trust by 3.58 points, indicators of shared decision-making by 2, 71 points, 3.29 points for honesty indicator, an indicator of openness in downward communication by 2.90 points, indicators of listening in upwards communication of 3.14 and an indicator of attention on high-performance objectives by 2.90 points. The 3.09 points shows that the organizational communication climate at the BSU, according to a threshold value of the Pace and Faules (3.80 for the upper limit value and 2.80 for the lower limit Value), unable to encourage employee motivation and performance, as it nears the lower limit value of 2.80 points.

The overall results and analysis of organizational CCI are shown at Figure 1 and Table 2.

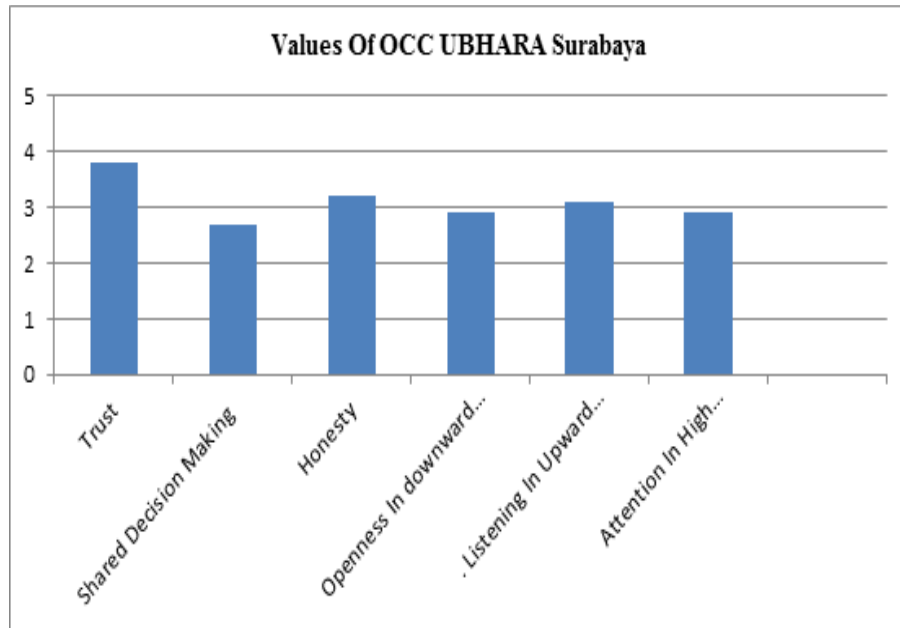


Figure 1. Value of OCC

Table 2. Values of OCC Indicator Based Employee Status &amp; Gender

Indicator CCI	Employee Status		Gender	
	educative	Non Educative	Male	Female
Trust	3,76	3,41	3,58	3,60
Shared decision-making	2,87	2,51	2,70	2,72
Honesty	3,41	3,15	3,31	3,28
Openness In downward Communication	3,08	2,67	2,86	2,79
listening in upwards communication	3,40	2,81	2,98	3,27
Attention In High Performance Goals	2,98	2,77	2,90	2,90
<b>The average value</b>	<b>3,25</b>	<b>2,89</b>	<b>3,06</b>	<b>3,09</b>

From the results can be seen that indicators of shared decision-making has the lowest value of 2.71 point, it means the organizational communication climate at BSU rarely involve employees in shared decision-making. There are significant differences in values, the statistical data is assumed any difference in value of about + 0.20 or - 0.20 is important factor (according to Pace and Faules). The results of cross tabulation based on the status of employees, there are differences in values of 0.36 points between educational employees (Lecturer) with non-educational employees, where the value of organizational communication climate (OCC) educational staff (Lecturer) higher than non-educational employees, this suggests that the differences in perceptions of communication climate among employees of educative with non-educative employees, besides that there is a difference hierarchy between educational (Lecturer) with non-educational employees may also cause by differences in perceptions of organizational communication climate, as well as the interaction between leaders with subordinates.

## CONCLUSION

Organizational communication climate at the BSU rarely involve employees in shared decision-making, it has the lowest value of 2.71 point, and based on the identity of the respondent at the BSU, there a significant difference value between respondents from educative and non-educative. This suggests that non-educational employees often left or rarely involved in the organizational communication climate than the educative employees.

Organizational communication Climate at the BSU with an average value of the overall indicator of organizational communication climate of 3.09 points, indicating that according to a threshold value of the Pace and Faules is unable to encourage employee motivation and performance. Alleged that employees which have low of value of the communication climate, have a sense of disappointment, lazy, unmotivated and discouraged.

## SUGGESTION

To encourage employee motivation and performance at the BSU, the head of the organization should pay more attention to the welfare of employees with awards granted (reward) if the employee's performance improved, because there is a very low value on the indicator which shows much less to encourage motivation and employee performance. And the organization of the BSU should involve every employee and do not distinguish.

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