The Effect of Communication Systems, Communication Climate, and Organizational Culture towards Employee Performance in Bureau of General Resources of Koperasi Telekomunikasi Selular Jakarta

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Abstract: The purpose of this research is to examine wheras there is a relationship and influence of communications system, communications climate, and corporate culture towards employee performance through communications audit method. The samples of this research are 96 employees of Biro Sumber Daya Umum Koperasi Telekomunikasi Selular Head Office. Descriptive Analysis, Rank Spearman Correlational Analysis, and Multiple Regression Analysis were run with SPSS software version 21 for data analysis. The result of the analysis shows that the relationship between the three independent variables has no significant effect on the dependent variable individually. The relationship between the three independent variables has a significant effect on the dependent variable simultaneously. The empirical findings indicate that in order to improve employee performance, it is necessary to consider the communications system, communications climate, and corporate culture simultaneously.
Keywords: Organizational communication, communication audit, performance.

INTRODUCTION

There is no society that has not changed in this world, including a company that is a micro element of the community system. Social life that is dynamic, ensuring that social change must happen to all elements of society. Social change positions itself as one part of the social life phenomenon, making social change itself normal to every element of society.

This phenomenon can be captured when people experience a shift in values or behavior that should apply at that time. Of course, this change is not happening because the community itself wants change, but the impetus for the development of the various sectors that influence it. For example, the performance of employees who decreased due to decreased motivation to work because the working atmosphere is no longer fun.

Burgoon explains that a person's behavior is basically programmable, where communication is one strategy to do so. Griffin [1]. Littlejohn [2] in his Theories of Human Communications also explains that one's behavior focuses on how they actually behave in communication situations, in this case is organizational communication.

Robert Bacal expresses the importance of communication as a continuous process which, if run by a company, can bring financial benefits. He also revealed that a company can improve its performance by conducting a continuous communication process and conducted in partnership between an employee and a direct superior, Ansen, [3]. It shows that organizational communication gives a big role on the growth of a company, both financially and the competence of the people who are in it.

Karl Weick in his Organizing Theory reveals that organizations are not formed from the structure and function of office but from communication activities. Thus, studying the organization is studying its organizational behavior, and the core of that behavior is communication, Morissan [4]. In other words, to examine the organization then the main aspect is to examine the interaction of communication that exists within the organization. Analysis of an organizational communication profile can be done for that matter, with the scope of the analysis being what kind of communications climate is contained within the organization, what kind of information is shared within the organization, and the organizational culture picture, so as to provide a comprehensive overview of the organizational communication conditions and identify the methods of problem solving that are present.

Organizational communication has two main focuses, namely internal communication and external communication, Arni [5]. In this case, internal communication takes place inside the corporate body by involving company employees such as board of directors, managerial ranks, employees, and so forth. Meanwhile, external communication takes place outside the corporate body by involving customers, business partners, media, government, and so on. The overall communication that occurs in the organization must be in a positive condition so as to provide maximum output. Organizational communication is considered as a strategy and tactics companies in utilizing all media they have to communicate with stakeholders. Employee relations or that can also be referred as internal communication is one of the scope of communication of the organization, Van Riel [6].

Good organizational communication will make it easier for corporate leaders to deliver organizational messages. To measure this, the audit of communication as an evaluation tool and measuring the effectiveness of organizational communication, can be implemented. Hardjana positioned the communication audit as an in-depth and thorough study of the implementation of organizational communication aimed at improving organizational effectiveness. Nurdin, Cangara, Sultan, [7].

As in most business organizations that want to develop, Koperasi Telekomunikasi Selular ("Kisel") also launches tangible corporate growth such as financial aspect as well as intangible aspects such as competency aspect. However, in August 2016, Kisel discovered an embezzlement activity worth approximately Rp10 billion (Legal Compliance Kisel Department, 2016) in one of the Departments under the Head Office's General Resources Bureau ("SDU"). This embezzlement can occur due to the lack of internal control and the slackness of employee behavior to work in accordance with the values adopted by the company.

Internal review in March 2017 revealed that employees at the same level supervisors down did not see any transparency of information and information facilities to receive company's directions or messages. They added that the information flow that runs truncated at the manager level. Truncation of the groove, causing a sense of alienation at the employee under the supervisor level (Focus Group Disscusion, March 10, 2017).

The set of facts of embezzlement in August 2016, FGD results in March 2017, and pre-survey results in July 2017, were able to draw an assumption that Kisel's communications conditions were not in good shape and affecting overall employee performance.

As noted earlier, Kisel's organizational communication and understanding of corporate values that are in bad condition indicates an obstacle to one or more dimensions of Kisel's organizational communication. Therefore, the writer was moved to examine Kisel's organizational communication with the focus of internal communication, through a communication audit. The method will identify the current communications condition of Kisel organization. With this research, Kisel communication condition can be known and also known obstacles that occur in it. For this study, the authors will focus on analyzing Kisel's organizational communication profile in three scopes, ie communication system, communication climate, and organizational culture. In addition, the authors will also see the relationship of these three variables with employee performance, as the key to the achievement or failure of corporate goals.

LITERATURE REVIEW

The definition of Organization is much expressed by communication experts. Everet M. Rogers in his book "Communication in Organization" tries to define the Organization as follows: "The organization is an established system of a group of people working together to achieve common goals, through levels of rank, and the division of basic tasks." Khomsahrial [8]. Joep Cornelissen in his book Corporate Communications identifies organizational communication as a moment of increased interest in the organization, resulting from the trend of integration and the emergence of communication as a philosophy that guides the management of communication within a company Cornelissen [9].

Cornelissen in his book tries to reveal that organizational communication becomes very important because it not only determines whether the function of communication within the organization is run to help provide strategic input in decision making at the top level, but also, whether the communication activities undertaken within the organization are efficient and integrated. In other words, how a communication is organized within an organization will define important strategic and political dimensions that are also crucial for effective support and all communication activities within the organization.

Internal communication, in terms of organizational growth, plays an important role. As expressed by John Smythe in Effective Internal Communications, Smith and Mounte [10] that the objective of a business today is developed through the organization's HR. Therefore, by collaborating, working together, and encouraging human resources within the organization, will spur organizational HR to provide the best possible ability for the organization.

Karl Weick in his Organizing Theory reveals that organizations are not formed from the structure and

function of office but from communication activities. Thus, studying the organization is learning organizational behavior, and the core of that behavior is communication. Therefore Weick does not call it organization but organizing process, Littlejohn [11]. The organizing process is an activity of reducing uncertainty in an environment defined by the inherent behavior that is inherent as a support process. The main idea of this theory is that the organization is in an information environment in which interrelated behavior exists between members aimed at reducing uncertainty. Such linked behavior is communication.

To find out what's going on within the organization, it's important to check the behavioral interactions among members of that organization. In other words, to examine the organization then the main aspect is to examine the interaction of communication that exists within the organization. Analysis of the organization's communication profile can be done for that matter. Organizational communication profiles provide a way for members of the organization to report on how satisfied they are with the organization, what type of communications climate is within the organization, what information is shared within the organization, and the organizational culture picture, so as to provide a comprehensive picture of the conditions organizational communication and identifying the methods of problem solving that are present, Pace, Wayne R. and Don F. Faules [12].

Satisfaction with the organization is at the core of the work of an organization member. If an organization member does not achieve a high degree of satisfaction with his organization, it is unlikely that he will leave the organization or at least withdraw. Satisfaction with the organization is the perception of a member of the organization of their work in the organization, offered career paths, salary and benefits received conformity with superiors and cohesiveness with colleagues.

An overview of what information is shared within an organization can be seen from the communication systems used by an organization to convey its messages. In this case, there are five dimensions that affect how information is shared within the organization, as described by Pace are as follows, Pace, Wayne R. and Don F. Faules [13]:

- Media Quality. Perceptions of how far the publication, written instructions, reports, and other media used in communicating within the organization;
- Accessibility Information. Perceptions of how far information is available from various sources within the organization;
- Information Dissemination. Perception of how far the message spreads within the organization;

- Payload of Information. Perceptions of how well the quality and depth of messages conveyed by the organization to members of the organization; and
- Message Purity. Perceptions of how well the messages conveyed by the organization to members of the organization.

The concept of communication in synergy with the organization is the climate. What kind of communications climate is contained within an organization, influenced by six dimensions, as described by Pace are as follows, Pace, Wayne R. and Don F. Faules [14]:

- Trust. Perceptions of how far superiors in an organization trust their subordinates, and vice versa;
- Decisions. Perceptions of the extent to which an organization member is given a place to communicate and be involved in any organizational decision-making;
- Motivation. Perceptions of how far an organization member is able to express opinions and opinions within the organization, and openness among fellow members of other organizations;
- Downward Communication. Perceptions of how far a subordinate within the organization receives information from his / her boss and has access to information;
- Upward Communication. Perceptions of how far a superior in the organization considers suggestions from subordinates; and
- Attention. Perceptions of how far an employee is determined to achieve organizational goals and rewards from the organization to members of the organization.

In addition to how information is disseminated within the organization, and the climate created within the organization, what organizational culture exists, affects a profile of organizational communication. Organizational culture or what is often referred to as corporate culture, is a set of values shared by members of the organization and articulate their behavior, as perceived by its stakeholders, as desired by management, Budihardjo [15].

In order to carry out the process, it is not easy, it requires a high degree of connection between the organization/company with its members and the establishment of a learning environment simultaneously. Both of these factors make values as the most important element in organizational culture, although not expeditistly leading to the behavior of its members. An organization/company with a strong culture will be reflected in the uniform behavior of members in it. From the presentation, three main dimensions are defined in the organizational culture, as described by Pace, namely: Pace, Wayne R. and Don F. Faules [16]:

- Relationships. Perceptions of how far an organization maintains closeness with its members;
- Values. Perceptions of how far an organization passes values to its members; and
- Learning Environment. Perceptions of how far an organization provides a learning environment for its members to continue to sharpen their ability.

As Seymour Hamilto) [17] puts it in an article entitled Selling the CEO on a Communication Audit, a communication audit can be carried out to solve a company's communication problems, such as: (i) the flow of information that is stagnant and stagnant; (ii) unbalanced communications burden; (iii) persons with personal agendas that are ineffective within the organization; (iv) information concealed to keep away from achieving organizational objectives; (v) discrepancies related to the message as to what the organization's objectives and its achievement efforts are.

Communication audit can be defined as an activity of reviewing the effectiveness of communication as well as the level of communication satisfaction that exists at various levels of work within the organization with a primary focus on evaluating internal communication systems that suppress aspects such as quality information assessment, relationship relationships, performance feedback, communication environments, and subordinate involvement in the decision making process, Bungin and Mohammed [18]. Jim Shaffer formulates the communication audit as follows: "communication audit is a sophisticated precision instrument generating volumes of data that can guide an organization through the intricacies of organizational change." (Shaffer, The Maxi-communication audit-a precision instrument for change [19]. In the formulation, Jim Shaffer prioritizes the advantages of communication audit that are able to gather data to direct the organization toward change.

The communication audit reports basically use three different approaches, Hardjana [20], which are as follows:
- Conceptual approach. Conceptual approach is related to the understanding of organizational performance in the field of communication (effectiveness of communication systems). The conceptual approach begins by choosing a set of standards for measuring organizational performance, which is then developed to measure the level of goal achievement and the extent to which objectives are achieved;
- Survey approach as a single tool. Survey approach as a single tool is the most common field evaluation research where the main focus in this approach is to find and determine a measurement tool that is then used to examine the organization. The difference between communication audit and

evaluative research is generally the meaning of data. In evaluative research, data acquisition serves as a goal. While in communication audit, data acquisition serve as a tool to improve the organization; and
- The procedure approach. This approach prioritizes the process of conducting communication audits rather than the measurement tools used. The procedure approach is the most complex approach in the field of communications audits because it involves a group of auditors with multiple measuring instruments for the entire organization over a long period of time.

In addition to the above three approaches, communication audit has three dominant models, Hardjana [21], which are as below:
- Conceptual structure model according to Howard Greenbaum. To conduct a communication audit, Howard Greenbaum proposes a procedure that can be applied at the level of the overall communication system and at the level of specific communications activities, which are part of a system;
- Organizational communication profile model. This model is essentially a functional organizational analysis model that can simply be described as the use of knowledge and social science to examine the present state of an organization and is intended to find ways that can be used to improve it. Technically, this model can be said as a search tool in which errors occur in the process of improving organizational effectiveness. This model has a number of important variables that must be handled sequentially, ie, organizational satisfaction, communication climate, media quality, information accessibility, information dissemination, information content, message purity, and organizational culture; and
- Communication evaluation model. The model of communication evaluation is the examination and assessment of the practice and communication activities in a particular situation. According to Howard Greenbaum in Hardjana [22] the information obtained and inferred from this model can have many benefits for performing various actions for the improvement of the communication system.

Communication satisfaction within a company will affect the performance of the employees of the company itself. Anwar Prabu Mangkunegara defines performance as a result of the quality and quantity achieved by an employee in performing the tasks and responsibilities of the given job, Yuliana [23]. Still in the same journal, Benardin and Russel in Ruky reveal six criteria for measuring the primary performance, namely:

- Quality. Measurement to the extent to which the process or outcome of the implementation of the activity approaches the expected goal;
- Quantity. Measurement of the level of sums resulting from the execution of such activities. For example: the amount of Rupiah, unit, and activity cycle performed;
- Timeless. The measurement of the extent to which an activity can be completed at the desired time with respect to other output coordination as well as time available for the activities of others;
- Cost Effectiveness. Measurement to what extent the use of enterprise resources is optimized to achieve maximum yields or reduce losses from each unit of resource use;
- Need for Supervision. Measurement to what extent an employee can perform the job without supervision of his superiors to reduce unwanted actions; and
- Interpersonal Impact. Measurement the extent to which an employee maintains self-esteem, good name, and cooperation among colleagues and superiors / subordinates.

While previous research related to this research is Kiki Zakiah research entitled Influence of Organization Communication Network to Achievement of Objectives of Islamic Women's Cooperation Agency. In this research use survey method with system theory. The results of this study show that X variables studied, namely downward communication (X1), upward communication (X2), horizontal communication (X3), informal communication (X4), show two variables that affect the achievement of BKSWI objectives, namely communication horizontal (X3), informal communication (X4). Meanwhile, the downward communication variable (X1), upward communication (X2) does not affect the achievement of BKSWI objectives.

The second research, research from Margaretha Evi Yuliana entitled Influence of Organization Communication Profile to Performance Lecturer STMIK Duta Bangsa Surakarta. In this research using explanation method with model of organizational communication profile. The results of this study show that the organizational communication profile variables positively and significantly affect the performance of lecturers (Y) in STMIK Duta Surakarta consisting of organizational satisfaction factors (X1), organizational climate (X2), media quality (X3), ease of information acquisition (X4), information dissemination (X5), information content (X6), message purity (X7), and organizational culture (X8) proved to influence the performance of STMIK Duta Bangsa Surakarta lecturers.

The statistical test results support the statement by showing positive and significant value on the variable of organization's communication profile on the performance of lecturers STMIK Duta Bangsa Surakarta. It is shown in statistical test of organizational communication profile variable that has coefficient of determination equal to 0,392 which mean that variance of organizational communication profile variable can explain lecturer's performance variable equal to 39,2%, while the rest 60,8% influenced by other variable outside model.

The third study, research from Dadan Mulyana, M. Subur Drajat, and Ani Yuningsih entitled Profile of Climate Communication Organization Kopertis In Development and Supervisor Private Universities. In this study using correlational method with climatic concept of organizational communication. The results showed that the level of supportiveness (X1) (communication that supports and maintain each other's self-esteem) in Kopertis Region IV West Java and Banten is high category and it is considered good by PTS lecturer and correlated with job satisfaction of PTS lecturer (Y).

The level of participation of university lecturers (X2) in decision making in Kopertis Region IV West Java and Banten is categorized high enough and considered good, and correlated with job satisfaction of PTS lecturers. Level of trust and mutual trust (X3) between PTS lecturers with Kopertis Region IV West Java and Banten are categorized as high and considered good, and correlate with job satisfaction of PTS lecturer. The level of openness (X4) between PTS lecturers and Kopertis Region IV West Java and Banten is categorized as high and considered good, and correlated with the job satisfaction of PTS lecturers. The level of clarity of high performance targets (X5) among university lecturers, thanks to communication supervision, control and guidance by Kopertis Region IV West Java and Banten, including high and good category, and correlated with job satisfaction lecturers.

There are many other factors that affect employee performance, such as job satisfaction, motivational leadership style, work discipline, morale and effort. These other factors have an impact on employee performance. This is based on the result of some previous research as follows:
- Job satisfaction and leadership style: positive and significant influence on Employee Performance either partially or simultaneously at PT General Insurance Bumiputera Muda 1967, Maida; Riyanto, R; & Ali, Hapzi [24];
- Motivation and job satisfaction have a positive and significant effect on teacher performance partially or simultaneously or in this context bias also to employee performance in general company and other organization. The higher motivation and job satisfaction of employee will lead positive impact

on performance, Riyanto, S; Adonia; & Ali, Hapzi [25];

- Job motivation and job satisfaction have positive and significant impact on organizational commitment and impact on employee performance/ employee, Masydzulhak; Ali, Hapzi; Leni [26]; and
- Work discipline and morale have a positive and significant influence on Tax Office Padang Dua employee performance, either partially or simultaneously. Agusalim; Ali, Hapzi; *et al.* [27].

METHODS

The research paradigm aims to facilitate the purpose of research that has been determined. Paradigm or way of view in this research is positivistic. The positivistic paradigm refers to quantitative research, which sees and examines phenomena empirically and measurably. The type of this research is descriptive-correlational with communication audit method.

Based on the development of the framework, the author succeeded in formulating four variables in this research, namely communication system, communications climate, corporate culture, and employee performance. Furthermore, it is formulated that, free variable in this research is communication system (X_1), communication climate (X_2), and corporate culture (X_3). Meanwhile, the variable is not free in this study is the employee's performance (Y).

The conceptual and operational definitions of each variable are as follows:
1) Communication System. Experience and employee perceptions related to how information is delivered within the organization, namely:
- Media quality;
- Accessibility of information;
- Information dissemination;

- Information content; and
- Message purity.

2) Climate Communications. The employee's experience and perceptions of the company's internal communications regarding messages and relationships to the message are:
- Trust;
- Decision;
- Motivation;
- Downward communication;
- Upward communication;
- Attention

3) Corporate Culture. Experience and employee perceptions of the values adopted by the company.
4) Employee Performance. Overall employee success rate during certain periods in performing the task, namely:
- Quality;
- Quantity;
- Timeliness;
- Cost effectiveness;
- Neef for supervision; and
- Interpersonal impact.

Instrument validity test is done to get valid instrument items so that the data produced is correct and correct, which in this research is done by product moment correlation technique from Perason. Meanwhile, the reliability test is performed to determine the extent to which a measuring device can be trusted or relied upon. In this research, reliability test is done using croanbach alpha technique. Each variable tested in this study after being tested for validity and reliability provides valid and reliable results, as below:

Table-1: **Validity Test**

	Variable	Correlation Value	Status
X_1	Communication System	0,940	Valid
X_2	Communication Climate	0,938	Valid
X_3	Corporate Culture	0,855	Valid
Y	Employee Performance	0,676	Valid

Tabel-2: **Reliability Test**

	Variable	Alpha Cronbach Value	Status
X_1	Communication System	0,912	Very *reliable*
X_2	Communication Climate	0,932	Very *reliable*
X_3	Corporate Culture	0,846	Very *reliable*
Y	Employee Performance	0,773	Very *reliable*

In this study, the population is employees and employees who are under the Bureau of SDU Kisel with the location of work is the Head Office. The Department of Employee Services and Administration of Kisel Pusat noted that there are 92 employees at the Kisel SDU Bureau of the Central Office as of 31st June

2017, because the population is less than 100 people, the entire population is taken as a sample.

The types and sources of data used in this study are primary and secondary data. Primary data the authors obtained from questionnaires related to this

research topic. Meanwhile, in secondary data, the authors conducted literature study that is by reviewing books, scientific papers, journal papers, and others that have relevance to the problems of this study.

There are three data analysis techniques used in this research. First is Descriptive Statistics Analysis, second, is Spearman Rank Correlational Statistical Analysis, third is Multiple Linear Regression.

RESULTS AND DISCUSSIONS
Results

Identification of the condition of communication system variable is shown through the table below:

Table-3: Identify the condition of the communication system variable

		Frequency	Percent	Valid Percent
Valid	Not very good	20	21,7	21,7
	Very good	36	39,1	39,1
	Neutral	12	13,0	13,0
	Good	16	17,4	17,4
	Very good	8	8,7	8,7
	Total	92	100,0	100,0

Variations of the answers above can be concluded that according to employees in Kisel SDU Bureau, the condition of existing communication system is not running well with the highest percentage, which is equal to 39.1% of the total of all respondents. Identification of climatic conditions of communication conditions is shown through the table below:

Table-4: Identify the conditions of communication climate variable

		Frequency	Percent	Valid Percent
Valid	Not good	7	7,6	7,6
	Very good	49	53,3	53,3
	Neutral	19	20,7	20,7
	Good	11	12,00	12,00
	Very good	6	6,5	6,5
	Total	92	100,0	100,0

Variations of the answers above can be concluded that according to employees in Kisel SDU Bureau, the condition of existing communication climate is not running well with the highest percentage, which is equal to 53.3% of the total respondents. Identification of the condition of corporate culture variables is shown through the table below:

Table-5: Identify the condition of corporate culture variables

		Frequency	Percent	Valid Percent
Valid	Not good	6	6,5	6,5
	Very good	31	33,7	33,7
	Neutral	33	35,9	35,9
	Good	13	14,1	14,1
	Very good	9	9,8	9,8
	Total	92	100,0	100,0

Variations of the answers above can be concluded that according to employees in Kisel SDU Bureau, the existing corporate culture condition is neutral with the highest percentage, which is 35.9% of the total respondents. Identification of the condition of corporate culture variables is shown through the table below:

Table-6: Identify the conditions of employee performance variables

		Frequency	Percent	Valid Percent
Valid	Not good	16	17,4	17,4
	Very good	42	45,7	45,7
	Neutral	13	14,1	14,1
	Good	8	8,7	8,7
	Very good	13	14,1	14,1
	Total	92	100,0	100,0

Variations of the answers above can be concluded that according to employees in the Bureau SDU Kisel, employee performance conditions are not good with the highest percentage, which amounted to 45.7% of the total throughout the respondent.

The presence or absence of relationships between the variables of communication systems with employee performance is shown through the table below:

Table-7: **Relationship between communication system variables and employee performance**

		Communication System	Employee Performance
Communication System	Correlation Coefficient	1,000	.534**
	Sig. (2-tailed)	.	.000
	N	92	92
Employee Performance	Correlation Coefficient	.534**	1,000
	Sig. (2-tailed)	.000	.
	N	92	92

Based on the comparison of values on the Spearman rank level criterion table, the correlation coefficient value indicates the relationship is a strong relationship.

The presence or absence of relationships between communication climate variables with employee performance is shown through the table below:

Table-8: **The relationship between communication climate Variables and employee performance**

		Communication Climate	Employee Performance
Communication Climate	Correlation Coefficient	1,000	.475**
	Sig. (2-tailed)	.	.000
	N	92	92
Employee Performance	Correlation Coefficient	.475**	1,000
	Sig. (2-tailed)	.000	.
	N	92	92

Based on the comparison of the values in the Spearman rank correlation criteria table, the correlation coefficient value indicates the relationship is sufficient.

The presence or absence of relationships between corporate culture variables with employee performance is shown through the table below:

Table-9: **The relationship between corporate culture variables and employee performance**

		Corporate Culture	Employee Performance
Corporate Culture	Correlation Coefficient	1,000	.455**
	Sig. (2-tailed)	.	.000
	N	92	92
Employee Performance	Correlation Coefficient	.455**	1,000
	Sig. (2-tailed)	.000	.
	N	92	92

Based on the comparison of the values in the Spearman rank correlation criteria table, the correlation coefficient value indicates the relationship is sufficient.

The presence or absence of relationships between communication system variables, communication climate, and corporate culture simultaneously with employee performance is shown through the table below:

Table-10: **The relationship between communication system variables, communication climate, and corporate culture simultaneously with employee performance**

		System, Climate, Culture	Employee Performance
System, Climate, Culture	Correlation Coefficient	1,000	.589**
	Sig. (2-tailed)	.	.000
	N	92	92
Employee Performance	Correlation Coefficient	.589**	1,000
	Sig. (2-tailed)	.000	.
	N	92	92

Based on the comparison of values on the Spearman rank level criterion table, the correlation coefficient value indicates the relationship is a strong relationship.

In order to know in more detail the extent of the influence that arises between each variable x with variable y, then t test where the results can be seen in the table below:

Table-11: Influence between each variable x with variable Y

Model		t	Sig.
1	(Constant)	3,086	,003
	Communication system	1,598	,114
	Communication climate	1,451	,150
	Corporate culture	1,091	,278

The result value of t count variable of communication system is equal to 1,598 with significance value equal to 0,114. Because the value of t arithmetic smaller than the value of t table, which is 1.991, it can be concluded there is no significant influence between communication systems with employee performance. Withdrawal of these conclusions are also reinforced by the value of significance gained greater than 0.005.

The result of t value of communication climate variable is 1.451 with a significance value of 0.150. Because the value of t arithmetic smaller than the value of t table, which is 1.991, it can be concluded there is no significant influence between communication systems with employee performance. Withdrawal of these conclusions are also reinforced by the value of significance gained greater than 0.005.

The result of t value of corporate culture variable is 1.091 with significance value equal to 0,278. Because the value of t arithmetic smaller than the value of t table, which is 1.991, it can be concluded there is no significant influence between communication systems with employee performance. Withdrawal of these conclusions are also reinforced by the value of significance gained greater than 0.005.

To know in more detail the extent of the effect that arises between all variables x simultaneously with variable y, then test F where the results can be seen in the table below:

Table-12: Influence among all variables x with variable y

		F	Sig.
1	Regression Residual Total	10,867	,000[b]

From the table above can be explained that the calculated F value obtained is 10,867 with a significance value of 0.000. Because the result of F value count is bigger than F table value, that is 2,76, hence can be concluded there is significant influence between communication system, communications climate, and corporate culture simultaneously with employee performance. The conclusion is also reinforced by the significance value obtained is smaller than 0.005.

DISCUSSIONS

The existence of a strong relationship between the variables of communication systems with employee performance, not supported by significant influence. This can be seen from the results of multiple regression correlation test with a value of t arithmetic of 1.598 is smaller than the value of t table which amounted to 1.991. According to Pace, Wayne R. and Don. F. Faules, a communication system is the experience and employee perceptions of how information is delivered within the organization (2013: 497-499). Company management must have a particular method or system, which regulates how the information inside the company is delivered.

Communication system in the Bureau of SDU has a relationship but no significant effect on employee performance. This is because the main focus of the employees of the Bureau of the SDU is on the benefit factor compared to the company's communication factor to them. The assumption is obtained at a percentage of more than 70% over 30 years of age, and has a family. So the benefits work, becomes more important due to family responsibilities that are run. This is in line with a study by Kiki Zakiah in a journal entitled "The Influence of Organization Communication Networks to Achieving Goals of BKSWI", which found that downward communication did not affect performance due to the information circulating in the company, elaborated by the elites of the organization rather than by role in the formal structure of BKSWI itself.

The existence of a sufficient relationship between communication climate variables with employee performance, not supported by significant influence. This can be seen from the results of Multiple

Regression Correlation test with the value of t arithmetic of 1.451 is smaller than the value of t table of 1.991. According to Pace, Wayne R. and Don. F. Faules, the communication climate is the experience and employee perception of the company's internal communications regarding messages and relationships to the message (2013: 497-499). Enterprise management must be able to present and create a sense of connectedness between employees and companies to every message it conveys.

The communication climate in the SDU Bureau has a relationship but has no significant effect on employee performance. This is caused by the attitude of employee resistance to corporate management that is running organizational transformation process. The assumption is obtained at a percentage of over 75% late coming to work. The coming delay arises because there is no work motivation due to the attitude of resistance that emerged earlier. So as not to give any connectivity to any information issued from the company.

The existence of a sufficient relationship between the variables of corporate culture with employee performance, not supported by significant influence. This can be seen from the results of multiple regression correlation test with a value of t arithmetic of 1.091 is smaller than the value of t table of 1.991. According to Pace, Wayne R. and Don. F. Faules, the corporate culture is the experience and perception of employees on the values held by the company. Company management must be able to formulate and pass on corporate values to its employees, so it can be a corridor of the norm order of how an employee of the company behaves and behaves.

Corporate culture in the SDU Bureau has a relationship but no significant effect on employee performance. This is due to the process of formulating the company's own culture that has been running thoroughly and in detail in mid-2016. Since its establishment until mid-2016, the company has not formulated a thorough and detailed corporate culture studies. Corporate culture-related studies are conducted only up to the Vision and Mission limits, and do not even have a built-in socialization program for their employees. Thus, it is understandable that employees at the Kisel SDU Bureau of the Central Office do not know and understand Kisel's corporate culture studies further.

There is a strong relationship between communication system variables, communication climate, and corporate culture simultaneously with employee performance, supported by significant influence. This can be seen from the results of multiple regression correlation test with the value of F arithmetic of 10.867 which is greater than the F table value of 2.76. Therefore, if the performance of employees will be improved, then the improvement of communication system indicators, communication climate, and corporate culture must be done simultaneously.

CONCLUSIONS

The result of the research on the variable of the communication system of the Central Kisel SDU Bureau based on the result of categorization of communication system variables can be concluded that the level of communication system condition are: (i) very bad category of 21.7%; (ii) bad category of 39.1%; (iii) neutral category of 13.0%; (iv) good category of 17.4%; and (v) very good category of 8.7%. Therefore it can be concluded and categorized that the communication system of the Central Kisel SDU Bureau is not well conditioned so it does not support the improvement of employee performance.

The result of the research on the communication climate variable of Kisel Pusat SDU Bureau based on the result of categorization of communication climate variables can be concluded that the level of climatic conditions of communication are: (i) very bad category of 7.6%; (ii) bad category of 53.3%; (iii) neutral categories of 20.7%; (iv) good category of 12%; and (v) very good category of 6.5%. Therefore it can be concluded and categorized that the communication climate of the Central Kisel SDU Bureau is not well conditioned so it does not support the improvement of employee performance.

The result of research on the corporate culture variable of Kisel Pusat SDU Bureau based on the result of categorization of corporate culture variable can be concluded that the level of corporate culture condition are: (i) very bad category of 6.5%; (ii) bad category of 33.7%; (iii) neutral categories of 35.9%; (iv) good category of 14.1%; and (v) very good category of 9.8%. Therefore it can be concluded and categorized that the corporate culture of the Central Kisel SDU Bureau is neutral so it does not support the improvement of employee performance.

The result of research on employee performance variable of Kisel Pusat SDU Bureau based on categorization result result of employee performance variable can be concluded that employee performance condition level are: (i) very bad category is 17,4%; (ii) bad category of 45.7%; (iii) neutral categories of 14.1%; (iv) good category of 8.7%; and (v) very good category of 14.1%. Therefore it can be concluded and categorized that the performance of employees of the Central Kisel SDU Bureau is not well conditioned.

Hypothesis testing of relationship and/ or significant influence between communication system and employee performance, based on Spearman rank correlation test and Multiple Regression, showed a strong relationship but did not have significant influence with t count value smaller than t table, that is

1,598 <1,991 . Hence hypothesis H1 is not supported, meaning there is no significant influence between communication systems with employee performance.

Hypothesis testing of relationship and/ or significant influence between communications climate and employee performance, based on Spearman rank correlation test and Multiple Regression, showed a significant relationship but did not have significant influence with t count value smaller than t table, that is 1,451 <1,991 . Hence hypothesis H2 is not supported, meaning there is no significant influence between communication climate and employee performance.

Hypothesis testing of relationship and/ or significant influence between corporate culture and employee performance, based on Spearman rank correlation test and Multiple Regression, showed a significant relationship but did not have significant effect with t value less than t table, that is 1,091 <1,991 . Hence hypothesis H3 is not supported, meaning there is no significant influence between communication climate and employee performance.

Hypothesis testing of relationship and/ or significant influence between communication system, communications climate, and corporate culture simultaneously with employee performance, based on Spearman Rank Correlation test and Multiple Regression, showed a strong relationship and significantly influenced by F value more large of F table that is 10,867 < 2.76. Hence hypothesis H4 is supported, meaning significant influence between communication system, communication climate, and corporate culture simultaneously with employee performance.

In order to improve employee performance in Kisel Pusat SDU Bureau, the authors recommend suggestions through improvement of indicators of communication system variables, communication climate, and corporate culture simultaneously as follows:

- To improve the condition of the communication system at the Bureau of SDU Kisel Pusat, it is necessary to improve the quality of the media so as to attract more employees, improve the accessibility of information to employees, widen the dissemination of information so that all employees are able to receive information anywhere and anytime. Deepening the content of information, and the purity of the message was needed so that the level of employee involvement of each message submitted to be high and able to increase understanding of the meaning of the message delivered.
- Slowly but surely, climatic conditions of communication must also be improved by building and increasing trust among employees while working day-to-day, and involving them on any

decision-making. Motivation as an encouragement is also needed to keep the psychological mood of the employees positive and to embrace them to jointly improve performance and achieve company goals by optimizing every downward communication, upward communication, and paying attention to every opportunity.

- The level of employee awareness of corporate culture should also be pursued by continuing to build good relationships with employees, formulating values to be inherited to employees, and creating a learning environment for employees. With these three things, employees' awareness of corporate culture will increase and begin to be a reflection of everyday behavior in carrying out its duties and responsibilities.

Authors' Contributions

HA and HG was involved in the programming, correcting, and editing. AD conceived the project and the study hypothesis, design the program and was involved in the manuscript writing. All authors read and approved the final manuscript.

ACKNOWLEDGEMENTS

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