

The Role of Communication Organization Atmosphere and Cooperation Culture to Employees Performance PT Bank Rakyat Indonesia Syariah Medan Branch

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Abstract: Starting from the problems that occur due to the process of organizational communication that takes place continuously and is mechanistic (habits) and gradually will form a climate of organizational communication. This study aims to determine whether there is a trend of organizational communication climate support or persist in communicating the main tasks and functions so as to create employee job satisfaction. The findings of the research indicate that there is an effect of organizational communication climate on job satisfaction of employees of *PT Bank Rakyat Indonesia Syariah Medan Branch* of 34.60% with medium category, as well as the contribution of cooperation culture to employee performance obtained by 84.60% with strong category. Both variables together contribute to employee performance of 51.10% with the classification of a strong relationship level. The existence of a meaningful role between the climate of organizational communication and cooperative culture towards the performance of employees is not independent of leadership factors, responsibilities and work commitments, which later became the motivation for employees of *PT Bank Rakyat Indonesia Syariah Medan Branch*. In accordance with the results of research, the atmosphere of organizational communication is coordination in receiving, disaggregating, distributing instructions that require the implementation of policy form in addition to the already supportive communication climate in this company. Leadership factor, responsibility and commitment to implement positive work culture become motivation for employees to improve performance in *PT Bank Rakyat Indonesia Syariah Medan branch*.

Keywords: Organization Communication Atmosphere, Culture Cooperation Culture, and Employee Performance.

INTRODUCTION

Relationship between Atmosphere of Organizational Communication and Culture Cooperation on Improving Employee Performance *PT. Bank Rakyat Indonesia Syariah (BRI Syariah) Medan Branch*, tend to be inconsistent, and embrace the communication atmosphere support simultaneously. Communication atmosphere persists in this organization due to bureaucratic behavior in which the working relationship has been arranged hierarchy and impersonal, so it can condition the stiffness in the climate of organizational communication, because it is the communication position. There is a tendency of communication atmosphere in vertical communication tend to persist and in horizontal communication system tend to support. In its implementation in *BRI Syariah Branch of Medan* there is a tendency of communication atmosphere.

The trend of the atmosphere of communication, bringing implications to the tendency of weakening the culture of cooperation between atmospheres of communication relation to employee

performance of *BRI Syariah Medan Branch*. The weakness of this cooperative culture can be seen from the synchronization, the principal and the functions between work units. There is still one work unit has a very high working volume, while other work units have a very unhealthy work volume of employees of *BRI Syariah Medan Branch* in performing their main duties and functions respectively. Each individual still shows the nature of egoism in carrying out the duties and responsibilities of the employees of *BRI Syariah Medan Branch*.

Furthermore, found also customs or communications atmosphere superiors subordinate communications in command without the openness of superiors and do not expect feed back from subordinates. Employee job satisfaction as one of the aspects that need serious attention, because the job satisfaction that allows a high dedication to the work done. Conversely, if a person is not satisfied with the job he receives then he will do the job is not wholeheartedly that the quality of work will not be good

and affect the level of achievement of both individual and corporate performance.

Performance of employees also cannot be separated from the influence of the atmosphere of the workplace environment. The environment in a safe and orderly, optimistic and high-hoped enterprise of all employees, health, and centrally focused activities is an uplifting atmosphere for work. Conversely, the less pleasant office atmosphere will cause boredom and boredom. In addition, the performance of employees closely related to the atmosphere of relationships among employees, with the leadership. When employees have a harmonious relationship with all company personnel will affect employee attitudes and allow employees to feel comfortable, calm, happy and satisfied working in the company.

In addition, employee performance is strongly influenced by the rewards received. If an employee is satisfied with what he receives, it will produce high quality and productivity. Conversely, if employees feel dissatisfied with the rewards for the tasks they perform, then this may have adverse impacts on the company, such as low quality of work, lack of discipline in carrying out tasks, not serious in performing tasks, are apathetic and inadequate Initiative to innovate in work.

LITERATURE REVIEW

Communication factor is suspected as a strategic factor in supporting performance. Achieving the goals of the organization requires a mutually supportive and influential cooperation that manifests in the communication process. The importance of this communication element is revealed by Barnard [1] that communication is the first element of the whole organization. In another context it can be said that communication is the vein of the implementation of organizational activity. Communication allows coordination. Communication also allows command / instruction, suggestions, suggestions, information and so forth can be delivered quickly and clearly, so that the efficiency and effectiveness of achieving organizational goals will be realized.

The main theory used as the basis in this research is post Skinnerian Behaviorism theory with more cognitive explanation. More clearly Fisher [2] that it views human beings as organisms who actively seek out and process incoming stimuli, and who behaviors are the result of learning responses. Trenholm [3] provides several theoretical psychological theoretical assumptions as follows:

First assumption, from this psychological perspective is that humans move freely in the stimulus field they absorb and produce. At first the behavior is described as a stimulus-response circuit, then this

scheme is modified by pressure on the organism (O) to become S-O-R, which confirms that the human being as an organism is an active subject and not merely a passive recipient.

That the response does not arise directly from the stimuli but is mediated through the internal feelings of the human organism. The mechanism that allows an individual to know the equations between SR situations is called mental set, which is a set of criteria or expectations based on previous experience applied to each new experience as a way of determining the similarities or differences between new situations and past experiences. Is a mental structure used to capture information conceptually, thus organisms continuing to evolve as a result of previous SR relationships?

Second assumption, that human beings are changed by the stimulus they receive. Within human beings there are a number of conceptual structures that are the result of past experiences that evolve over time. A psychological perspective also assumes that perceptions of stimuli are selective and organisms have the option of improving the response to selected stimuli. This happens because the Organism realizes that different responses will cause different dimensions as well.

The Third Assumption that humans can respond selectively to the stimulus and can choose a future response based on past experience and anticipation of the future. Furthermore, the psychological perspective views human beings as active information processors who are able to make choices and are controlled by various goals and needs. Fisher argues that in the relationship pattern S-O-R the communication process contains the characteristics of the input-throughput-output sequence. Mediation of organism is a black box concept, that is special structure and intermediate process function, which is considered less important than the process of input change into output. It further explained that the explanation requires observation of input and output but does not require direct observation of the activity within the organism concerned.

Direct observation of the internal process is impossible, which may be to observe external behavior and regard it as a manifestation of the internal state of the organism concerned. This does not mean that external behavior always reflects the internal state of a person, but allows the conclusion of one's internal state of external behavior.

Luthans [4] through his study of organizational behavior says that the guide to study behavior within organizations is to use the stimulus-response approach. This model was then developed by Luthans [4] to S-O-

B-C (Stimulus-Organism-Behavior-Consequences) with the same assumptions as the S-O-R model. The advantages given by the S-O-B-C model are the existence of consequences that indicate the orientation to be achieved through work behavior.

Each behavior is directed to increased productivity. Based on the theory of psychological perspective which embraces SOR model which then developed by Luthans [4] become S-OB-C model hence communication between leader with employees and organizational climate can be placed as stimulus (S) for employee performance as response (R / B) Motives and attitudes developed within the organism (O) individual employees. Employee performance as a response of the SO-R model is the focus of the study from this study.

To explore the basic concept of performance in advance need an assessment of the concept and understanding of work productivity which is the basis of concept and understanding of employee performance. The concept of productivity was originally used in World economy and enterprise. Mali [5] says productivity is a blend of effectiveness and efficiency, which is further directed by Sumanth [6] as the ratio between output (output) achieved with inputs issued, or a comparison between the performance achieved with all resources used To realize the performance.

The study of performance cannot be separated from the factors that can influence it. In accordance with the scope of research conducted And refers to the opinion expressed Castetter [7], then the factor factors used as the basis of the study is the organization and communication climate. If applied in the S-O-R model of the psychological perspective theory as the main theory then this factor is placed as a system of sulus (S).

The communication can be differentiated based on whether the communication is effective or ineffective. A series of communications is considered effective if based on the results of literature studies able to create a conducive communication situation for the development of employee performance.

Starting from the concept of an effective communication approach, it seems still not able to reach the totality of effective communication phenomena in the educational context being the object of this study. Fisher [2] considers that the concept of communication effectiveness that has been formulated today is still arbitrary and poorly formulated. Therefore, for the purposes of this study, the concept of communication effectiveness to be tested is a concept developed by the researchers themselves based on the concepts developed by Paul Hersey and Kenneth H. Blanchard to be more touching on the problems studied.

According to Hersey and Kenneth [8] there are four styles that will be displayed leadership when communicating with subordinates in the decision-making process, namely: telling style, selling style, participating style, and delegating style. The effectiveness of this style of leadership depends on the extent to which the leadership style adapts to the maturity of subordinates.

Halfin and Crofts, cited by Hoy and Miskel, [9] suggest eight characteristics of the school's organizational climate. The eight climatic characteristics of the school organization are the names and designs of the eight sets of questionnaires used as the unit of question on the OCDQ subscale (The Organizational Climate Description Questionnaire). From the statements contained in OCDQ, the respondents were asked to describe the extent of each statement. It indicates the nature or characteristics of the company concerned. The eight organizational climate characteristics mentioned above are the first hindrance, the second intimacy, the third disengagement, the four esprit, the five emphasis productions, the six aloofness, the seventh consideration, and the eight trust. Against these eight characteristics, Hoy and Miskel [9] listed the existence of a division with each of four characteristics. Four characteristics concerning employee behavior are: first hindrance; both intimacy; Third disengagement; Fourth esprit. The four characteristics which concerns the leadership behavior is; First emphasis productions; Second aloofness; Third consideration and; Fourth trust.

While on the other hand, according to Park, *et al* [10] teamwork has a significant effect on performance. High levels of teamwork emerged to support and strengthen employee commitment, which further improved performance. The Relationship between Team Cooperation embodied in Group Cohesive Variables and Organizational Commitment. The results of his research concluded that Team Cooperation in the form of Group Cohesion has a positive and significant relationship to Organizational Commitment. Teamwork and employee participation - participating in such activities as well as engaging in decision-making is a skill that must be continually honed and there is room for improvement. It does not mean high-ability employees but cannot work together on teams and is actively involved in participating in organizational activities.

There are a lot of research on the influence of creativity and teamwork on performance. One of the results of the research concludes that teamwork has a significant effect on performance. Pierrcy, *et al* [11], using the Structural Equation Model analysis proves that Team Cooperation in Team Development has a positive effect on Performance. Furthermore, according to Pierrcy, *et al* [11], group appeal will increase after

individuals are involved in team development exercises that subsequently have a significant effect on employee performance. According to Chen [12], the coach must make every team member feel with absolute certainty that the coach should have the attention and trust so that the cohesion and the spirit of the whole team can be improved. Research on the importance of team cooperation and the orientation of results on employee performance. The results of his research concluded that teamwork and result orientation have a positive effect on performance.

RESEARCH METHODOLOGY

The research was conducted on the employees of BRI Syariah Medan Branch. The research design used is the design of causality that is to measure the relationships between research variables, or to analyze how one variable affects other variables. This research is designed to see causality and influence between organization communication atmosphere and cooperative culture toward the performance of BRI Syariah Branch employee in Medan.

Population in this research is all employee of BRI Syariah Sub-Branch *Iskandar Muda* Medan, with status of Permanent Employee and Outsourcing. The population is distributed within the working area of the branch business and in the business unit of business units of 98 people.

The first research instrument is designed to test the validity and reliability test using alpha-cronbach. After the data were collected, an analysis was performed using correlation analysis, multiple linear regression, t-test and F-test.

FINDING AND DISCUSSION

In this research has been proven normal and linear, so correlation can be used as data analysis tool in this research. After the data processed it can be seen that the relationship of organizational communication atmosphere to employees in PT Bank Rakyat Indonesia Syariah Medan Branch to Job Satisfaction of 0.588 with probability 0.000 which means that the relationship between two variables is significant. Coefficient of Determination or R-Square shows the value of 0.346 or 34.60%. Meaning the contribution of organization's communication atmosphere to Job Satisfaction of employees of PT Bank BRI Syariah Medan Branch is reaching 34.60%. While 65.40% influenced by other factors not examined in this research. Significant test of hypothesis done with t-test shows that t-value of = 4.658 while with probability value 0.000. Thus the hypothesis in this study there is the role of organizational communication atmosphere to Job Satisfaction employees of PT Bank Rakyat Indonesia Syariah Medan Branch can be accepted.

The relationship of cultural cooperation to employees in PT Bank Rakyat Indonesia Syariah Branch Medan to Job Satisfaction of 0.697 with probability 0.000 which means that the relationship between two variables is significant also. Coefficient Determination or R-Square shows the value of 0.486 or 48.60%. Meaning the contribution of cooperation culture to Job Satisfaction of employees of PT Bank BRI Syariah Branch Medan is reaching 48.60%. While 51.40% influenced by other factors not examined in this research. Significant test of hypothesis done with t-test shows that t-value of = 8.854 while with probability value 0.000. Thus the hypothesis in this study there is the role of culture of cooperation on Job Satisfaction of employees of PT Bank Rakyat Indonesia Syariah Medan Branch can be accepted.

To see the relationship or correlation Communication Organization atmosphere and Culture Cooperation Employees PT Bank BRI Syariah on Employee Satisfaction then used multiple correlation analysis. Correlation coefficient indicates a value of 0.715. The result of this calculation shows the existence of "strong" relationship of communication organization atmosphere and culture of cooperation of employees of PT Bank Rakyat Indonesia Syariah Medan Branch with Job Satisfaction. With probability 0.000 which means that the relation of both variable significant to performance variable. Coefficient of Determination or R-Square shows the value of 0.511 or 51.10%. Meaning the contribution of Organizational Communication atmosphere and culture of cooperation to Job Satisfaction of employees of PT Bank BRI Syariah Medan Branch is reach 48.90%. While 51.40% influenced by other factors not examined. Significant test of hypothesis done with F-test shows that F-value equal to 131,788 whereas with probability value 0.000. Thus the hypothesis in this study there is the role of Climate Communications Organization and culture of cooperation on Job Satisfaction of employees of PT Bank Rakyat Indonesia Syariah Medan Branch can be accepted.

The findings obtained based on data analysis series showed that the contribution of organizational communication atmosphere was 34.60% and the contribution of cooperative culture amounted to 48.60. The contribution of both free variables together to the job satisfaction of employees of PT Bank Rakyat Indonesia Syariah Medan Branch of 51.10%. This indicates that the climate of organizational communication and cooperative culture predictive only gives role of 51,10% while the rest equal to 48,90% can be explained by other factor which is estimated to participate determine its role to job satisfaction of employee of PT Bank Rakyat Indonesia Syariah Medan Branch. In accordance with operational concepts designed when the role of communication is high, it is

considered the role of communication is to support and not to survive.

Leadership factor, responsibility and work commitment become the motivation for employees of PT Bank Rakyat Indonesia Syariah Medan Branch to create Communications atmosphere. According to observations made Communications Organizations atmosphere undertaken are coordination in receiving, disposing, distributing instructions that require implementation in the form of policy.

A leader who has responsibility and work commitment becomes the motivation in creating a positive organizational communication atmosphere for employees of PT Bank Rakyat Indonesia Syariah Medan Branch to create employee job satisfaction. In accordance with the calculation of the coefficient of determination of 34.60%.

The role of culture of employee cooperation so as to create Job Satisfaction of employees of PT Bank Rakyat Indonesia Syariah Medan Branch as a whole also has a meaningful contribution or $r = 0.846$ or 84.60%. The meaningful contribution in this study is also positive. Positive relationship means the better the culture of cooperation, then the more created employee job satisfaction PT Bank Rakyat Indonesia Syariah Medan Branch.

Based on the result of coefficient of determination turns out the role of communication organization atmosphere and culture of employee cooperation in PT Bank Rakyat Indonesia Syariah Medan Branch has a value of 51.10%. Means that there is remaining contribution of other factors by 48.90%. According to the authors observation of other factors that can create job satisfaction and employee performance of PT Bank Rakyat Indonesia Syariah Medan Branch are:

A. Social interaction

The interaction between employees of PT Bank Rakyat Indonesia Syariah Medan Branch is not always due to a rigid working relationship. Sometimes interaction can also be created because of the relationship of the peer and social needs among employees of PT Bank Rakyat Indonesia Syariah Medan Branch as individuals and social beings. With this consideration, some employees of PT Bank Rakyat Indonesia Syariah Medan Branch, although felt the role of communication that is felt less hit, but because driven human interaction instinct can be motivated to work together in carrying out tasks in the work.

B. Job needs and responsibilities

Commitment and responsibility in carrying out the work is often a driver of employee performance PT

Bank Rakyat Indonesia Syariah Medan Branch. This commitment is due to the nature of bureaucracy is actually an impersonal domain, meaning the interaction between employees of PT Bank Rakyat Indonesia Syariah Medan Branch is based on rules and procedures that have been rigid to be done by all employees of PT Bank Rakyat Indonesia Syariah Medan Branch. In this context, communication atmosphere factors tend to be ignored.

C. Leadership

Leadership is also a dominant factor in creating employee performance of PT Bank Rakyat Indonesia Syariah Medan Branch. Although as it is known the leadership factor consists of the dimensions of communication. Therefore sometimes change of leadership change communication atmosphere at PT Bank Rakyat Indonesia Syariah Medan Branch.

This research has been attempted as best and as perfect as possible by using scientific research procedure, but the number of variable determinant of job satisfaction of employees at Bank BRI Syariah Medan Branch in this study only use two independent variable or predictor, that is communication organization atmosphere and culture of cooperation. Variables that can also contribute to job satisfaction are independent variables that have not been controlled by the researcher. So it can not be ascertained that the relative donation and effective contribution obtained by the bound performance variable is purely from the independent variable.

The researcher is not able to reveal all the issues that occurred in PT Bank BRI Syariah Medan Branch, besides that this research is only done to employees of PT Bank BRI Syariah in Medan Branch, so the result can not be generalized to other banks.

This study also did not rule out the existence of bias, because this research involves many people who become respondents in taking research data. The possibility of inevitable cooperation so that there is contamination and bias among respondents. Another limitation of this research is the research data instrument itself, although it has proven its validity and reliability, but there is a possibility that the respondent's answer is not in accordance with reality, which may be caused by the difficulty of understanding the question or being unconcerned with the accuracy of the data provided.

Another limitation is the implementation of this study is very short and with minimal financing so that less able to examine further from various aspects that contribute to job satisfaction. So that required further research to reveal what aspects of the problems of employees of PT Bank Rakyat Indonesia Syariah

related to the communication organization atmosphere and culture of the cooperation.

CONCLUSSION AND RECOMMENDATIONS

There is a significant role between the positive organizational communication atmospheres to the job satisfaction of employees in the work environment by improving the positive atmospheres by starting from the leadership communication to their employees. Accepting new things and learning the advantages and disadvantages of its strengths as its weaknesses to information received in the atmospheres of organizational communication among employees. Efforts can be made to improve the atmospheres of organizational communication with changing aspects of working conditions, non-rule tasks that support the implementation of duties and functions of the company. The involvement of employees who are involved directly and invited to speak in taking a decision that is considered a strategic moment. Hold regular meetings and discussions to employees in finding policies to be implemented and other businesses. Efforts to create a conducive atmosphere in the corporate environment can be done by improving the leadership style of a corporate leader, by accommodating leadership styles that are instructive, consultative, participative and delegative that can be displayed by corporate leaders in creating a conducive organizational communication atmosphere. Efforts to increase employee job satisfaction by giving motivation/encouragement and appreciation for the ability and competence of an employee, to the treatment of reward and material reward. The role of the atmospheres of organizational communication to job satisfaction needs to be improved again perceptions of employees, because the better the atmospheres of organizational communication created job satisfaction employees of PT Bank Rakyat Indonesia Syariah Medan Branch. Leader of PT Bank Rakyat Indonesia Syariah Medan Branch should always raise and improve success in working within the corridor of a solid culture of cooperation among fellow employees to achieve the goals set by the company. Bureaucratic organizations known as beurocratic for the future should be more emphasis on the values of human relations, especially by prioritizing the application of communication that can create a atmospheres of organizational

communication and culture of cooperation to job satisfaction of employees of PT Bank Rakyat Indonesia Syariah Medan Branch. To strengthen and expand the results of this study, it is expected that other researchers explore other factors that can affect the success to achieve goals set by PT Bank Rakyat Indonesia Syariah Medan Branch.

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