

ESTABLISHING INTERPERSONAL COMMUNICATION AND ORGANIZATIONAL CLIMATE TO IMPROVE WORK MOTIVATION

JURNAL KEPEMIMPINAN PENDIDIKAN

2019, Vol. 2(1) 218-232

© Author, 2019

p-ISSN 2086-2881

e-ISSN 2598-621X

Arief Rokhman WONODIPHO

MA Pembangunan UIN Syarif Hidayatullah, Jakarta
ariefrahm@n.wonodipho.gmail.com

ABSTRACT

The research aims to obtain information about and to analyze the influence of: (1) interpersonal communication on work motivation, (2) organizational climate on work motivation, and (3) interpersonal communication on organizational climate. The study used a causal survey method, with *path analysis* technique. Population of 253 teachers sampled to 72 teachers. Data were gathered by using five-scaled questionnaires. The result of the research shows: 1) there is a direct influence of interpersonal communication on the motivation indicated by path coefficient of 0.468; 2) there is a direct influence of organizational climate on motivation indicated by path coefficient 0.447; 3) there is a direct influence of interpersonal communication on organizational climate indicated by path coefficient of 0.735. The implication, improved interpersonal communication and organizational climate increase work motivation.

Keywords: *Interpersonal communication; Organizational climate; Work motivation*

ABSTRAK

Penelitian bertujuan untuk memperoleh informasi mengenai dan menganalisis pengaruh: (1) komunikasi interpersonal terhadap motivasi kerja, (2) iklim organisasi terhadap motivasi kerja, dan (3) komunikasi interpersonal terhadap iklim organisasi. Penelitian menggunakan metode survei kausal, dengan teknik *analisis jalur*. Populasi 253 orang, sampel 72 orang. Data dijangkau dengan angket berskala Lima. Hasil penelitian menunjukkan bahwa: 1) terdapat pengaruh langsung komunikasi interpersonal terhadap motivasi kerja sebesar 0,468; 2) terdapat pengaruh langsung iklim organisasi terhadap motivasi kerja sebesar 0,447; 3) terdapat pengaruh langsung komunikasi interpersonal terhadap iklim organisasi sebesar 0,735. Sebagai implikasi, perbaikan komunikasi interpersonal dan iklim organisasi dapat meningkatkan motivasi kerja.

Kata kunci: Komunikasi interpersonal; Iklim organisasi; Motivasi kerja

INTRODUCTION

Goal attainment of public and private organizations is measured by their Employees productivity. In fact, the productivity depends very much upon employees' will and determination to produce the best for the organization. On this account, managers should maximally spend their efforts to lead every member of the organization to have high motivation in implementing their task and obligation.

The enterprises expect from their employees not only accomplishment, ability, and skill but also more importantly strong determination to work hard to achieve optimum outputs. Work motivation becomes important factor since it will improve their employee's enthusiasm to achieve peak performance. According to Siagian (2009: 102), motivation is a driving force for individual in making important contribution, possibly in achieving organizational goals.

Individuals have different goals. Be it material, psychological, intellectual or even spiritual in nature. According to Maslow, one will never satisfy their second order needs – security, until their first level needs (foods, cloths, and housing) are met. and the third order needs will not be satisfied until one feels secure and so on. By all needs being met, one will have high work motivation.

Work motivation is influenced by many factors, such as superordinate leadership style, compensation given to workers, certainty of career development, retirement payment, interpersonal communication, organizational climate, and other factors.

Interpersonal communication is communication between two persons that happens face to face. This communication occurs: 1) in spontaneous and informal situation, 2) with maximum reciprocal feedbacks, 3) and in flexible participation (Suratno, 2011:3). The process of communication between superordinate and subordinate is important in creating organizational effectivity. Generally, it happens one way where the subordinates are merely considered as listeners. In fact, interpersonal communication is of prime important to support the smoothness of organizational operation. Organizational system and good personal relationship will minimize the gap between individuals and mutual suspicions among workers. Good communication becomes a mediator in the establishment of effective cooperation, which in turn it will enhance organizational advancement. Good communication always creates democratic atmosphere, feeling of responsibility, togetherness and sense of belonging.

Interpersonal communication is one of factors that affects organizational success. If employee have good interpersonal skills, all instructions, plans, targets and motivation can be communicated accurately. Such a condition enables goals to be achieved, and negative matters such as sentiment, prejudice and conflict can be avoided; workers feel convenience in performing their tasks and obligation, have care about good name of organization, and become more responsible. With good interpersonal communication, interaction among individuals can harmoniously be shaped that guided coordination can be implemented to create reliable team work, each member of the organization can support each other and work effectively.

Permendiknas (Ministerial regulation of National Education) Number 8 year 2007, stated that PPPPTK (Center of development and empowerment for Educators and Educational Staff) has the responsibility and function for “developing and empowering teachers and educational staff” and according to Permendiknas Number 41 year 2012, Chapter I, Article 3 PPPPTK has the following position, task and fuction.

1. Providing programs for the development and empowerment of teachers and educational staff.
2. Managing data and information of teachers and educational staff competence.
3. Facilitating and implementing the improvement of teachers and educational staff competence.
4. Implementing cooperation in the field of development and empowerment of teachers and educational staff competence.
5. Evaluating program of the improvement of teachers and educational staff competence.
6. Implementing the administrative matters of PPPPTK.

PPPPTK has the responsibility for formulating, implementing, evaluating and monitoring plans. This includes selecting teachers and educational staff for training. The problem faced by PPPPTK is employee motivation as indicated by tasks and duty that are not finished on time, and low presence rate (see the table below)

Table 1. Record of Presence, PPPPTK Business and Travel Employee

Rank	Total	# work days	Absence					# Absence	# presence	Notes
			Out of town duty	leave	sick	With permit	truant			
IV	52	1144	215	17	22	30	0	284	860	Maximum presence 100%
III	163	3586	322	55	18	64	22	481	3105	
II	36	792	19	0	0	3	0	22	770	
I	4	88	0	0	0	0	0	0	88	
	255	5610	556	72	40	97	787	787	4832	

Source: Pusat Data PPPPTK Bisnis dan Pariwisata Kemdikbud.

Generally, every leader's action such as regulation, policies, procedures and matters related to employees has effect on organizational climate. Organization is considered have good organizational climate if the employees feel pleasant in accomplishing their tasks. Good climate creates conducive working atmosphere and consequently employees will have positive attitude towards organization.

Every organization has different culture, tradition and method that in whole shape organizational climate. To establish good working climate and to induce motivated and satisfied employees, the management has to pay attention to several important factors such as maintaining a harmonious and effective interpersonal relationship.

Organizations having good organizational climate are those that are democratic which seek to accommodate inputs and suggestion from their subordinates. Since the Leaders have the responsibility to achieve organizational goal, they have to create conducive organizational climate by doing simple things such as providing good and secure work rooms.

Organizational climate seems to be a lure in changing employee's behavior. Organizational climate can be positive and effective element that have potentials to influence performance. In order to be effective, the climate should be generally acceptable to the members of organization. This is imperative, as climate is an individual perception about what organization can give to its employees. If the employee thinks of what are given by the organization are useful in fulfilling their needs then they will consider that the organization are seriously care about them.

This will motivate employees to work harder. On the contrary, if the organizational climate is contradictory to the objectives and needs of the employees, they tend to be dissatisfied and consequently will degrade their work motivation.

Research carried out by Bambang Hadiwaluyo (2008, p.182) revealed that 1) the coefficient correlation between interpersonal communication and the quality of organizational services r_{13} equals to .764. 2) The Determination Coefficient (DC) of interpersonal communication on the quality of administration services = .5841 meaning that exogenous variable (interpersonal communication) contributes as much as 58.41% to endogenous variable. Related study conducted by Siti Aminah (2012, p. 203) showed that 1) the correlation coefficient between organizational climate and the quality of work effectiveness (r_{23}) equals to .861. 2) Determination Coefficient (DC) of organizational climate to the quality of work effectiveness equals to .7407 meaning that the contribution of exogenous variable (organizational climate) to endogenous variable equal to 74.07%.

Based on the above description, the purpose of this research is to examine and analyze:

- 1) Positive and direct effect of interpersonal communication on work motivation.
- 2) Positive and direct effect of organizational climate on work motivation.
- 3) Positive and direct effect of interpersonal communication on organizational climate.

Literature Review

Work Motivation

Rivai (2004, p. 455) defines motivation as a set of attitude and values – something invisible – it influences individuals to achieve specific objectives. According to Hasibuan (2005, p. 65), Sutrisno (2010, p. 111, Siagian (2005, p. 138), Donnelly et.al., (1996, p. 344) motivation is a driving force in improving working spirit, cooperation, effectiveness and integrating all efforts to achieve objectives. In the mean time Gray as cited by Winardi (2001, p. 2): believe that motivation is a sum total of internal and external process that brings about enthusiasm and persistence in accomplishing a particular activities. Robbin (2003, p. 153) stressed that motivation is a process that causes intensity, direction, and persistent efforts to achieve objectives. Uno (2010, p. 64) perceived motivation as a driving force that induce individual toward the achievement of objectives. Sardiman (2005, p. 83) mentions several characteristics of motivated person : 1) Diligent, 2) persistent, 3) mindful, 4) like to work alone, 5) tend to be bored with routine tasks, 6) steadfast, 7) never give up, and 8) having problem solving attitude. As to motivation, Sedarmayanti (2000, p. 233) cites some managerial experts the following.

1. The willingness to act (Terry)
2. The emanating process that causes, leads and maintains behavior (Porter, et. al.)
3. The strength that tends to involve individual in activities to achieve targets (Steers).
4. Motivation tends to decrease if unfulfilled or delayed (Hersey, et. al.).

According to Kerja as cited by Fattah (2003, p. 9), motivation is an activity to do something. Work motivation, as defined by (Hasibuan. *Op. cit.*:94), is activities either physical or mental to accomplish a particular job. Mangkunegara (2004, p. 94) stated that motivation is a condition that give rise to, lead, and maintain behavior related to work environment. As'ad (2001, p. 45) concludes motivation as a trigger that causes work spirit work effectively, work in a team and achieve job satisfaction. Sulistiyani, et al. (2003, p. 58): mentioned motivation will push subordinates to work within the established procedures to achieve maximally organizational goals. The main benefit of motivation, according to Arep et al. (2003, p. 219), is to enhance work

spirit to improve productivity. In summary, motivation is a sparking force within individual that make employees willing to drive all potentials and capabilities to accomplish tasks within their responsibility.

Interpersonal Communication

Harjana (2003, p.10) defines communication as notification, talks, conversation, exchange of view, or relation. According to Hovland as cited by Muhammad (2008, p. 2): “*Communication is the process by which an individual transmits stimuli (usually verbal) to modify the behavior of other individuals.*” Ruben et al. (2005, p. 16) says that *Human communication is the process through which individuals, group, organizations and societies, respond to and deliver messages to adapt to the environment and to one another.* Effendy (2004, p. 79), perceived communication as the delivery of message by someone to others with the intention of informing, changing attitude either directly or indirectly (using medium). Cangara (2008, p. 19-20), believed that communication is a transaction, symbolic process that requires people to arrange their atmosphere by: 1) establishing mutual interaction, 2) exchanging information 3) strengthening attitudes and others’ behavior, 4) trying to convert those behavior. According to expert opinion such as Mulyana (2008, p. 68-69) internal communication is:

- 1) The Informational transmission and discrimination of stimuli flowing from sources to receivers (Newcomb).
- 2) The process that enables communicator delivers stimulus (verbal symbol) to change behavior (Holland).
- 3) The process of sorting and transferring symbols in such way that receiver responds with fidelity (Ross).
- 4) Something pertaining to who says what, using what media, to whom and what effect (Lassewell)

According to Priyatna et al. (2008, p. 16), Interpersonal communication is an event where two persons involved in all kind of informal communication and courtesy, daily conversation which is conducted since getting up in the morning until going to bed. According to Suranto (2011, p. 13), interpersonal communication is a process of delivering message made by a person to receivers or group of people with several impacts and chances for immediate feedback. Djamarah (2001, p. 12-13) stated that communication is of two types -- one way or two ways. Danim (2008, p. 242) mentioned that the flow of communication can vary in direction, it could be upward, downward or diagonal. It relates to job or tasks of the organization. Wirawan (2003, p. 129), perceived that upward communication transfers information from member of organization or from lower eselon to higher eselon. According to Kompas.com communication faces several hinderance such as 1) difference in perception, 2) culture, 3) basic character, and 4) condition. Lunadi (2004, p. 85) concludes that the following factors influence interpersonal communication: 1) self image, 2) others image, 3) physical milleu, 4) social environment, 5) condition, and 6) body language.

Organizational Climate

Tagiuran et al. (2007, p. 121) said that organizational climate is the quality of internal environment which continuously experienced by member of organization influencing every member of the organization. For Sagala (2009, p. 130) organizational climate is a set of work

environment which directly or indirectly influences employee behavior. Simamora (2001, p. 81), argues that internal or psychological environment is correlated to emotion, opinion, belief, and attitude of member of organization toward organization. Davis et al. (2004, p. 19), mentioned that organizational climate is all about the milieu in which employees accomplish their jobs. Suharsaputra (2010, p. 73), contended that organizational climate is the nature and character of work milieu which consciously or unconsciously arises following organizational activities and has effect on behavior. Moekijat (2004, p. 98) concluded that factors such as 1) organizational structure, 2) method of control and guidance 3) the nature of individual and group relation, 4) mutual influence between super and subordinate, 5) work nature 6) organizational size and 7) the quality of physical environment affect organizational climate. According to Kossen (2003, p. 14) there are eight factors that affect organizational climate: 1) Appropriate compensation, 2) healthy and secure working condition 3) the chance to use and develop human capacities, 4) the opportunity for sustained growth and safety, 5) sense of belonging. 6) maintenance of employee's rights, 7) total work relationship, 8) social relevance of work life.

Considering the dimension of organizational climate, Halpin et al. as cited by Pudjosumedi (2010, p. 46-47), consists of *supportive behavior*, *directe behavior*, *restrictive behavior*, *collegial behavior*, *intimate behavior*, and *disengaged behavior*. It is concluded that organizational climate is the nature or character of work environment perceived by members of organization. It can influence the member behavior in the organization in accomplishing a set of defined objectives.

METHOD

The study was conducted at the center of PPTK of the ministry of education and culture in Jabodetabek Department of Business and Travel and Department of Language. It was conducted in May until August of 2013 using survey. Data were analyzed by causal and correlational techniques. Three variables were involved namely, Interpersonal communication (X_1) and organizational climate (X_2) as independent variables and motivation (X_3) as dependent variable.

Based on Solvin formula, 72 persons were randomly sampled from the population of 253. Data collection was conducted using Likert questionnaires. The instrument of data collection were validated by means of Product Moment and used Alpha Cronbach to measure instrument reliability. Validity test showed that 33 out of 38 motivation items were valid, r value 0.9717; 34 out of 40 interpersonal communication items were valid, r value .9427; and 33 out of 38 organizational climate items were valid, r value .9386. Prior to data analysis, the study conduct the following: normality test using Liliefors, and homogeneity test using Barlett as prerequisite for statistical analyses.

RESEARCH FINDINGS AND DISCUSSION

Research findings

A. Data Description

1. Motivation (X_3)

The following scores are obtained from 33 questionnaire items. The scores range from 69 (minimum) to 163 (maximum). Standard deviation = 18.7, sample varian = 349.6, mean = 129.21, median = 128.5 and mode = 124. There are 8 respondents (11.11%) whose score laid between 154 and 163; 7 respondents (9.72%) whose scores laid between 94 and 103; and the majority of respondents 14 persons (19.44 %) scored between 124 and 113.

2. Interpersonal communication (X_1)

The following scores are obtained from 34 questionnaire items. The scores range from 92 (minimum) to 168 (maximum). Standard deviation = 19.37, sample variance = 375.29, mean = 131.94, median = 133.0, and mode = 106. There are 7 respondents (9.72%) whose scores range between 158 and 168; 5 respondents (6.94%) whose scores range between 92 and 102; and the majority of respondents 14 respondents (19.44%) scored between 125 and 135.

3. Organizational Climate (X_2)

The following scores are obtained from 33 questionnaire items. The scores range from 93 (minimum) to 161 (maximum). Standard deviation = 18.83, sample variance = 354, mean = 128.83, median = 130.50, and mode = 127. There are 8 respondents (11.11%) whose scores are between 153 and 162; 7 respondents (9.72%) whose scores are between 93 and 102; and the majority of respondents 14 respondents (19.44%) scored between 123 and 132.

B. Tests of requirement for Analysis

1. Normality testing

The test shows that residuals of \hat{Y} over X_1 , \hat{Y} over X_2 and \hat{Y} over X_3 are normally distributed.

2. Homogeneity testing

The test shows that variances of Y over X_1 , X_2 , and X_3 come from homogenous population.

C. Hypothesis testing

Hypothesis 1: "There is a direct and positive influence of interpersonal communication on work motivation". The hypothesis is analyzed using linear regression equation. It was found that $X_3 = 27.83 + .768 X_1$ where constant equals 27.83, and regression coefficient equals .768 meaning that one point increase in interpersonal communication will be followed by .768 point increase in work motivation at constant of 27.83. Prior to making prediction, test of linearity and significance were conducted. The result is shown in the following table.

Table 2. Anova table X_1 on X_3

Source of Variance	Df	SS	MS	F	F_t	
					0,05	0,01
Total	72	1226847	-	-		
Reg (a)	1	1202025	1202025			
Reg (b/a)	1	15729	15729	121,11**	3,98	7,01
Residual	70	9092	129			
Deviation from						
Linearity	53	5977	112,78			
Within						
Group	17	3114	183	0,62 ^{ns}	1,97	2,87

Notes:

** = significant ($F_h > F_t$) at $\alpha = 0,01$

^{ns} = linear ($F_h < F_t$) at $\alpha = 0,01$

This table informs about linear regression equation of X_1 over X_3 . The anova showed that test of linearity produces F value = .62; to decide whether the regression equation is linear or not it should be compared to F table. The value of F table depends on Df. With numerator = 53 and denominator = 17 and significance level = .01. It produces $F_t = 2.87$. Since F value < F table, regression equation $\hat{X}_3 = 27,83 + 0,768X_1$ is linear. Then the procedure proceeds to test of significance to ensure that the equation can be used for making prediction. Considering Df nominator = 1 and denominator = 70 and alpha = .01, It was found that F value = 121.11 and F table = 7.01. Since F value > F table, the equation regression $\hat{X}_3 = 27.83 + 0,768X_1$ is significance. This means that one point increase in the score of interpersonal communication will improve .768 point in work motivation at constant of 27.83 It concludes that first alternative hypothesis is accepted. The following test is intended to see if the correlation between interpersonal communication and work communication is significant. It is found that coefficient correlation $r = .796$; determination coefficient = .6337 meaning that interpersonal communication contributes as much as 63.37 % to work motivation. The study reveals that t value = 11.0 and t table = 1.99. Since t value > t table, the correlation is significant. This findings were based on Df = 70 (n-2) and alpha .05. It concludes that there is direct influence of interpersonal communication to work motivation.

In the examination of the influence of interpersonal communication on work motivation, the researcher used path analysis with the following rule. If p value > p (.05), the exogenous variable affects endogenous variable. The examination shows that p value = .468 which is greater than .05 meaning that interpersonal communication affects work motivation.

2. Hypothesis 2: “There is direct effect of organizational climate on work motivation”. This claims that the better organizational climate, the higher work motivation will be and the worse organizational climate, the lower work motivation will be. Hypothesis testing starts from the examination of simple regression $\hat{X}_3 = 28.07 + 0,785X_2$. This means that one point increase of organizational climate will improve work motivation as much as .785 point. Prior to using this equation for prediction, the researcher conducted a test of linearity as shown in the following Anova table. The table shows that F value =1.12 and F table = 2.53. (F value < F table) the calculation of F table is based on Df nominator of 48 and denominator of 22 at alpha = .01. This calculation concludes that the regression equation is linear.

Table 3. Anova table of X_2 on X_3

Sources of Variance	Df	SS	MS	F _{value}	F _t	
					0,05	0,01
Total	72	1226847	-	-	-	-
Reg (a)	1	1202025	1202025			
Reg (b/a)	1	15514	15514	116,27**	3,98	7,01
Residual	70	9308	132,97			
Deviation from Linearity	48	6607	137,64			
Within Group	22	2701	122,79	1,12 ^{ns}	2,16	2,53

Notes:

** = significant ($F_h > F_t$) at $\alpha = 0,01$

^{ns} = linear ($F_h < F_t$) at $\alpha = 0,01$

The next step is to examine the significance of the regression equation. It was found that F value (116.67) > F table (7.01). the finding was based on nominator Df = 1, and denominator = 70, and alpha = .01. This indicates that the regression equation is significant for prediction. It means that one point increase in organizational climate will improve such much as .785 point in work motivation. . It can be concluded that organizational climate influences work motivation.

The following analysis reveals that the correlation between organizational climate and work motivation $r = .791$ is significant and determination coefficient = .6250 meaning that organizational climate contribute to the improvement of work motivation as much as 62.5 %. The significance is based on the finding that t value (10.8) > t table (1.99) at significant level .05, Df = 70 (n-2). To measure the influence of organizational climate on work motivation, the researcher worked on path analysis. The study reveals that path coefficient = .447. Since the coefficient is greater than .05, organizational climate has effect on work motivation.

3. Hipotesis 3: “There is direct effect of interpersonal communication on organizational climate”. Data examination showed that linear regression equation $\hat{X}_2 = 34.47 + 0,757X_1$, expressing that one point increase in the score of interpersonal communication improves as much as .757 point in the score of organizational climate with the constant of 34.47. The test of linearity and regression significance are described in the following table.

Table 4. Anova table of X_1 on X_2

Source of Variance	Df	SS	MS	F _{value}	F _t	
					0,05	0,01
Total	70	1220230	-	-	-	-
Reg (a)	1	1195058	1195058			
Reg (b/a)	1	14408	14408	93,70**	3,98	7,01
Residual	73	10764	153,77			
Deviation from						
Linearity	53	9341	176,24			
Within						
Group	17	1423	83,71	2,11 ^{ns}	2,16	2,53

Notes:

** = significant ($F_h > F_t$) at $\alpha = 0,01$

^{ns} = linear ($F_h < F_t$) at $\alpha = 0,01$

The above table reads that F value (2.11) is less than F table (2.87) meaning that regression equation is linear. The finding is base on Df nominator = 53 and denominator = 17 at alpha = .01. Further examination of the significance of regression equation shows that F value (93.7) is greater than F table (7.01) meaning that the equation is significant. The finding is based on Df nominator = 11 and Df denominator = 70 at alpha = .01. The study concludes that there is a direct effect of interpersonal communication on organizational climate.

As far as test of correlation coefficient between interpersonal communication and organizational climate, the examination shows that $r = .735$, determination coefficient = $.5407$ meaning that interpersonal communication contributes to organizational climate as much as 54.07%. Finally, t test analysis reveals that t value (9.08) is greater than t table (1.99) meaning that the correlation is significant. The above information is based on $Df = 70 (n-2)$ and $\alpha = .05$.

Finally, the researcher dealt with path analysis. It was found that path coefficient = $.735$ which is greater than $.05$. It concludes that interpersonal communication affects organizational climate.

Discussion

1. Effect of interpersonal communication on work motivation

Informal and formal communication play important role in work place. Communication is face to face delivery of idea or information to others using verbal symbols. In general, communication is delivered by means of oral messages that can be understood by the two parties. In absence of those understandable medium, language communication can still be conducted using body language, expressing particular attitude, such as, smiling, shaking head, or shrugging. This type of interaction is known as nonverbal language. Communication in organization, is conducted in the form interpersonal communication. In this type of communication persons feel and know what happen to a particular message at the moment when they receive feedback through their facial expression and the way they speak. If there is a positive feedback or interesting response, that person will keep on their communication style. On the contrary, if they receive negative feedback, they will change their communication style.

According to Effendy (2004, p. 61), the selection of appropriate attitudes, opinion and communication behavior are basically become the main consideration for smoothing persuasive communication. The persuasions that are psychologically subtle, and flexible.

Motivation is a drive that moves persons into action, in the work place, motivation is the prime supporter for employees to achieve organizational objectives. Without motivation, the predefined objectives will be useless. In general, motivation arises because of unfulfilled needs. Maslow as cited by Mangkunegara (2005, p. 63-64), argues that human needs are:

- a. Physiological need
- b. Security need
- c. Social need
- d. Self esteem
- e. Self actualization

Motivation constitutes a psychological condition that can make individual/group to do something to meet the desired objectives or personal satisfaction. In relation to interpersonal communication. Motivation is a driving force for individual to take action. Communication become a stimulus that can create extrinsic motivation, meaning that by applying effective interpersonal communication among employees or between subordinate and superordinate, individuals are motivated to perform good job in work place.

2. The effect of organizational climate on work motivation

Organizational climate is a work place situation within organization. Every organization has a unique climate. Work Variation designed for different individuals consequently results in differences of tasks. All organizations have strategies to manage their human resources. Open organizational climate can push employees to express their concerns and complain without fear of receiving the same treatment. Dissatisfaction can be solved with positive and wise solutions. Open climate will arise when all members have a high level of confidence and feel of being equally treated. It is imperative that organizations create an organizational climate since good climate produces good perception about what is given by organization to them. This is a good basis to follow for caring organizational behavior. Organizational climate is determined by how good members of organization are directed, motivated and respected.

Organizational climate is a situation of how employees describe their internal environment of organization, in other words how employees perceive and describe work place by examining what happened in their office. That is why, it is important for employees to know about their obligations and rewards. Organizational climate will affect behavior and interaction process in organization.

Every employee perceives organizational climate differently especially as to what to be encouraging or discouraging factors of work spirit. Some factors may lessen the work spirit that make work behavior does not support the expected organizational climate. This is why socialization of organizational climate is important in dealing with work environment. Positive perception about work environment can induce good feeling, happiness, self confidence in accomplishing work and assignment of responsibility, because perception can affect motivation and employees performance. On the contrary, if employees have negative perception towards organizational climate, they feel that their jobs are only burdens which finally lower their performance. According to Stinger as cited by Wirawan. (2007, p. 126), organizational climate is a collection or pattern of environment that color motivation. It focuses on reasonable perception which can be evaluated. It affects directly organizational performance. Motivation is an important matter and must be owned by every employee to increase his or her productivity. Basically, human behaviors are motivated by his determination to achieve objectives. Motivation drives individual needs. And this basic motivation must be developed by himself and blended to organization.

The relationship between organizational climate and work motivation will be apparent if employees well perceived organizational climate which finally will increase work motivation. In other words, employees believe that organizational climate can give work security and motivation to accomplish their jobs and attain a defined targets.

3. The effect of interpersonal communication on organizational climate

Communication is a process of delivering information (message, idea) from sender to receiver. Generally, communication is transferred orally or verbally that understandable by two parties. In absence of understandable verbal language, communication can be delivered using body language, particular attitudes for example: smiling, shaking head,

shrugging etc. Communication becomes an important media in an organization, because in organization, communication skills can ease internal conflict. Communication is a two-way process to produce information exchange between two involved parties. Communication becomes basic interaction of human kind.

Communication process within organization especially communication between superordinate and subordinates is an important factor in establishing organizational effectivity. The effectivity depends upon good relationship built based on positive environment and trust. Muhammad (2008, p. 172) argues that the relationship between superordinate and subordinate is the center of effective management. In order to be successful, the interaction must be carried out based on trust and openness between superordinate and subordinates.

The establishment of Good organizational climate is of prime important since it is an individual perception about what organization can contribute. Based on it, member of organization behaves. The quality of organizational climate is shaped by how good the members are led, developed and respected. For this purpose, the leader of organization can give direction, orientation or influence to create and nurture ideal organizational climate for the attainment of organizational objectives.

Interpersonal communication is a medium to establish conducive organizational climate through transparency, individuals deliver suggestion and ideas and provide employees with openness and simplicity materializing organizational goals

The implication of the mentioned findings are the following:

1. Promoting work motivation by improving interpersonal communication. As mentioned in advance, the research found that interpersonal communication has positive and direct influence on work motivation. The optimization of interpersonal communication to improve motivation is carried out by: 1) giving employees opportunity to express their opinion and suggestion in formal meeting or other events; 2) facilitating employees meet their rights; 3) Providing employees with means of communication which enable them accomplish their jobs.
2. Promoting work motivation by improving organizational climate. The finding suggests that organizational climate has positive and direct influence on work motivation. The optimization of organization climate to improve work motivation is carried out by: 1) creating a conducive organizational climate; 2) creating a harmonious organizational climate that improve the effectivity of communication among members of organization; 3) creating good organizational climate by maintaining healthy, save and pleasant environment.
3. Promoting interpersonal communication by improving organizational climate. As revealed by study that interpersonal communication has influence on organizational climate. The optimization of interpersonal communication to improve organizational climate is carried out by: 1) Using articulate language to all employees when delivering messages; 2) creating conducive organizational climate through applying polite and harmonious communication; 3) Using appropriate communication to improve work interaction in achieving organizational goals.

Eventhough the researcher already used appropriate control over researched variables, some shortcoming may still apparent, especially concerning the following.

The use of small sample, only 72 respondents out of (PPPPTK) 253 employees in the population. Thirty respondents was used to test instrument validity. More samples will increase cost though possibly increase accuracy of findings. This is why the number of sample used was kept to minimum as required by statistics.

Likert scale instrument as used in this data collection, actually is not the only tool which can examine all aspects of the study. In this case the respondent might not give optimum responses. Therefore the interpretation should be made with care.

This study limits itself to 2 independent variables (interpersonal communication and organizational climate) influencing work motivation. In fact, there are many more variables may influence work motivation. In addition, work motivation certainly is influenced by intertwining complex internal and external variables.

Conclusion

Seen from path coefficient, the study concludes that:

There is a positive and direct effect of interpersonal communication on work motivation, the correlation between interpersonal communication and work motivation is medium high, and significant at both .05 and .01 alpha level.

There is a positive and direct effect of organizational climate on work motivation, the correlation between organizational climate and work motivation is also medium high, and significant at both .05 and .01 alpha level.

There is a positive and direct effect of interpersonal communication on organization climate, the correlation between interpersonal communication and organization climate is medium high and significant at both .05 and .01 alpha level.

References

- Arep, Ishak dan Tanjung, Hendri. (2003). *Manajemen Sumber daya Manusia*. Jakarta. Unibersitas Trisakti.
- As'ad, Moh. (2001). *Psikologi Industri*. Yogyakarta. Liberty.
- Cangara, Hafied. (2008). *Pengantar Ilmu Komunikasi*. Jakarta. Raja Grafindo.
- Danim, Sudarwan. (2008). *Kinerja Staf dan Organisasi*. Bandung. Pustaka Setia.
- Davis, Keith & Newstrom, John H. (2004). *Perilaku dalam Organisasi Jilid Satu* (alih bahasa Agus Dharma). Jakarta. Erlangga.
- Djamarah, Syaiful Bahri. (2001). *Guru dan Anak Didik dalam Interaksi Edukatif*. Jakarta. Rineka Cipta.
- Donnelly, James H., Gibson, James J., and Ivancevich, John M. (1994). *Fundamental of Management*. Texas. Business Publication.
- Effendy, Onong Uchjana. (2004). *Komunikasi Teori dan Praktek*. Bandung. Remaja Rosdakarya.
- Fattah, Nanang. (2003). *Landasan Kependidikan*. Bandung. Remaja Rosdakarya.

- Harjana, Agus M. (2003). *Komunikasi Intrapersonal dan Interpersonal*. Yogyakarta. Kanisius.
- Hasibuan, Malayu SP. (2005). *Organisasi dan Motivasi*. Jakarta. Bumi Aksara.
- Kossen, Stan. (2003). *Aspek Manusiawi dalam Organisasi*. Jakarta. Erlangga.
- Liliweri, Alo. (2003). *Makna Budaya dalam Komunikasi antar Budaya*. Yogyakarta. LKiS.
- Lunardi, AG. (2004). *Komunikasi Mengenai: Meningkatkan Efektivitas Komunikasi Antar Pribadi*. Yogyakarta. Kanisius.
- Mangkunegara, Anwar Prabu. (2004). *Manajemen Sumber Daya Perusahaan*. Bandung. Remaja Rosdakarya.
- (2005). *Evaluasi Kinerja*. Bandung. Refika Aditama.
- (2005). *Perilaku dan Budaya Organisasi*. Bandung. Refika Aditama.
- Moekijat. (2004). *Asas-asas Perilaku Organisasi*. Bandung. CV. Mandar Maju.
- Muhammad, Arni. (2008). *Komunikasi Organisasi*. Jakarta. Bumi Aksara.
- Mulyana, Deddy. (2008). *Ilmu Komunikasi Suatu Pengantar*. Bandung. Remaja Rosdakarya.
- Nazir, Moh. (2001). *Metode Penelitian*. Jakarta. Ghalia Indonesia.
- Priyatna, Soeganda dan Ardianto, Elvinaro. (2008). *Komunikasi Bisnis*. Bandung. Widya Pedjajaran.
- Rivai, Veithzal. (2004). *Manajemen SDM untuk Perusahaan dari Teori ke Praktik*. Jakarta. Raja Grafindo Persada.
- Robbins, Stephen P. (2003). *Perilaku Organisasi Jilid 1* (terj. Ria Cahyani). Yogyakarta. Aditya Media.
- Ruben, Brent D. and Stewart, Lea P. (2005). *Communication and Human Behavior*. New York. Alyn and Bacon.
- Sagala, Syaiful. (2009). *Memahami Organisasi Pendidikan*. Bandung. Alfabeta.
- Sardiman, AM. (2005). *Interaksi dan Motivasi Belajar Mengajar*. Jakarta. Raja Grafindo Persada.
- Sedarmayanti. (2000). *Sumber Daya Manusia dan Produktivitas Kerja*. Bandung. Mandar Maju.
- Siagian, Sondang P. (2005). *Teori Motivasi dan Aplikasinya*. Jakarta. Rineka Cipta.
- Simamora, Hendry. (2001). *Manajemen Sumber Daya Manusia*. Yogyakarta. STIE YKPN.
- Singarimbun, Masri dan Effendi Sofyan. 2000. *Metode Penelitian Survey*. Jakarta. LP3ES.
- Sudijono, Anas. (2003). *Pengantar Evaluasi Pendidikan*. Jakarta. Remaja Rosdakarya.
- Sugiyono. (2004). *Metode Penelitian Bisnis*. Bandung. Alfabeta.
- Suharsaputra, Uhar. (2010). *Administrasi Pendidikan*. Bandung. Refika Aditama.

- Sulistiyani, Ambar Teguh dan Rosidah. (2003). *Manajemen Sumber Daya Manusia*. Yogyakarta. Graha Ilmu.
- Sumedi, AS. Pudjo. AS. (2010). *Organisasi dan Kepemimpinan*. Jakarta. Uhamka Press.
- Suratno, AW. (2011). *Komunikasi Interpersonal*. Yogyakarta. Graha Ilmu.
- Suryabrata, Sumadi. (2003). *Metode Penelitian*. Jakarta. Rajawali Press.
- Sutrisno, Edy. (2010). *Manajemen Sumber Daya Manusia*. Jakarta. PT Kencana.
- Uno, Hamzah B. (2010). *Teori Motivasi dan Pengukurannya*. Jakarta. Bumi Aksara.
- Winardi. (2001). *Motivasi dan Pemasalahan dalam Manajemen*. Jakarta. Raja Grafindo Persada.
- Wirawan. (2003). *Teori Kepemimpinan I*. Jakarta. Uhamka Press.
- (2007). *Budaya dan Iklim Organisasi*. Jakarta. Salemba Empat.