

The Role of Organizational Communication in Increasing Employee Work Motivation At PT. Sarana Investindo

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Abstract. The role of communication in an organization is very important, because it will help establish good relationships and good coordination between fellow members in achieving organizational goals, besides that organizational communication will have an impact on increasing the work motivation of the members of the organization. Failure to communicate by PT. Sarana Investindo in the company can cause failure to achieve company goals and risk threatening the existence and good name of the company. This study examines the application of organizational communication at PT. Sarana Investindo to increase employee motivation. The research method used is qualitative-descriptive with a case study approach. Data collection techniques used through observation, interviews, and literature studies. The results of the study explain that the role of organizational communication at PT. Sarana Investindo relies on mutual communication between leaders and employees to increase motivation at work, especially to meet physiological needs based on Maslow's theory for employees. From the results of the research team's interviews, the obstacles that the company has are namely: a) technical factors; b) human factors; c) semantic factors; and d) psychological factors. To deal with these obstacles, a. fulfill job satisfaction; b. provide training; and c. supervise, evaluate, and guide leaders.

1. INTRODUCTION

Humans as homo socius in their lives cannot be separated from interactions with other humans. This proves that humans in their lives must communicate, meaning that other humans, a group or society are needed to interact with each other. Lawrence D. Kincaid believes that communication is a process in which two or more people form or exchange information with each other, so that in his study communication is not carried out with one person or another but using an organization which in turn will lead to a deep mutual understanding. (Hafied Cangara, 2017).

Communication elements must consist of at least 5 things, namely: source, message, media, recipient and effect. A communication is said to be effective if the message can be received and understood as intended by the communicator. Communication is also said to be effective if it is in accordance with the communicator's goals. Where these goals influence three things, namely: cognitive (knowledge), affective (attitude) and conative (behavior/action). So with effective communication it is hoped that awareness can be increased. (Dewi Chandra Hazani, 2022) Communication and interaction have a central role in organizational life. Communication is an action that enables humans to receive and provide information or messages as needed. Well-developed communication will create a harmonious and conducive organizational atmosphere.

To create maximum cooperative relationships in an organization, communication is needed in all parts of the organization, which is called organizational communication. Pace and Faules (2013) suggest that organizational communication is a discipline of study that can take a number of valid and useful directions. Functionally, organizational communication can be defined as the guidance and interpretation of messages between communication units that are part of a particular organization. Communication aims to achieve the goals of the organizational system. More specific communication functions include messages regarding work, maintenance, motivation, integration, and innovation. (W. Pace & Don. F. Faules, 2013)

PT. Sarana Investindo, which operates in the telecommunications and civil contractor sector, focuses on communication as the basis for carrying out company productivity. Good communication will create a harmonious work atmosphere and can reduce conflicts between employees so that within the company a work spirit will be created that improves performance for the better. However, good communication did not occur at PT. Sarana Investindo. This was discovered after the company's productivity decreased and the leadership felt that an error had occurred which had to be corrected immediately. After the employees were questioned, the company leadership found that there was

employee dissatisfaction with the wages received with the workload given. Providing wages or incentives that are not in accordance with the workload results in a loss of employee motivation to carry out optimal work.

Work motivation acts as encouragement, effort and desire in humans which activates, empowers and directs behavior in completing tasks well within the scope of work. Employees who have work motivation will aim to earn income to meet their needs, and even have several hopes, desires, ideals that they hope can be fulfilled from where they work. This research is aimed at describing the role of organizational communication in increasing work motivation and identifying factors that hinder the implementation of organizational communication as well as the solutions provided at PT. Sarana Investindo.

2. METHOD

The type of research chosen by the researcher is research with a qualitative approach. Qualitative research is research that intends to understand the phenomena experienced by research subjects such as behavior, perceptions, motivation, actions, etc. Research with descriptive characteristics in the form of words and language, in a special natural context and by utilizing various scientific methods (Moleong, 2007).

Qualitative research or subjective perspective with the phenomenological tradition, the involvement of the researcher mingling with the research subject is absolutely necessary. This kind of research requires researchers to make direct observations and interact with informants in order to express, understand and analyze the data they construct in the communication acts they carry out.

Apart from interviews, data collection can also be done by means of participant observation and document analysis (Moustakas, 1994). This research was carried out by collecting data through:

a) Observation

Observation is defined as the activity of observing directly, without a mediator to look closely at the activities carried out by the subject.

b) Interview

This research also uses the interview method to obtain an adequate and accurate picture of the topic of discussion.

c) Literature review

Data collection in this research was carried out by studying and taking notes from various literature sources related to this research to complete the data.

The first stage was carried out through observation, by observing the activities carried out by the informants. After the observation is carried out, it is continued through the interview stage. The method for conducting the interview is by preparing questions based on the results of the observation and then asking questions and answers with the informant. The data that has been obtained through observation and interviews is then processed and strengthened by literature review in the form of a literature study.

3. RESULTS AND DISCUSSION

The Role of Organizational Communication in Increasing Employee Work Motivation at PT. Sarana Investindo

The existence of intensive communication between leaders and employees at PT. Sarana Investindo will have an impact on employee performance which will have an impact on contributions to the company. Employees who serve as cogs in running a company cannot move alone without support, especially company leadership. The presence of leaders is required to know problems and find solutions that will be provided in dealing with a problem. In increasing employee work motivation, company leaders have a big role in maintaining communication with employees so they can plan, supervise and assign tasks appropriately and correctly.

Good communication between company leaders and employees will increase motivation at work. This happens because company leaders are required to be able to create a conducive communication atmosphere, apart from that, leaders must be able to create creativity in carrying out

their leadership, both for the progress of the company and employee work productivity. This is based on the results of interviews and observations by the research team of one of the leaders of PT. Sarana Investindo that: "The communication relationship between management and employees at PT. Sarana Investindo was considered to be running well so far, until we realized that employee productivity had decreased which had a negative impact on the running of the company. "After we communicated with the employees, it was finally discovered that the root of the problem lay in the lack of welfare of the employees with the income provided by the company."

Fulfillment of income needs and employee rights is in line with the Hierarchy of Needs Theory explained by Abraham Maslow. The Hierarchy of Needs Theory or Maslow's Theory suggests five human needs based on their level of importance. Humans try to fulfill needs from the lowest level, namely physiological needs, then move up to a level after the previous needs have been fulfilled, and so on until they reach the highest needs, namely self-actualization. The five levels of needs in Maslow's Theory are: (Ujang Sumarwan, 2011)

- a. Physiological needs are basic human needs, namely the needs of the human body to maintain life. These needs include food, water, air, shelter, clothing and sex.
- b. Safety needs are the second level of needs after basic needs. This is a need for protection for the human physique. Humans need protection from crime, so they can live safely and comfortably.
- c. Social Needs, are needs based on a sense of belonging and ownership in order to be accepted by the people around them or their environment. This need is based on the need for humans to relate to one another.
- d. Ego needs are the need to achieve a higher level than others. Humans try to achieve better prestige, reputation and status. Humans have a strong ego to be able to achieve better achievements for themselves or better than others.
- e. Self-Actualization Needs are needs that are based on an individual's desire to make himself the best person according to his potential and abilities. An individual needs to express himself in an activity to prove himself that he is capable of doing that thing.

Apart from that, the leadership of PT. Sarana Investindo said that to maintain intensive communication and coordination, evaluation and planning will be carried out regularly involving all parties. In this evaluation, leaders or employees will be able to convey information, problems and suggestions so as to trigger work enthusiasm in the organization to complete the tasks carried out by employees. Especially in actualizing the company's vision, mission and goals in running its business.

The role of organizational communication in improving the performance of PT employees. Sarana Investindo is a form of internal communication. Communication within an organization, especially in a company, will run well if the flow of information within the organization does not experience obstacles. When company leaders need fast and accurate information, all elements or sections are capable of preparing the required information. This is supported by seven key concepts contained in organizational communication, namely process, message, network, interdependence, relationships, environment and uncertainty. (Khomsahrial Romlu, 2011).

Communication is a very important area in organizations. This is in line with the opinion which explains that the effectiveness of communication will greatly determine the success of the organization both in the short and long term. (Hassa Nurrohim & Lina Anatan, 2009) Communication is important to produce the same understanding between the sender of information and the recipient of information at all levels within the company. Apart from that, communication also plays a role in building an organizational climate which can ultimately influence the company's efficiency and productivity.

Communication culture in the context of organizational communication must be seen from various sides. First, communication between superiors and subordinates. Second, between one employee and another employee. The third is between employees and superiors or leaders. Each communication has its own pattern. Between the two parties there must be two-way communications or two-way communication that provides mutual feedback on the messages received between the leadership and employees. (Walgito Bimo, 2003)

This active communication is carried out to achieve goals, both personal and group goals, to achieve the goals of an organization. In practice, organizational communication functions as a means of coordinating between various subsystems within the company. Factors that influence the effectiveness of organizational communication at PT. Investindo facilities include::(Novia Septia Ningsih et al., 2021)

a. Openness

Communication effectiveness can be achieved if the parties always prioritize openness between each other. Communication relations between employees at PT. Sarana Investindo is running intensively again. The effectiveness of communication between employees in a company can be said to be running intensively if leaders and subordinates always prioritize transparency or openness in carrying out the responsibilities or main tasks and functions (tupoksi) carried out, whether related to information, communication or coordination in carrying out their respective main duties and functions. -each employee.

b. Good coordination and cooperation with all members of the organization

Motivation from leadership can work well if there is coordination and cooperation between all company employees. Likewise with the company PT. It is hoped that by Investindo's facilities, leaders can continue to establish good cooperation with all employees, incidents of declining employee performance will not recur and work effectiveness can be achieved. However, this does not only apply to leaders, but between employees it is also hoped that there will be positive coordination at work so that goals will be achieved.

The involvement of the leadership of PT. Sarana Investindo in organizational communication plays a role in planning and overcoming problems in the company is a very important action. This is due to the leadership not being involved in resolving a problem, illustrating the identity of a leader who is not responsible for his employees. A leader must know the problems that occur among his members and provide solutions to resolve these problems. The attitude of company leaders plays a very important role in increasing employee motivation in running the company. So by establishing organizational communication at PT. Sarana Investindo it will have a positive impact on the company's work.

Factors That Inhibit the Role of Organizational Communication in Increasing Employee Work Motivation at PT. Sarana Investindo

The company PT. Sarana Investindo in carrying out its organizational communication function has several obstacles that cause communication disruptions, so that the goals of communication are not achieved. Basically, these obstacles can occur due to distortion, namely a shift in the meaning of the message expressed by the recipient of the message.

From the results of the research team's interview with the leadership of PT. Sarana Investindo, he said that "the communication barrier faced by the company is the lack of employees who participate in conveying their aspirations to the leadership or management. The method used by employees to convey their aspirations is through representatives either in person or other media such as WhatsApp group chats. This is made worse by some employees who choose to remain silent and not convey their aspirations to anyone and keep them to themselves. This makes communication at PT. Sarana Investindo hampered, which has an impact on decreasing company productivity."

Based on this interview, it can be explained that there are several factors that hinder organizational communication at PT. Sarana Investindo, while communication barriers within the organization include:

1. Technical factors

The technical factor in question is the media used in communication. Where the company PT. Sarana Investindo in building communication between leaders and employees or between employees does not yet have effective media. So far, leaders or employees in building communication have only relied on direct delivery, via letters, WhatsApp chats and bulletin boards to convey information. Communication conveyed through this media actually reduces the effectiveness of communication because in several complaints an information provider felt that his or her identity was not protected. (Rismayanti, 2018)

2. Human factors

There is a human factor as an obstacle because humans act as actors in organizational communication. Human factors as one of the causes are based on emotions, prejudices, perceptions and skills that originate from the abilities of a person's sensory organs. (Rismayanti, 2018) The problems faced by human factors are as follows:

- a. There are employees who are not able to understand their main duties and functions well even though in their leadership the leadership has provided direction, guidance and supervision.
 - b. The company does not have special funds to improve the quality of human resources.
3. Semantic factors
This semantic factor is an obstacle that occurs because the process of conveying ideas or information is ineffective. (Rismayanti, 2018) Semantics means the study of meanings that are described or expressed in the form of language. The words used in communication will help the process of exchanging meaning and understanding from the speaker to the audience.
4. Psychological factors
Unknown employee psychology is also an inhibiting factor, as one of the leaders of PT. Sarana Investindo said that employee leaders or management often have difficulty dealing with employees who have closed personalities and cannot convey information or complaints directly.

Solutions in Overcoming Barriers to the Role of Organizational Communication to Motivate Employees at PT. Investindo Facilities Can Increase

Good coordination makes it easier for companies to achieve their goals. To achieve good coordination, PT. Sarana Investindo seeks to overcome factors that hinder organizational communication in motivating employee performance in running the company. Efforts to increase the ability of leaders and employees in carrying out organizational communication roles at the company PT. Sarana Investindo are:

1. Fulfillment of job satisfaction

Satisfaction is also related to fulfilling life's needs. Employees who feel their needs are met will perceive themselves as employees who are satisfied with their work. On the other hand, dissatisfaction arises if one or part of his needs cannot be met. Efforts to increase capabilities by fulfilling job satisfaction are carried out by the leadership of PT. Sarana Investindo to support performance with the following actions:

- a. Providing Wages/Incentives According to Workload, where the company provides wages to employees based on two approaches, namely the needs fulfillment approach and the expectations fulfillment approach. As a result of interviews by the research team with company leaders, he said "providing wages appropriate to workload is aimed at meeting demands and increasing the morale of employees who complain of a mismatch between hard work and the wages they receive."
- b. Giving awards is an effort made to appreciate the performance of employees in training good skills. Apart from that, the achievements of company employees need to be given because awards can trigger the enthusiasm of other employees in producing optimal and effective performance.

2. Provide Training

Training is an activity to improve employee abilities by providing knowledge and operational skills in carrying out a job. Training can be defined as a process of developing understanding and knowledge of a group of facts, rules and methods that are organized by prioritizing the development of honesty and operational skills, while development or education is an activity to improve employee abilities by increasing knowledge and understanding of general knowledge and service knowledge. in general, including increasing mastery of administrative services in dealing with government problems.

3. Supervision, Evaluation and Leadership Guidance

In supervisory activities, the leader determines how progress must be achieved towards the targets. The leader must know what is happening, so that he can immediately intervene and change the regulations if such changes are necessary to achieve the supervisory targets. in the context of fostering development, service and quality improvement, as well as the performance of the company concerned. Supervision covers the technical aspects of education and administration of the company

concerned. The purpose of supervision is to compare events with previously made plans and make necessary corrections if there are events that deviate from the plan.

4. CONCLUSION

Based on the discussion above, conclusions can be drawn: The role of organizational communication at PT. Sarana Investindo can increase employee motivation at work. The existence of communication between leaders and employees is a key variable in the success of organizational communication. Good communication between company leaders and employees will increase work motivation because employees should feel appreciated, especially in fulfilling needs as explained in Maslow's theory. Company leaders are required to be able to create a conducive communication atmosphere, apart from that, leaders must be able to create creativity in carrying out their leadership, both for the progress of the company and employee work productivity. In carrying out organizational communication between leaders and employees, the company PT. Sarana Investindo has problems that cause communication disruptions, so that the objectives of the communication are not achieved. From the results of interviews by the research team with the leadership of PT. Sarana Investindo, the obstacles faced by the company were: a). technical factors, namely the media used in communicating; b). human factors, where in a human being there are emotions, prejudices, perceptions and skills that originate from the ability of a person's sensory organs; c). semantic factors, which are obstacles that occur because the process of conveying ideas or information is ineffective; and D). psychological factors, where there are difficulties in dealing with employees who have closed personalities and cannot convey information or complaints directly. To face obstacles in carrying out organizational communication, PT. Sarana Investindo seeks to increase the capabilities of leaders and employees with the following actions: a). Fulfillment of job satisfaction, where satisfaction is also related to meeting life's needs. Employees who feel their needs are met will perceive themselves as employees who are satisfied with their work; b). Providing training, where training is an activity to improve employee abilities by providing knowledge and operational skills in carrying out a job; and c). Supervision, Evaluation and Leadership Guidance, where in supervisory and coaching activities the leadership is obliged to determine the company's progress.

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