

The Influence of Organizational Communication in Supporting an Effective Work Climate in The Starpactions Section of PT Sunstar Engineering Indonesia

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This study aims to determine the influence of organizational communication on the effective work climate in the Starpaction section of PT Sunstar Engineering Indonesia by formulating a problem on how much influence organizational communication has in supporting an effective work climate in the Starpactions section of PT Sunstar Engineering Indonesia. The limitation in this study is on the working climate in the startpaction section only, not in the whole section. The data collection method uses questionnaire distribution. The population in this study is employees of the Starpaction section, permanent employees, and fixed-time employees of the work agreement (PKWT). The sampling technique used was a total sampling with a sample of 30 respondents. The data analysis methods used are validity test, reliability test, normality test, linearity test, simple linear regression analysis, and partial significance test (T-test), and Determination Coefficient Test (R-test) using the SPSS 26 application of 2024. The results of the t-test obtained a t-count value of 10,244 while the t-table was 1,701, thus, it can be concluded that t-count > t-table (10,244 > 1,701) From the results of the t-test, a significant value of $0.000 < 0.05$ was also obtained so that it can be concluded that organizational communication has a positive and significant effect on the effective work climate in the Starpaction section of PT Sunstar Engineering Indonesia

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INTRODUCTION

In the world of work, communication is a fundamental element to improve one's motivation and quality of work. A work environment that uses good, polite, and directed communication will create a comfortable and harmonious atmosphere. On the contrary, poor communication can lead to feelings of discomfort, conflict, and various other problems in the workplace. Effective communication in the workplace also helps to improve employee creativity and morale, which in turn can improve the overall productivity and efficiency of the organization (Sitorus, n.d.).

According to the Great Dictionary of the Indonesian Language (KBBI), communication is the sending and receiving of messages or news from two or more people so that the message can be understood by the interlocutor. In simple terms, communication is the process of sending, sorting, and receiving symbols or messages from one or more people so that the message can reach and be understood by the listener or interlocutor (KBBI, 2008). This process involves various communication elements such as sender, message, media, receiver, feedback, and context.

In the book *Business Communication Today* written by Bovee and Thill (2015), six stages of an effective communication process are mentioned, first, the sender has an idea or idea. Second, the sender transforms the idea into a clear and understandable message. Third, the sender conveys the message through the right medium. Fourth, the recipient receives the message. Fifth, the recipient interprets the message based on its understanding and context. Sixth, the receiver provides feedback and sends feedback to the sender.

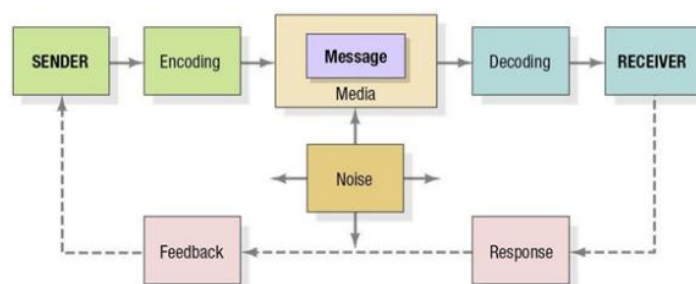


Figure 1. Communication Flow

Effective communication also plays a big role in the success of an organization. Good communication between superiors and subordinates, as well as between fellow employees, greatly affects the increase in work productivity (A.S. Patimah, Syafrudin Raharjo, 2024). Communication also aims to influence the way others think and act, so it is essential to learn different aspects of communication, including speaking, listening, writing, and using

appropriate communication media (Tyagi, 2013). Communication involves the use of words, the tempo at which they are given, pitch modification, and body language. A catastrophe may be averted and people are inspired to strive for success if the proper instruments are utilised to communicate the clear messages at the right moment. Employee motivation enables a firm's seamless and successful operation, as well as increased productivity, sales, and profits without the need for constant supervision (Sumaiya et al., 2022).

In this modern era, technology has changed the way we communicate. With the advancement of information and communication technology, people are connected to each other even though they are not physically close. Digital communication, such as email, social media, and instant messaging apps, has become an important part of daily life (Cascio & Montealegre, 2016). Communication affects the development of the times, and it is important to continue to develop science in the field of communication in order to be able to adapt to the changes that occur (Kirkwood A & Price L, 2016).

PT Sunstar Engineering Indonesia, founded by Kaneda Keitei Shokai in 1995, is part of the Sunstar Group that manufactures a wide range of products such as oral care, beauty, automotive, and home interiors. Since its establishment, the company has continued to develop technology and knowledge from its global network to provide innovative solutions for customers around the world (Sunstar Engineering Indonesia, 2024). Effective communication within the company helps strengthen collaboration between teams, improve performance, and achieve business goals (Manocha, Shaloo, 2023) .

Organizational communication according to Redding and Sanborn is the transmission and reception of information in a complex organization (Redding & Sanborn, 1964). It includes different types of communication, such as internal communication (within the organization), external communication (with outsiders), human relations, managerial relationships, downward communication (from superiors to subordinates), upward communication (from subordinates to superiors), and horizontal communication (between people of the same level in the organization). Communication program communication, listening, writing, and evaluation skills are also important in shaping an effective organizational communication climate (Rahmanto, 2004).

An organization's communication climate influences the way of life of its members, who they talk to, who they like, how their work activities, career development, and adaptation to the organization. A positive communication climate encourages members of the organization to communicate openly and in a friendly manner, while a negative climate can hinder

communication and a sense of brotherhood (Meitisari et al., 2018). For example, in a study at PT Sunstar Engineering Indonesia, it was found that a firm and open communication pattern in providing information to employees is very important. Lack of development in the onboarding process, especially for potential new hires, can lead to problems in communication and workflow. Therefore, it is important for companies to build a good, comfortable, and conducive communication climate to increase employee work motivation.

Communication in the organization also plays an important role in change management. When an organization undergoes a change, clear and transparent communication is essential to ensure that all members of the organization understand the reasons for the change, how the change will be implemented, and what impact it will have on them. Effective communication can help reduce uncertainty and resistance to change, as well as encourage employee participation and support (Niell, 2018).

Overall, communication is an essential element in human life that will always be connected, both in personal and organizational life. Effective communication helps build strong relationships, improve performance, and achieve shared goals within an organization (Musheke & Phiri, 2021). By understanding and applying the principles of good communication, we can improve the quality of our interactions with others, both in social and professional contexts, and create a more harmonious and productive environment (Kurtz, n.d.). The formulation of the problem in this study is how much influence does organizational communication have in supporting an effective work climate in the startpactions section of PT Sunstar Engineering Indonesia? The purpose of this study is to analyze how much influence organizational communication has in supporting an effective work climate in the startpactions section of PT Sunstar Engineering Indonesia. The limitations in this study were determined by the researcher in one section at PT Sunstar Engineering Indonesia only, because the reality of the problem was seen in that section.

According to Goldhaber (1986), organizational communication is a process of creating and exchanging messages in a network of relationships that depend on each other to overcome an uncertain or changing environment (Artarini & Putri, 2024). In the scientific realm of organizations, it is known for the existence of formal communication and informal communication (Matias & Cardoso, 2019). The two are interrelated, but there are also differences. Formal communication is communication that occurs between members of an organization that has been expressly planned and listed in the organizational structure. While informal communication is communication that occurs between the basis of personal will and

desire. The fundamental difference between formal and informal communication is clearly visible, namely that formal communication occurs in the organizational structure that is official between members of the organization while informal communication occurs due to the desire of the members of the organization and is not official (Matias & Cardoso, 2019). Organizational communication is also a transmission and or exchange of information within an organization, so that it can form a flow of information. The existence of organizational communication can give rise to an information network within the organization((Manocha, Shaloo, 2023).

METHOD

The researcher in conducting this study refers to the positivism paradigm, namely data using numerical or quantitative measurement results with the research method used is a survey method where the researcher makes a list of questions addressed to the respondents in the form of a questionnaire, then all the answers that have been collected will be recorded and processed by the researcher. The population in this study is employees of the PT Sunstar Engineering Indonesia 2024 Starpactions Sections, which is 30 employees. In this study, a sample was used, namely all employees of the Starpactions Section of PT Sunstar Engineering Indonesia. Considering that the population knows 30 respondents.

Indicators of Organizational Communication and Effective working climate

Organizational communication has a process that needs to be understood to create good communication within the company. According to (Sari et al., 2024), there are several important components in the organizational communication process: Internal and External Communication Channels Internal communication occurs within the organizational environment between employees and superiors . External communication connects companies with outside parties to promote products and services, creating a positive image. Induction Induction, or onboarding, provides basic information about the company for new hires who need information to complete their tasks. Channels Communication channels in organizations utilize electronic media (email, internet), print media, and face-to-face to produce good communication. Meeting Meetings are a face-to-face communication medium in the company, such as briefings, staff meetings, project meetings, and public opinions. Interview Interviews within organizations are an effective way to find out the reasons for employee resignation and other purposes such as employee recruitment selection, job assessments, and career

promotions. By understanding these components, organizations can ensure communication runs smoothly and effectively (Sari et al., 2024).

The organizational climate can serve as an indicator of whether or not the expectations of employees to work within the company are met. The organizational climate indicator is a dimension of the organizational climate variable that is a benchmark for an employee's characteristics to behave in a company environment (Jayakumar, 2023). According to states that there are several indicators of organizational climate, the first is leadership, where the behavior or interaction of a leader in coordinating and moving subordinates to achieve organizational goals. The second is belief, where there is an attitude of mutual trust between employees and leaders while still developing and maintaining a relationship full of trust and trust. The third is shared decision-making or support, where employees at all levels of the organization should be invited to communicate and consult on all issues in all organizational policies relevant to their position and participate in decision-making and goal setting. The fourth is honesty, where a general atmosphere that is filled with honesty and frankness that colors the relationship between employees in the organization, where employees are able to say what is on their minds. The fifth is communication, where employees have the right to know information related to their duties and authorities. The sixth is flexibility or autonomy where employees have autonomy in their own work tasks, and have the power over themselves to accept or guess suggestions with an open mind. This means that employees have the freedom to express their opinions. The seventh is occupational risks, where employees are aware of the risks of their jobs by remaining committed and loyal to the company.

Thus, the indicators of this study based on the explanation use Goldhaber (1986) and Robbins (2007), and the questioners adopt the indicators. So, the instruments, based on each indicators, can be seen in Table 1.

Table 1. Research Instruments

Variables	Indicators	Source
Organizational Communication	Internal and External Communication Way	Goldhaber (1986)
	Induction	
	Channel	
	Meeting	
	Interview	
Effective working climate	Trust and openness	Robbins (2007)
	Sympathetic and supportive	
	Honest and respectful	
	Risky jobs	
	Personality growth	
	Autonomy and flexibility	

RESULTS AND DISCUSSIONS

Validity Test

Validity test is a benchmark that can show a level of validity or accuracy in an instrument (Ilhami et al., 2024). This validity test is carried out to test whether the questions presented have measured the same aspects, the measurement is carried out by measuring the correlation between variables and the total score of the variable. In each statement item, the validity test is carried out by summing the score of each question item, quantifying the amount, from each respondent the square of each question item is calculated, and calculating the multiplication between items by the amount. Next, by looking for the deviation of the data score and inputting it using the Pearson Product Moment correlation formula which will be explained as follows: An instrument is declared valid if r is calculated $> r$ table. If r counts $< r$ table, then the instrument can be said to be invalid.

Table 2. Validity Test

Variabel	Item	Correlation		Decision
		r-count	r-table	
Organizational Communication (X)	1	0,690	0,361	Valid
	2	0,760	0,361	Valid
	3	0,732	0,361	Valid
	4	0,817	0,361	Valid
	5	0,661	0,361	Valid
	6	0,493	0,361	Valid
	7	0,797	0,361	Valid
	8	0,844	0,361	Valid
	9	0,554	0,361	Valid
	10	0,722	0,361	Valid
	11	0,756	0,361	Valid
	12	0,698	0,361	Valid
	13	0,741	0,361	Valid
	14	0,696	0,361	Valid
Effective Work Climate (Y)	1	0,617	0,361	Valid
	2	0,780	0,361	Valid
	3	0,393	0,361	Valid
	4	0,574	0,361	Valid
	5	0,702	0,361	Valid
	6	0,688	0,361	Valid
	7	0,704	0,361	Valid
	8	0,763	0,361	Valid
	9	0,704	0,361	Valid
	10	0,829	0,361	Valid
	11	0,780	0,361	Valid
	12	0,807	0,361	Valid
	13	0,708	0,361	Valid
	14	0,804	0,361	Valid
	15	0,799	0,361	Valid
	16	0,766	0,361	Valid

17	0,530	0,361	Valid
18	0,695	0,361	Valid
19	0,381	0,361	Valid
20	0,709	0,361	Valid
21	0,669	0,361	Valid

Based on the table above, it can be concluded that all statements from variable X (organizational communication) and variable Y (effective work climate) are considered valid, since the calculated *r* value exceeds the table *r* value.

Reliability Test

Reliability can be used as a data collection tool if the instrument is accurate (Rahmanto, 2004). In this case, reliability can show its advantages as one of the measuring tools. The reliability process is carried out with the aim of making the instruments presented trustworthy. Minimum Cronbach's Alpha coefficient using a measurement of 0.60. Thus, if the instrument *r* produces more than 0.60, the instrument can be declared valid.

Table 3. Reliability Test

Variabel	<i>Cronbach Alpha</i>	Critical Values	Status
Organizational Communication (X)	0,921	0,60	Reliability
Effective Work Climate (Y)	0,941	0,60	Reliability

Based on the results of the table above, it is concluded that the Cronbach Alpha (α) value in all variables has a value of more than 0.60 so that it can be interpreted that all variables in this study are reliable.

Normality Test

The normality test is used to test whether the residual variables in the regression model have a normal distribution. If the significant value obtained is less than 5% (0.05), then it can be concluded that the data does not have a normal distribution. However, if the significant value obtained is more than 5%, then it can be said that the data has a normal distribution (Jannah et al., 2017).

One-Sample Kolmogorov-Smirnov Test			
			Unstandardi zed Residual
N			30
Normal Parameters ^{a,b}		Mean	.0000000
		Std. Deviation	4.41828723
Most Extreme Differences		Absolute	.127
		Positive	.125
		Negative	-.197
Test Statistic			.197
Asymp. Sig. (2-tailed)			.004 ^c
Monte	Sig.		.174 ^d
Carlo Sig. (2-tailed)	99% CI	Lower Bound	.164
		Upper Bound	.184
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			

Figure 2. Normality Test by SPSS Application

The score of monte carlo. Sig. (2-tailed) of $0.174 > 0.05$. Thus, it can be concluded that the data has been distributed normally. The results of the normality test carried out using the P-Plot method were obtained as follows:

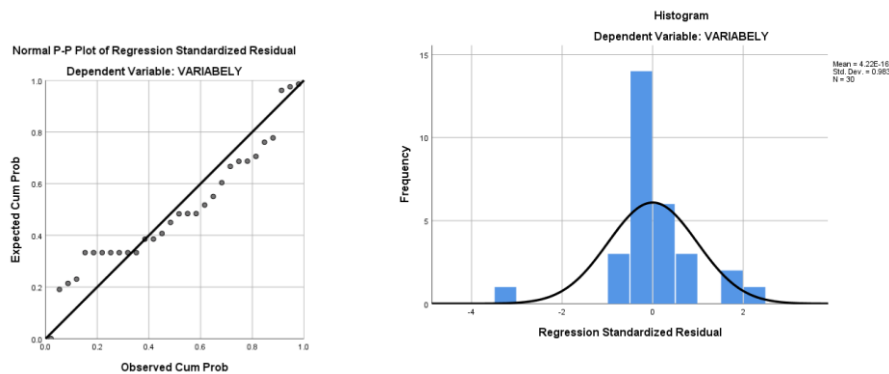


Figure 3. P-Plot and Histogram

Figure 1 show the results of the P-Plot test, and the data is spread around and follows a diagonal line, so it can be concluded that the data in this study is distributed normally. It can also be seen that the customer loyalty graph is mountainous. That way, it can be said that the data has been distributed normally or has met the assumption of normality.

Linearity Test

The linearity test aims to find out whether the two variables that are tested have a significant linear/non-linear relationship. If the probability score $> 5\%$ (0.05), then the relationship between the variables X and Y is linear, and vice versa (Jannah et al., 2017).

ANOVA							
			Sum of Squares	df	Mean Square	F	Sig.
Effective Work Climate* Organizational Communication	Betwe en Group s	(Combined)	2596.833	13	199.7568	35.058	.000
		Linearity	2121.883	1	2121.883	372.396	.000
		Deviation from Linearity	474.950	12	39.579	6.946	.000
	Within Groups		91.167	16	5.698		
	Total		2688.000	29			

Figure 4. Linearity Test by SPSS Application

Figure 4 shows that the significant value (P Value Sig.) in the line deviation from Linearity is $0.299 > 0.05$, so it can be concluded that there is a linear relationship between the variables of service quality and customer loyalty.

Simple Linear Regression Test

A simple regression test aims to find out whether there is an influence of one variable on another. The influencing variable is called an independent variable or an independent variable, while the affected variable is called a bound variable or a dependent variable.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.979	7.757		1.158	.257
	Organizational Communication	1.374	.134	.888	10.244	.000

a. Dependent Variable: Effective Work Climate

Figure 5. Simple Linier Regression by SPSS Application

Figure 5 shows that the constant value (a) is 9.856, while the quality of service value (regression coefficient) is 0.198. Then, following regression equations is

$$Y = a + bX \quad [1]$$

$$Y = 8.979 + 1.374x$$

Where the simple linear regression equation can be interpreted, first, that a constant of 8.979 means that the consistent value of the organizational communication variable is 8.979. Second, regression coefficient of the organizational communication variable of 1.374 means that for every 1% addition of the organizational communication value (X), the value of the effective work climate (Y) increases by 1.374. This regression coefficient has a positive value. Thus, it can be concluded that there is a positive influence between variable X on variable Y.

Determination Coefficient Test (R² Test)

The determination coefficient test or r test is a statistical test used to find out how much independent variables (organizational communication) can explain dependent variables (effective work climate). The determination test can be seen on the R Square, the R Square value is said to be good if it is above 0.05.

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.888 ^a	.789	.782	4.49649
a. Predictors: (Constant), Organizational Communication				
b. Dependent Variable: Effective Work Climate				

Figure 6. Determination Coefficient Test by SPSS Application

Figure 6 show that the value of the determination coefficient is 0.789. Thus, it can be concluded that the independent variable (organizational communication) to the dependent variable (effective work climate) is 78.90%, while the remaining 12.10% is influenced by other variables.

Discussions

The study shows that that organizational communication variables have a significant effect on effective work climate variables. The results of this study show that organizational communication in the Starpaction section of PT Sunstar Engineering Indonesia has an effect on an effective work climate. The work climate is defined as a psychological atmosphere that can affect the behavior of members of the organization, formed as a result of organizational actions and interactions among members of the organization, where the work climate has indicators consisting of trusting and open, sympathetic and supportive, honest and respectful, clarity of goals, risky work, personality growth, Autonomy and flexibility. Some respondents stated that indicators of internal and external communication channels have positive values. In this case, it can be said that the Starpaction section of PT Sunstar Engineering Indonesia has succeeded in providing internal and external communication channels so that there is a trust and openness in the process of working on materials from one process to the next in the employees of the Starpaction section of PT Sunstar Engineering Indonesia. Some of the respondents stated that the induction indicator had a positive value. In this case, it can be said that the Starpaction section of PT Sunstar Engineering Indonesia has succeeded in providing orientation to employees as a form of providing basic information about the company for employees who need information in completing tasks or related to work related to the

Starpaction section of PT Sunstar Engineering Indonesia so that a support for its employees is created. Some respondents stated that the channel indicator had a positive value. In this case, it can be said that PT Sunstar Engineering Indonesia's Starpaction section has succeeded in providing channels so that good communication and openness through the help of electronic media are created to make it easier for employees. Some of the respondents stated that the meeting indicators. In this case, it can be said that the Starpaction section of PT Sunstar Engineering Indonesia has succeeded in making communication within the company in accordance with the company's vision and mission as well as motto in every meeting activity agenda from PT Sunstar Engineering Indonesia's product quality issues. Some respondents stated that indicators of internal and external communication channels have positive values. In this case, it can be said that the Starpaction section of PT Sunstar Engineering Indonesia has succeeded in providing internal and external communication channels for important points that have risks to the work of PT Sunstar Engineering Indonesia. Some respondents stated that the interview indicators had a positive value. In this case, it can be said that PT Sunstar Engineering Indonesia's Starpaction section has succeeded in screening qualifications based on interviews with employees so that the creation of personalities that are adjusted to the requirements of PT Sunstar Engineering Indonesia, and employees are required to always improve their performance, and skills at work. Some respondents stated that the channel indicator had a positive value. In this case, it can be said that the Starpaction section of PT Sunstar Engineering Indonesia has succeeded in providing internal and external communication channels to superiors to subordinates so that flexible work is created based on predetermined directions.

The success of a company depends on the performance of human resources in achieving the company's goals. According to (Mudhofar, 2021), performance is an achievement achieved by employees in their work. (Meitisari et al., 2018) Stated that performance is the result of work based on work behavior. The success of the organization is closely related to employee performance which determines the achievement of company goals (Mudhofar, 2021). Define performance as the results achieved by employees according to certain criteria. Improving employee performance has a positive impact on the company, helping to achieve the company's goals. According to (Kirkwood A & Price L, 2016), the objectives of performance appraisal include: Training and development needs: To improve employee performance. Improves work performance: Encourages employees to achieve higher achievements. Provide fair employment opportunities: Creating fair employment opportunities for employees. According to Aziz & Dewanto (2022b), performance indicators are tools to measure employee performance

achievement in work quality in employee perception of the quality of the work produced, the number of units or cycles of activity completed (Andani et al., 2024), activity levels are completed on time without interrupting other tasks, the use of resources to maximize outcomes, and independence: employees perform work functions without assistance or supervision.

CONCLUSION

Based on the results of the research and discussion on "The Influence of Organizational Communication in Supporting an Effective Work Climate in the Starpaction Section of PT Sunstar Engineering Indonesia", the researcher drew the following conclusions. First, the results of the t-test obtained a t-count value of 10,244 while the t-table was 1,701, thus, it can be concluded that $t\text{-count} > t\text{-table}$ ($10,244 > 1,701$) From the results of the t-test, a significant value of $0.000 < 0.05$ was also obtained so that it can be concluded that organizational communication has a positive and significant effect on the effective work climate in the Starpaction section of PT Sunstar Engineering Indonesia can be said that H_0 is rejected and H_1 is accepted. Second, 30 respondents who have filled out the questionnaire, most of them stated that the indicators of effective work climate theory consist of (trusting and open) an atmosphere of openness and mutual trust in the information available in the company is easily obtained by employees and accepting opinions between employees who are expected to be able to provide goodness at work, (Sympathetic and supportive) an atmosphere where employees show their sympathy and provide support by expecting every result of the work of fellow colleagues, (Being honest and appreciating) loving an honest atmosphere at work so that no party feels disadvantaged in the company, (Clarity of purpose) work activities are carried out in accordance with the goals achieved through the briefings given so that the work to be done runs well. The worker appreciates the company and the company appreciates every effort made by the subordinate in doing all the work that has been charged to him. (Personality growth) advances the company and also the maturity and mindset of employees. (Autonomy and flexibility) to do work according to direction by superiors without any pressure from any party. positive value means that organizational communication is able to influence an effective work climate in the Starpaction work section of PT Sunstar Engineering Indonesia

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