



Organizational Communication Climate in Achieving Work Loyalty

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Abstract. This research is based on the fact that the average staff at PT Dwi Prima Sentosa reached a working period of more than 5 years and even 10 years and the expression feels comfortable with the work environment because it is different from the previous work experience. Although in terms of company management, one of which is compensation or reward, it is not in accordance with proper policies, but staff always survive to reach a long working period. So it can be seen that the work environment has an important role which is an element of the organizational communication climate. The research method uses descriptive qualitative through analysis of interviews, observations, and documentation. Informants with more than 5 years of service were selected through purposive sampling technique. The results of this study indicate that the organizational communication climate is conducive because it is supported by manager communication, coworker communication, and the workplace provides comfort and ease of self-adjustment so as to encourage job loyalty for the company.

Keywords: organizational communication, organizational communication climate, job loyalty

1 Introduction

Employee behavior is influenced by the organizational communication climate so it needs to be a concern by organizational leaders. Communication climate helps explain the behavior of organizational members in the context of feelings and expectations, so it becomes more important than communication skills or techniques to create an effective organization. [1]. Activities, quality of results, and work time patterns are influenced by the organizational communication climate. A fraternal communication climate encourages members of the organization to communicate openly, relaxed, friendly to other members. Positive influence by the communication climate has important consequences for turnover and tenure which is a form of employee commitment in the organization. Employee commitment is of interest to the company because when experiencing the exit and entry of new members, a lot of time, energy, and money is spent by the organization. [2].

Organizational members in the company have various positions that have different roles to realize the goals of the company. The staff position is an important position that has a major contribution in the running of production activities, both starting and ending the process. In addition, work productivity is not bound by time and workplace restrictions. The importance of the role of the staff position makes special attention for the company such as avoiding

termination of employment so that the staff position has a longer working period than the production employee position. The company PT Dwi Prima Sentosa has staff with more than 5-10 years of service.

PT Dwi Prima Sentosa has been in the shoe industry for 18 years since it started in Surabaya, then expanded to 3 branches, to produce sandals and become brand partners including Moonstar, Yonex, Hamure, Decathlon, Lacoste, Topper, Under Armour. The development is inseparable from the contribution of staff who have worked from the beginning of the company. Staff feel comfortable with the work environment because it is different from the previous company which has a superior name. Staff work overtime inside and outside the company without coercion as a form of job responsibility. As for if a person terminates employment, the management will first deliberate with the employee such as salary negotiations and others to maintain so that there is no termination of employment. Mangkuprawira states that one of the basic factors that influence individual performance is the expectation of rewards. [3]. Another fact that occurs at PT Dwi Prima Sentosa in terms of *reward* management for employees is the absence of overtime pay for staff positions. Likewise, there is no *Family Gathering* program and wages that do not meet the UMR (Minimum Wage). Policies for career advancement are still limited or less transparent because the decision is purely from the company management so that staff work in a fixed job position. This fact can be concluded that the *reward* system can be said to be less up to standard when compared to other companies, so there is a possibility that work loyalty that occurs at PT Dwi Prima Sentosa is influenced by several other factors.

Organizational communication is the process of a communication event in the organization and has the aim of maintaining harmony with the cooperation of various interested parties. [4]. According to Pace and Faules, organizational communication has 3 aspects, namely communication events, organizational communication climate, and organizational communication satisfaction. Communication events, related to how far information is created, displayed, which is then distributed to all parts of the organization. Organizational communication climate, related to the perception of organizational elements and the influence of these elements in dependent communication through interactions with other members. Organizational communication satisfaction, this aspect is useful for stating the level of satisfaction felt by members in their communication environment. [5].

Organizational communication climate is a condition that describes a characteristic, situation, and quality of communication implementation in an organizational environment. [4]. In addition, according to Redding, the communication climate is an important element in an organization because without realizing it, the climate of organizational communication will affect the way to live, such as who to talk to, who to like, and how to adjust to the organization [2]. [2].

Factors that affect the organizational communication climate are internal and external factors. Internal factors include the vision and mission of the organization, managers or leaders, organizational policies, organizational culture, organizational behavior, technology applications. While external factors that affect the communication climate are cross-democratization and economic and political. Furthermore, Suranto explained that indicators in the characteristics or conditions of the communication climate can be seen in the value of the organization, namely tolerance, participation, respect, support, openness, trust, familiarity, alignment, response, and emotional atmosphere. [4].

Tolerance, realizing that there is a willingness from one party to respect and appreciate the feelings of the other party. Participation, which means a balance of opportunities to participate in various organizational activities. An attitude of respect for others, realizing the understanding

that every individual has dignity. A supportive or supportive attitude means that when someone gives approval to others, while a defensive attitude is said to be the beginning of the beginning of differences in opinion. An open attitude is the willingness to open up, talk frankly and freely about the situation. Trust means a feeling where there is no sense of danger coming from the other person in the relationship. Familiarity means the fulfillment of needs for affection, warmth, and closeness. Alignment means the establishment of a communication climate with a harmonious situation, because in that alignment, justice will be upheld. Response is the accuracy in delivering feedback directly or indirectly. Emotional atmosphere is the relevant expression shown when communication takes place. [4].

It is known that managers or leaders have a role in the organizational communication climate so that it is necessary to pay attention to a leader or manager to maintain an attitude towards his subordinates. Gibb reveals the approach that managers can take to the situation of subordinate reactions, namely feelings of superiority, strategy and spontaneity, control and problem orientation, certainty and professionalism, and neutrality and empathy[2].

Dr. Muh Ihsan Said Ahmad said that work loyalty is the loyalty of employees or employees to the organization shown through, the strong desire to stay in a company, work well, and be willing to sacrifice something for the progress of the company or organization. Factors that will affect employee loyalty according to Swadarma and Netra are compensation, motivation, and work environment. [6]. Furthermore, Soegandhi to see job loyalty can be seen from the following indicators of employee presence, employee participation, and employee pride. [7].

Employee presence, including: the length of the employee's tenure, the desire to continue their career in the company, and the difficulty of leaving work. Employee engagement, including: employees strive to maintain a good image of the company, best achievement of work results for the benefit of the company, and advising their superiors to improve their department. Employee pride, including: employees like to share stories about their work, employees consider the company as an ideal company, employees believe that working in the company is the best choice. [7].

This research is supported by research from Aries Yulianto, which results in research that the organizational climate has a positive relationship with loyalty while based on the influence of age and gender of employees does not affect the relationship between climate and loyalty. Age and gender have no effect on employee loyalty but have an effect on organizational climate. This means that the more positive the employee's perception of the organizational climate, the higher the loyalty. [8]. Furthermore, from Mochammad Iqbal's research, the results show that the organizational climate runs quite well supported by aspects of team commitment, as well as the level of loyalty in the category of good enough supported by care. So it is concluded that the better the organizational climate, the higher the level of work loyalty. [9]. The results of research from Widya Karina regarding the management of the organizational communication climate in building employee loyalty state that the organizational communication climate tends to run conducive because it creates effective communication such as mutual trust, joint decisions, honesty and openness of downward communication, upward listening, and high performance values can build employee loyalty [10]. [10]. Further research by Shintya Indah Sari, which resulted in research that overall aspects of assessing the organizational communication climate at PT Pindo Deli have been rated well by employees, meaning that they can be accepted and perceived well so as to build loyalty to the company [11]. [11]. Research from Ni Putu Dian Purnama Sari also produced research that career development achieved a positive and significant influence on employee loyalty. Compensation has the strongest influence followed by organizational climate on employee loyalty. So it is known that this will provide an indication that the better the compensation system implemented by the company as well as the

organizational climate, the stronger the work loyalty of employees at Bellevue Heritage Villas Nusa Dua Bali. [12]. Arfani Syahrul in research on the influence of career development, compensation, work environment, and work motivation on loyalty shows a positive and significant effect. This means that employee work loyalty can occur if these factors are running well. [13].

The difference between this research and previous research is the theory of organizational communication climate where this research will examine using Suranto's theory using 10 indicators. Therefore, researchers want to know how the organizational communication climate that occurs at PT Dwi Prima Sentosa in fostering work loyalty in staff and how work loyalty is carried out by the Staff.

2 Research Methods

Descriptive is the type of research used by researchers. Descriptive studies are research that seeks to describe the real phenomena that occur and the relationship between the phenomena being investigated. [14]. The research subjects in this study were the staff of PT Dwi Prima Sentosa. The object for research is the organizational communication climate at PT Dwi Prima Sentosa. Organizational communication climate was chosen as the object of research because the topic is related to the condition or state of free communication for members in an organization. The research location at PT Dwi Prima Sentosa with the existence of job loyalty such as length of service and lack of desire to move or leave the company is a fact that occurs. The *purposive sampling* technique is used because the researcher chooses according to the criteria determined by the researcher by involving the belief that it can provide in-depth information. Cress Well states that the number of informants in qualitative research is not based on many and few, but with the provision that it is considered to be able to provide in-depth information such as 5 to 10 even 1 informant. Researchers can increase or decrease the number of informants if they find obstacles from the selected informants, including being uncooperative, or not enough informants. [15]. The number of research informants is 5 informants consisting of 1 manager and 4 staff. The *purposive sampling* technique used for this research was determined by looking at the working period of more than 5 years, the reason for these criteria is because based on the company rules of PT Dwi Prima Sentosa, a working period of more than 5 years is categorized as a long-standing employee and is entitled to several policies, besides that it is believed that there are enough employees to get to know the company. The next criteria are age and marital status. Primary data for this research comes from the process of observation and interview stages conducted at the research location. Secondary data is in the form of a set of theories and research results from previous studies that have been extracted or summarized by researchers as data validity. Elvinaro states that data collection methods are ways or techniques of how data can be found, explored, collected, categorized and analyzed. Researchers use data collection techniques including observation, interviews, documentation. The documentation in question is a document in the form of photos or audio regarding the object of research from the results of observation. Analysis of research data is the interpretation or interpretation of data that has been obtained in the field using research tools that have been tested for validity through data reduction, data presentation, and conclusion drawing. [16].

3 Results and Discussion

The increase in orders received has led the company owner to establish a third branch under the name PT Dwi Prima Sentosa 3, located in the Caruban area not far from Ngawi branch 2. Administrative activities are centered in branch 1, Ngoro, the staff at the Ngoro branch backs up 3 branches of the company at once from order drop to product delivery. Various obstacles and conflicts that were passed, finally each branch several staff positions began to be formed by conducting training at the Ngoro branch first, so that currently each branch has stood alone but still cooperates with each other. Staff relations between branches are well established because there is an agenda for some staff to be encouraged to visit branches 2 and 3 in order to keep abreast of or understand the problems encountered during production runs to delivery. Currently PT Dwi Prima Sentosa has reached the age of 20 years of existence with a total of 3 companies and in line with that time many employees, especially staff, have followed from the beginning to the present. Some staff who have worked in line for more than 10 years were chosen as informants by researchers for this research because they have gone through the process of developing the company and the relationships formed with inter-branches.

The leadership structure of the staff at PT Dwi Prima Sentosa consists of the CEO, Managers, and Human Resources. Ultimate power regarding policies and decisions for the company from the CEO. Upward and downward communication is structured in that CEO communication with staff goes through the Manager and vice versa, staff cannot communicate directly or freely with the CEO. Furthermore, HRD communication to staff also goes through the Manager first in formal interests, while informally can be done unstructured. Managers have an important role in delivering information to the CEO, HRD, and staff because the Manager is a bridge or channel in charge of processing information from the CEO and HRD to the staff, and vice versa.

Tolerance is awareness and not making obstacles to the interests of others. Researchers asked questions to superiors and subordinates regarding task delays. The interview results show that superiors are willing to postpone and subordinates have the awareness to convey the time of the task. Furthermore, the interest in work absence permits can show that all informants agree to have the same answer that they feel easy in the procedure for not coming to work and do not interfere and even always help replace positions.

Participation means having a fair chance at the activity. Researchers asked questions to superiors and subordinates about meeting involvement. The results of the interview show that subordinates are involved in meetings when needed, currently *meetings* rarely occur so they are more often conveyed directly to superiors. In addition, the fairness of conveying ideas shows that anyone can convey ideas and can even be well received because subordinates are considered to know what is in the field.

Respect is understanding the strengths and weaknesses of others. Questions were asked to superiors and subordinates regarding job demands. The interview results show that the supervisor does not make demands and the supervisor realizes that it is not good for subordinates, but one informant stated that subordinates can do all the work on the portion of understanding for old staff to help or replace colleagues when something happens. The next question was concerned with delivering reprimands. All informants agreed that reprimands are delivered in a good and appropriate manner. Similarly, overcoming difficulties can show that they are always willing to help each other.

A supportive attitude is the giving of approval not to compete. Researchers asked questions to superiors and subordinates about career development. The results of the interview stated that there was no prohibition on doing other activities besides work such as selling, but moving departments was indeed limited because there was an assessment from company management not just superiors. Furthermore, regarding cooperation on mistakes, the answer from informants

is that they are willing to cover up mistakes in order to remain compact because they realize that they are a team so they need each other. However, there is one different answer, namely that not all are willing to cover mistakes, one of which is new employees because they are still innocent and do not understand dealing with problems.

An open attitude is revealing everything without fear of risk. Questions were asked to superiors and subordinates regarding the openness of interactions. The results of the interview stated that the topic of conversation was free, chatting or joking freely but within reasonable limits, the superior gave an open attitude because of the character of the superior who did not want to be respected and never closed the door from other parts for communication. In addition, they feel free when delivering criticism to coworkers, but subordinates tend to weigh again when they want to deliver the criticism.

Trust is defined as the belief in others that can cooperate well and not betray. Researchers asked questions to superiors and subordinates about overcoming problems. The results of the interview showed that the superiors let it go if they can solve it, but the superiors are primarily responsible for the decision. The next question concerns perceptions, which show that superiors still have an easy attitude to blame but are still responsible for subordinates. The attitude of easy blame by coworkers was not felt by all informants. All informants' answers mean that colleagues choose an attitude to realize and admit themselves and discuss to find a solution to a mistake.

Familiarity is the feeling of a friendly and welcoming work atmosphere. Questions were asked to superiors and subordinates about new employees. The interview results show that the attitude of superiors towards new employees is very good as well as coworkers, namely guiding and not differentiating employee status. Furthermore, regarding language, the language used depends on the situation and to whom it is spoken but is relaxed, not formal, but still polite. Then the question about efforts to maintain intimacy can show that staff feel more familiarity when there are joint events carried out at work or outside such as visiting sick and giving birth, celebrating birthdays, eating together, and recreation.

Alignment means that there is no dominant nature but mutual help. Researchers asked questions to superiors and subordinates about awareness of helping. The interview results show that superiors and coworkers offer help when they are not busy, as well as superiors tend to give advice first without intervening while coworkers intervene directly when helping with work but when they are not busy.

Response is giving a response to a question. Questions were asked to superiors and subordinates regarding busyness. The interview results state that understanding first by choosing the right situation when going to disturb the boss, while coworkers can be disturbed and even prioritize to help if it is more important than their work. Furthermore, regarding solutions, that superiors always provide solutions and even agree with solutions from subordinates, then coworkers always provide solutions according to their portion or knowledge.

Emotional mood is an expression that is relevant or appropriate to a feeling. Researchers asked questions to superiors and subordinates about emotional sensitivity. The interview results show that superiors and coworkers pay attention when conditions are not good, which is shown through comforting attitudes and delivering reprimands by maintaining feelings and trying to solve problems by finding solutions together. Furthermore, regarding apologies, it can be shown that staff easily forgive each other because they are aware of their status as a worker as well as a superior so that conflicts or competing feelings are not felt or do not become prolonged.

Job loyalty can be seen from the perspective of employee existence, one of which is the attitude of the desire to stay or move from the company. The interview results show that there is a desire to move and there are those who stay for reasons of age, and have no ambition to

look for work elsewhere. Indicators of work loyalty regarding employee participation, one of which is the action of achieving the best for the benefit of the company. The results of the interview show that the staff maximizes the absence or absence from work, being professional at work means not bringing personal problems to work, producing and maintaining product quality, encouraging or taking the initiative to find out or develop abilities such as participating in programs from the company. Indicators of work loyalty regarding employee pride can be seen in the recognition that the company is the right choice. The results of the interview show that the staff already feel that the company is the right choice for various reasons where the strongest reason is coworkers, the second reason is freedom from the company which means uncomplicated rules for staff, then several other supporting reasons including knowledge development, a place to work, and trust from the company.

How to communicate in an organizational environment on staff at PT Dwi Prima Sentosa can be known to be influenced by 4 factors out of 6 factors put forward by Suranto, the 4 factors in question are managers or leaders to be responsible for approaching subordinates and actively engaging in interactions. Organizational policies for procedures and techniques to achieve work goals that are applied to subordinates. Organizational culture for ethics that becomes a habit as a basis for taking action when working. Member behavior as the personality of each staff that colors the way of communication when working.

The results of interviews and observations can be seen that the factors that influence work loyalty on staff at PT Dwi Prima Sentosa are 2 factors from 3 theoretical factors put forward by Suranto, namely motivation and work environment. Motivation can be shown from the informants' answers as subordinates that superiors and coworkers always provide support through comforting words. The work environment can be shown from informants' answers and observations that the work situation is conducive to a sense of family that envelops between interactions, not competing in showing social status such as dressing simply and interacting politely without seeing the status of employees, as well as controlling the nature of each individual to prevent or minimize conflict.

One of the previous studies by Ni Putu Dian Purnamasari and Desak Ketut Sintaasih in 2019 with the title "The Effect of Career Development, Compensation, and Organizational Climate on Employee Loyalty at Bellevue Heritage Villas Nusa Dua Bali" showed the results of the study that compensation had the strongest influence then the influence of the organizational climate. The comparison with the results of this study lies in that the communication climate has the strongest influence at PT Dwi Prima Sentosa because it can prevent the desire to leave the company through creating a conducive work atmosphere supported by all organizational elements such as people, rules, and workplaces able to provide comfort and ease of adjustment.

Based on the results of interviews regarding the organizational communication climate on staff at PT Dwi Prima Sentosa, it can be concluded that the value of tolerance is shown by the interests of others not being an obstacle in work. The value of participation is seen in the approval of fair opportunities in company activities or others. The value of respect is shown by understanding the shortcomings of others by delivering reprimands appropriately and not harassing. The value of supportive attitude is felt that there is no competition and freedom to carry out activities other than work interests. The value of openness is perceived as being able to express everything without fear of risk in interactions and always opening up. The value of trust is perceived as a positive perception of the relationship and work results. The value of familiarity is shown by interpersonal and informal communication that creates a family atmosphere. The value of alignment is felt that the dominant traits of individual personalities do not interfere in work relationships. Response value is shown by always responding when interacting in any situation. The value of emotional atmosphere is felt that the involvement of

feelings and religious values is a factor encouraging sympathy and empathy in work relationships.

Based on the results of interviews regarding work loyalty conducted by staff at PT Dwi Prima Sentosa, it can be concluded that work loyalty regarding employee existence is illustrated through the attitude of surviving employees from the beginning of the company until they reach a working period of more than 10 years, as well as not having the ambition to look for another job and if there are opportunities elsewhere, many need to be considered. Work loyalty regarding employee participation is illustrated through the attitude of optimally improving the best performance, and contributing to preventing things that can harm the company. Work loyalty regarding employee pride is shown from the answers of informants who recognize the company and the current job as the right choice.

4 Conclusions

Staff communication at PT Dwi Prima Sentosa generally runs unstructured where subordinates can convey information without going through intermediaries or deputy coordinators, superiors are very open in communication with subordinates.

Research on organizational communication climate in achieving work loyalty conducted by staff at PT Dwi Prima Sentosa can be seen from the communication pattern and the value of forming organizational communication climate so that the value of forming work loyalty is also known. The value of climate forming communication climate that has a big influence for staff is openness and familiarity. Superiors and coworkers express everything without fear of risk, which is shown through intertwined interactions without restrictions on topics of conversation such as complaints and criticism, as well as working rooms without barriers and always open. Bosses and coworkers create a sense of family by applying communication that tends to be interpersonal and informal, which is shown through charity activities, the absence of seniority, and joint activities outside the company. Meanwhile, the shaping value of work loyalty that has a big influence is the work environment. The work environment factor shows that there is comfort with people, rules, and places so that it becomes a difficult consideration when you want to leave the company.

The results of the organizational communication climate research on staff at PT Dwi Prima Sentosa are conducive which is supported by manager communication, coworker communication, and the workplace is able to provide comfort and ease of adjustment.

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