

# The Analysis of Communication Climate and Organizational Culture for Increasing the Performance of Regional Development Planning

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**Abstract** One of the attempts to improve the quality of human resources in a certain area is to utilize the role of the Industrial Training and Education Center Regional I of the Ministry of Industry, Medan. In order to maximize the performance of planning in the Industrial Training and Education Center Regional I of the Ministry of Industry, Medan, we need to know what factors which should be considered in its achievement. For this reason, there is the problem of the research as follows: how about the influence of the Climate of Organizational Culture and Communication in improving the performance of Regional Development Planning at the Industrial Training and Education Center Regional I of the Ministry of Industry, Medan. The objective of the research was to analyze the correlation between communication climate and organizational culture in order to improve the performance of Regional Development Planning Regional I of the Ministry of Industry, Medan. The research used explanatory quantitative approach. The samples consisted of 267 respondents. The data were analyzed by using descriptive statistic analysis and inferential statistic analysis with SEM equation model and processed by using an Amos version 16 software program. The result of the research showed that communication climate and organizational Culture play a very important role for improving the planning performance of in its implementation.

**Keywords:** Communication and organization climate culture, regional development, regional planning

**Abstrak** Salah satu upaya untuk meningkatkan kualitas sumber daya manusia di daerah tertentu adalah dengan memanfaatkan peran Pelatihan Industri dan Pusat Pendidikan Regional I Kementerian Perindustrian, Medan. Untuk memaksimalkan kinerja perencanaan dalam Pelatihan Industri dan Pendidikan Pusat Regional I Kementerian Perindustrian, Medan, kita perlu mengetahui faktor-faktor yang harus dipertimbangkan dalam pencapaiannya. Untuk alasan ini, terdapat masalah dari penelitian sebagai berikut: bagaimana pengaruh Iklim Budaya Organisasi dan Komunikasi dalam meningkatkan kinerja Perencanaan Pembangunan Daerah di Pelatihan Industri dan Pusat Pendidikan Regional I Kementerian Perindustrian I, Medan. Tujuan dari penelitian ini adalah untuk menganalisis hubungan antara iklim komunikasi dan budaya organisasi dalam rangka meningkatkan kinerja Regional Perencanaan Pembangunan Daerah I Kementerian Perindustrian, Medan. Penelitian ini menggunakan metode pendekatan kuantitatif eksplanatoris. Sampel terdiri dari 267 responden. Data dianalisis dengan menggunakan analisis statistik deskriptif dan analisis statistik inferensial dengan model persamaan SEM dan diproses dengan menggunakan program Amos versi 16. Hasil penelitian menunjukkan bahwa iklim komunikasi dan Budaya organisasi memainkan peran yang sangat penting untuk meningkatkan kinerja perencanaan dari dalam pelaksanaannya.

**Kata kunci:** Iklim budaya organisasi dan komunikasi, pembangunan wilayah, perencanaan wilayah

## I. Introduction

Organization and planning are two things which are correlated. In this case, planning is strategy to determine either a short term or a long term agenda of future activities in order to achieve the goal of an organization. The importance of planning is related to some matters such as; (i) planning will help an organization determine the direction of its policy, (ii) planning will help an organization develop its members' needs and responsibility, and (iii) planning facilitates an organization to strengthen its vision and mission. On the other hand, without planning it is difficult for an organization to achieve its goal.

These matters are also applied to the Industrial Training and Education Center Regional I of the Min-

istry of Industry, Medan. In this case, planning helps this diklat lead the path of its program. Planning helps its employees based on their responsibility for achieving the vision and mission of the organization which becomes its focus on improving the planning performance in the regional development in Medan.

Based on the data in the Industrial Training and Education Center Regional I of the Ministry of Industry, Medan, it educated 310 participants in 2009, and in 2010 there were 281 participants who came from North Sumatera Province, Nanggroe Aceh Darussalam Province, and Riau Province. According to the information, the participants have taken steps to trigger small industries in their regions although it has not been successful.

The process of organizational communication in the Industrial Training and Education Center Regional In of the Ministry of Industry, Medan, is not

only related to the problem of personal relationship of its members but also to the broader organizational aspects. In order to realize a favorable condition, organizational communication climate can become of the factors which create it. In its process, an organizational communication climate always characterizes reliability, decision making, honesty, transparency, desire to listen, and paying attention so that mutual understanding and honesty will be created. If organizational communication climate is organized properly, it will support the process of regional development planning in an attempt to trigger and to lead the organization and its departments in socio-economic problems. This will yield good and reliable planning so that the planning has good performance. Organizational culture is the compilation of habits and supporting power which create a philosophy of life as values which become the characteristics of attitude, and behavior in working activities. If it is related to regional planning, organizational culture can form future insight so that it will create planners who have good way of thinking. Besides that, organizational culture can unite the way of thinking and strengthen teamwork and can realize maximal performance. The focus of the dissertation was on the planners who have ability and skill in regional development after participating in the training and education program at the Industrial Training and Education Regional I of the ministry of Industry, Medan.

Based on Indonesian Law No. 26/2007 on space structuring, space is 'receptacle' which includes land, sea, and air, including the space inside the earth as a regional unity, where human beings and other creatures live, do their activities, and keep their survival. Region is a space in geographical unity with its all elements in which the boundary and system is determined by its administrative and functional aspects. Space/region is considered as a place in which the economic activity and other activities exist. Space/region has resources which can be processed and utilized for human life. Space/region is the key factor in the economic activity and life since there is no human activities without space/region.

According to some economic experts, a space has limited characteristic (scarce relatively). The setting of space utility needs to be done to determine the land allocation which should be in line with its potency. Appropriate allocation will give maximal benefit and prolong spatial economic age and all its resources. In the experts' point of view, the existence of environment should be considered, including its utility, in order to get sustainable development and efficiency and to maximize its benefit. Besides that, the space quality should be maintained in order to get long term benefit.

Spatial setting includes planning, the use of space, and controlling spatial benefit in order to get maximal result in space in the short term and the long (sustainable) term. Spatial setting is more focused on future treatment, based on the spatial utility alternatively

(choice between alternative), viewed from efficient and effective aspects so that it can give maximal benefit to people's lives.

According to Blakely [1994], regional development is a process in which the local government and/or community group manage the available human resources and includes the management of new partnership with private sector or among them, in order to create new jobs and to stimulate economic regional activities. According to Adisasmita [2005], regional development is an action of regional development or developing a region in order to improve people's welfare.

Regional development is supported by three pillars: natural resources, human resources, and technology. Regional development is an interaction of these three pillars [Nachrowi and Suhandoyo, 2001; Zena, 2001]. The view of Western regional science, especially in Europe, emphasize on regional development which includes four aspects: institutional, social, economic, and ecological [Sirojuzilam, 2010].

According to Samoelson and William [1992], the elements of economic development in a country consist of four rounds: (a) human resources (the availability of manpower, education, and health), (b) natural resources (machines, factories, highways, and so on), (c) capital establishment (machines, factories, highways, and so on), and (d) technology level (knowledge, engineering, management, entrepreneurship, and so on).

According to Jhingan [2000], the establishment of human capital is a process to obtain and improve the number of people who have skill, education, health, and experience which determine economic development. Indicators: (a) employment is a working opportunity which is created by economic development, (b) level of income is an income such as salary, wage, interest, land revenue, and profit, or the revenue which comes from that region [Todaro, 1998].

The theory of human capital is added by Fogel [1986] who adds nutrition and health as the other important factors of human capital. His empirical study in the sequence of development emphasizes the importance of participation not only in education but also in other biological variables which cause economic development and human welfare in general.

According to Nawawi [1997], there are three types of understanding of human resources which are stated that: (a) human resources are the people who work in an organization (who are also called personnel, employees, or workers), (b) human resources are human potency as an initiator of an organization in realizing its existence, and (c) human resources is a potency as an asset and function as a model (non-material/non financial).

Terry in Riyadi and Bratausumah [2003] points out that planning is an attempt to choose and connect facts and to make assumptions about the future by describing and formulating activities which are needed to achieve the expected result.

Planning is a means or an element of management

in an attempt to move and to direct an organization and its departments. Regional planning is between physical planning and economic planning/physical planning is a physical structural planning of a certain area, land use, communication, utility, and so on.

According to Khakee [1998], the available of development planning theory can be divided into: (1) rational comprehensive planning, (2) incremental planning, (3) advocacy planning, (4) implement action-oriented planning, (5) strategic planning, (6) trans-active planning, (7) negotiated planning, and (8) communicative planning.

Regional development which emphasizes on economic and social development is an attempt to make people prosperous sustainably which is achieved gradually, in the long term and sustainable, based on spatial potency (resources based).

Combining economic development with spatial use program is an ideal attempt which can accommodate the interest of all parties (user and stakeholders). Spatial planning and development planning are a must in order to develop a region since efficiency and productivity which appear in this combination create the increasing of goods and service (*GDP*), employment, and income. At the same time, they can broaden trade and industry network to create the open ness of a region physically, economically, and socially.

There are related aspects which are especially related to regional and rural development as it can be seen in the Figure 1.

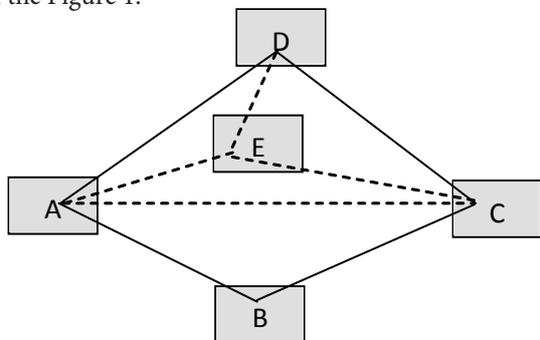


Figure 1. Tetrahedral of four aspects included in regional development. Source: Hadjisaroso (1994: 840)

The four aspects are based on (A) physical-biological environment, (B) economy and management, (C) socio-culture and institution, and (D) politics which each of them represents pillars which all of them develop tetrahedral, and (E) layout aspect as its axis. A planner must be able to think with far ahead orientation to develop a region by considering the factor of human resources, natural resources, and infrastructure. Besides that, a planner must be able to make some steps of planning by paying attention to the aspects and the characteristics of the region. A professional planner of regional development must also have a creative, innovative, and courageous trait.

Management can be defined as the work with people in order to determine and to achieve organizational

goals by implementing the functions of planning, organizing, staffing, leading, and controlling.

An organization is an activity or a process which determines the correlation among people, jobs, and sources. Panglaykin and Hazil [1980] define organization as the "form of the combination of human beings for a mutual goal." Based on the above definition it can generally be concluded that the elements of an organization are as follows: (a) the existence of group of combination of people, (b) the existence of the intention to collaborate, and (c) the existence of the goal which has to be achieved.

Communication is like blood in human body. Communication bring an adhesive force in an organization in which communication has a role as lubricant which make an organization run smoothly. Therefore, it can be concluded that communication as a bond of a system.

What it means by a system, here, is a metaphor applied in different situation and aimed to tell a resemblance. Sackmann in Rakhmat [2001] points out that a metaphor can give a clear description on the levels of cognitive, emotional, and behavioral which show a certain part of action without determining the real behavior.

Reasons why communication climate is important are: (i) because it is related organizational context to concepts, feelings, and expectation of the organization members, (ii) because it helps explain the behavior of the organization members, (iii) because it can understand better what has encouraged organization members to behave in a specific way, (iv) because communication system plays its role in the completeness of a culture and in the guidance in the cultural development, and (v) because it makes a bridge for the practice of human resources management with productivity

Some factors of organizational culture are very broad and complex, depended on the pressure of its organizational types. In the government organization, according to Supriyadi et al. [2001], some factors of organizational culture must exist in an organizational culture; they are: (i) sense of togetherness. A sense of togetherness is making someone, similar, equal, and comparable with another person in order to be harmonious in the interaction among the members of an organization, (ii) transparency. What it means by transparency is tolerance or interaction to other people in order to make acquaintance, communicate, interact, and willing to accept other people's opinion. An effective and efficient organization will consider that an organization has an open management, apply transparent bureaucracy, and consider the relationship between organizational internal system and the external system of its environment. Open management in an organization will increase the participation and self-actualization for its members, keep the trust of other people so that he will be responsible for achieving the organization goal, and (iii) professionalism. The word 'professionalism'

means jobs which are based on skills (adroitness, honesty, and so on). Professionalism also means quality, or any activity which denotes a profession or a professional in his field.

Performance is an appearance of the outcome of an employee's work, either quantitatively or qualitatively. Performance can be an individual's or a group work performance [Bernard, 1982]. A performance of an organization is the result of a complex interaction and the aggregation of the performance of a number of individuals in an organization.

**2. The Methods**

The population was the government officials who had participated in the training and education in the Industrial Training and Education Regional I of the Ministry of Industry, Medan (Table 1; Table 2).

Table 1. Participatiom in Training and Education

No	Description	Number of Graduates	Percentage
1	Industrial Sysytem 2009	310	52,46
2	Industrial System 2010	281	47,54
	Total	591	100,00

Source :Industrial Training and Education Regional I of the Ministry of Industry, Medan, 2010.

Table 2. Population

No	Description	Number of Graduates	Percentage
1	Unit Head	80	13,54
2	Administrator	308	52,12
3	Supervisor	203	34,35
	Total	591	100,00

Source : Industrial Training and Education Regional I of the Ministry of Industry, Medan, 2010.

In this research, the measurement of the variables (performance of participants) would be measured with ordinal scale; therefore, the formula used to determine the number of samples was Cochran formula for continuing data, with the formula as follows:

$$n_o = \frac{(t)^2 (S)^2}{(d)^2}$$

no = Cochran standards for sample measurement

T=Value of distribution presenting t = 1.96

S = Estimation of population deviation Standard, if measurement scale moved between scale 1 - 5, there were 5 data points which would be gathered could be used as deviation standard, so that S which could be counted = 5/4 = 1.25.

D = Margin of Error

According to Morga (Lubis, 2003), in general in the research, the social margin of error in the categorical data was 5% and for continuing data was 3%, so that acceptable margin of error in this research was  $5 \times 3\% = 0.15$ . Therefore, Cochran standards for sample measurement could be counted as:

$$n_o = \frac{(t)^2 (S)^2}{(d)^2} = 266.77$$

After Cochran standard for sample measurement was known, the number of samples from population was done with the formula: The taking the samples used stratified random sampling with proportional technique, which means that the researcher had determined the criteria based on those who had participated in the industrial system training and had been prepared for planners.

**3. Result and Discussion**

The following explanation was about the variables and their indicators which can be seen in Table 3. According to Hair et al. [1998], Some steps which have to be done when we use SEM is a model which will be described in a linear diagram (Figure 2).

The next stage of test was by testing the appropriate variables with the measured variables (Figure 3; Table 4). Indicators which can be used as variables of organizational communication climate came from the loading factor value or lamda coefficient of each variable as they will be presented in the Table 5. The test of the corresponding variable was done by the definition that CR had to be more than 1.96 (>1.96) the significance value was smaller than 0.05 so that the dimension and indicator with CR was smaller than 1.96 or the significance value was more than 0.05 was not included in the model. Meanwhile, for the loading factor or lamda ( $\chi$ ) should be lager than 0.21 (>0.21) for each indicator. Therefore, when an indicator in the variables had figure of loading factor figures were smaller than 0.21, they would not be included in the next test.

The next stage of test was by testing the appropriateness. Table 6 illustrates the test results of Organizational Communication Climate variables, based on the value of the loading factors of each variable it is indicated that all of these variables is a good variable to be used in measuring the variables of Organizational Communication Climate.

The most powerful variable for assessing organizational communication climate variable is the openness in downward communication that is information which is directly related to their duties is easily obtained, the obtained information is important for coordination with the loading factor of 1.11. Listening in the upward communication such as listening to down-line employees' suggestions, receiving their reports, are considered important enough with the loading factor of 0.73. Attention on high-performance objectives that is pay-

ing attention to the employees so that they perform maximum work, supporting employees in performing their work shows loading factor of 0.70. The honesty in interaction, communication openly to peers, frankly communications down to the loading factor is 0.53, and then trust that the trust will be superiors the information submitted, the information conveyed confidence superiors, the credibility of the information in accordance implemented by superiors, all levels of employees to communicate about work issues with loading factor of 0.32, this condition indicates that openness in communication down, listening in to the commu-

nication, attention to high-performance objectives is the need to get a major concern because of the number loading factor is high, so it can be stated that there is a strong influence of the climate performance of organizational communication with planners at the Center for Education and Training of the Ministry of Industry Regional I, Medan.

The result of the hypothesis of CFA of organizational culture variable on the overall models consist of indicators of the way of thinking, that is, uniting the way of thinking in jobs, uniting the way of behavior in jobs, uniting the way of action in jobs, and agreeing

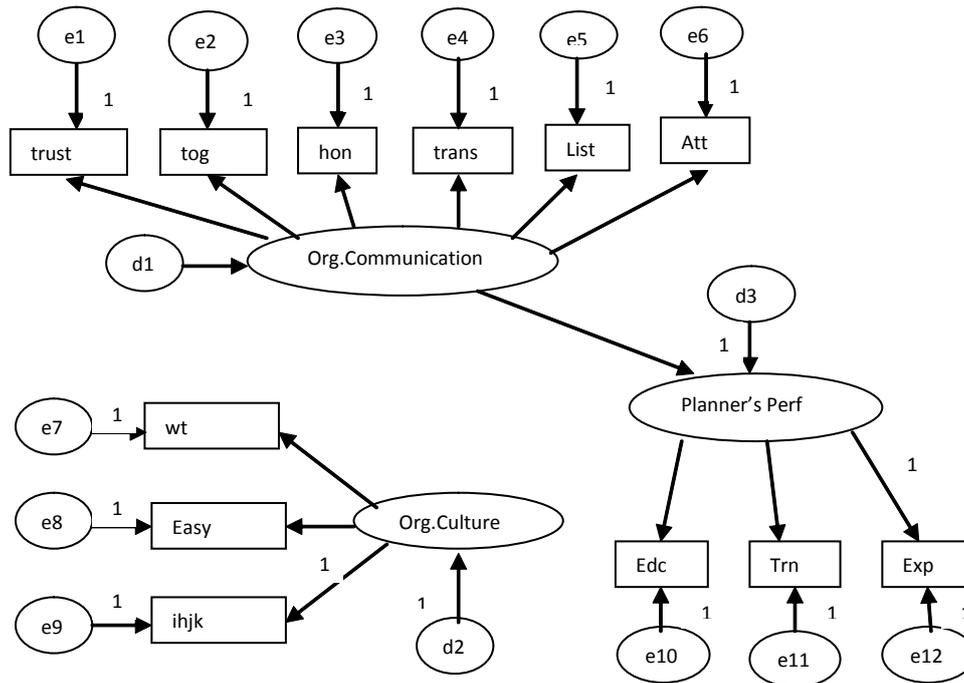


Figure 2. Diagram research linearity

Table 3. Details on Variables with Indicators Questionnaire Item Numbers

Theoretical Variables	Dimension	Indicators	No. of Items
Organizational Communication Climate (X1)	1. Reliability (X1.1)	<ul style="list-style-type: none"> <li>Liability on superior's communication.</li> <li>Belief in superior's information</li> <li>Credibility of information exercised by superior.</li> <li>All levels of employees are sasked to communicate about work problems.</li> </ul>	X1.1.1 X1.1.2 X1.1.2 X1.1.4
	2. mutual decision (X1.2)	<ul style="list-style-type: none"> <li>All levels of employees are asked to consult about work problems</li> <li>All levels of employees are given a chance to communicate with their superiors</li> <li>All levels of employees are given a chance to consult their superiors</li> </ul>	X1.2.1 X1.2.2 X1.2.3
	3. Honesty (X1.3)	<ul style="list-style-type: none"> <li>Honesty atmosphere in interaction.</li> <li>Transparent cpmmunication among co-workers.</li> <li>Transparent communication to subordinates.</li> </ul>	X1.3.1 X1.3.2 X1.3.3

Table 3. Details on Variables with Indicators Questionnaire Item Numbers (Continued)

Theoretical Variables	Dimension	Indicators	No. of Items	
Organizational culture of the government officials (X2)	4. Transparency in communication to subordinates (X1.4)	<ul style="list-style-type: none"> <li>Easy access to get information related to their jobs</li> <li>Information for coordination.</li> </ul>	X1.4.1 X1.4.2	
	5. Listening to communication to superiors (X1.5)	<ul style="list-style-type: none"> <li>Subordinates'suggestions.</li> <li>Subordinates' reports.</li> <li>Information from subordinates.</li> </ul>	X1.5.1 X1.5.2 X1.5.3	
	6. Attention to high performance (X1.5).	<ul style="list-style-type: none"> <li>Attention to employees so that they work maximally.</li> <li>Supporting employees in their jobs.</li> </ul>	X1.6.1 X1.6.2	
	1. Uniting way of thinking (X2.1)	<ul style="list-style-type: none"> <li>Uniting way of thinking in jobs.</li> <li>Uniting behavior in jobs.</li> </ul>	X2.1.1 X2.1.2	
	2. Facilitating the implementation of vision, mission, and program (X2.2)	<ul style="list-style-type: none"> <li>Uniting actions in jobs.</li> <li>Agreeing in performing organization vision and mission</li> <li>Agreeing in accomplishing organization work program.</li> </ul>	X2.1.3 X2.1.4 X2.1.5	
	3. Strengthening teamwork (X2.3).	<ul style="list-style-type: none"> <li>Prioritizing teamwork.</li> <li>Elimminating dispute among work units.</li> <li>Solid in interaction among employees.</li> <li>No pressure from inside of organization.</li> <li>Capable of getting rid of pressure from outside organization.</li> </ul>	X2.1.6 X2.1.7 X2.1.8 X2.1.9 X2.1.10	
	Planners' Performance (Y)	1. Education Y1	<ul style="list-style-type: none"> <li>1. Innovation</li> </ul>	Y1.1
		2. Training (Y2)	<ul style="list-style-type: none"> <li>2. Giving viewpoints</li> </ul>	Y2.2
		3. Work experience (Y3)	<ul style="list-style-type: none"> <li>3. Strategy</li> </ul>	Y3.3
			<ul style="list-style-type: none"> <li>4. Motivation</li> </ul>	Y4.4

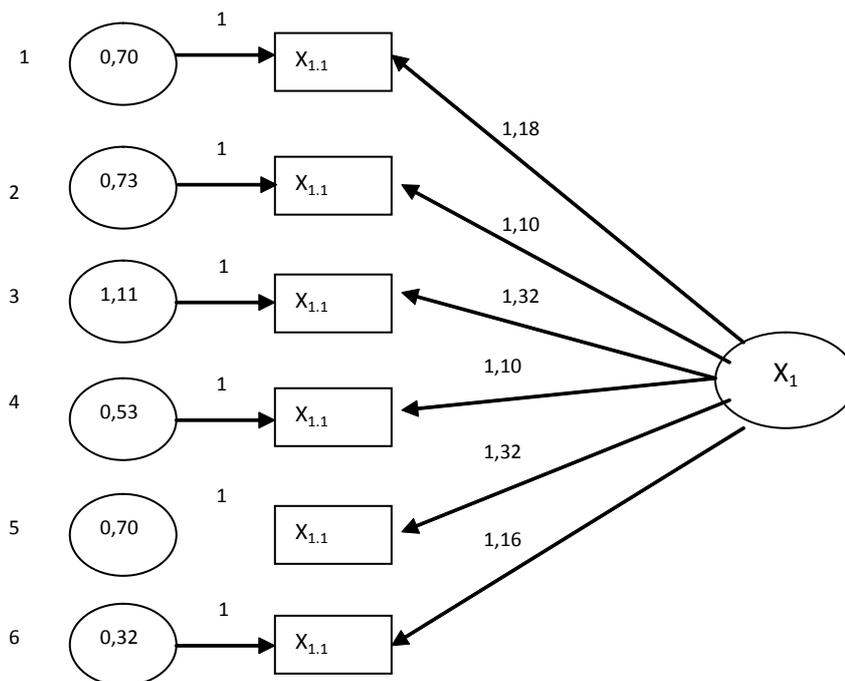


Figure 3. Initial Stages in using SEM

Table 4. GFI Criteria Evaluation of Organizational Communication Climate

Goodness of Fit Index	Cut-off	Goodness of Fit Indices		Goodness of Fit Indices	
		Result of Initial Model*	Description	Result of Final Model*	Notes
Chi-Square (x2)	As small as possible	0.156	Good	0.156	Good
Free Degree, p – value	≥ 0.05	0.927	Good	0.927	Good
CDMIN/DF	≤ 2.00	0.078	Good	0.078	Good
GFI	≥ 0.91	1.000	Good	1.000	Good
AGFI	≥ 0.91	0.999	Good	0.999	Good
TLI	≥ 0.96	1.085	Good	1.085	Good
CFI	≥ 0.96	1.000	Good	1.000	Good
RMSEA	≤ 0.09	0.000	Good	0.000	Good

Source: Processed primary data

in the implementation. The indicators also facilitate the implementation of vision, mission, and program, that is, agreeing in implementing vision and mission of the organization, agreeing implementing work program of the organization, and prioritizing teamwork. The indicators strengthen teamwork, that is, eliminating dispute among work units, being solid in interaction among employees, not being pressed from inside the organization, and being able to fight against pressure from outside the organization.

The result of the construction test of Organizational Culture variable in the first stage has been satisfactory because the evaluation of the whole *GFI* criteria has met the criteria required in the standard. But, according to the procedure, the process of examining modification indices should meet the provision in the system in order to obtain better model than that in the previous one.

After modification has been made, according to the system, the indicator of modification indices will not give the suggestion of modification. Therefore, the model in Figure 4 has already been considered good; therefore the last model has been obtained as it is considered appropriate. Therefore, the construction test of the variable can be done by seeing the *GFI* variable.

The result of construct test of Organizational Culture variable is shown in Table 7. Loading factors of measuring organizational culture variable as it is seen above, indicates that the test result on the measuring model of organizational culture variable is latent, that is, uniting the way of thinking in jobs, uniting the way of behavior in jobs, and uniting the way of action in jobs, followed by latent variable which facilitates the implementation of the mission

*CFA* Variabel of Planners' Performance. The result of hypothesis test of *CFA* Planners' performance on the model as a whole consistsof Education, Training, and Work Experience.

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The result of hypothesis test of *CFA* Planners' performance on the model as a whole consists. of Education, Training, and Work Experience (Figure 5).

The result of Construct test of the variable of Planners' Performance, based on *GFI* can be seen in Table 8.

The next stage of test was by testing the appropriate variables with the measured variables. Indicators which can be used as variables of organizational communication climate came from the loading factor value or lamda coefficient of each variable as they will be presented in the following table. The test of the corresponding variable was done by the definition that *CR* had to be more than 1.96 (>1.96) the significance value was smaller than 0.05 so that the dimension and indicator with *CR* was smaller than 1.96 or the significance value was more than 0.05 was not included in the model. Meanwhile, for the loading factor or lamda ( $\chi$ ) should be larger than 0.21 (>0.21) for each indicator. Therefore, when an indicator in the variables had figure of loading factor figures were smaller than 0.21, they would not be included in the next test (Figure 6).

Based on the result of measuring the variable of Planners' Performance as it is presented in Table 9, the strongest measuring of the variable of Planners' Performance is the frequency of Education with the loading factor of 0.883, training with the loading factor of 0.391, and work experience with the loading factor of 1.00 which needs attention.

Variables  $y_1$ ,  $y_2$ , and  $y_3$  are considered as the main indicators because their loading factor value almost similar and these indicators are in general.

Planners' Performance is always measured from the indicator of the frequency of education, training, and work experience. Therefore, communication climate and organizational culture simultaneously influence the Planners' Performance in the Industrial Training and Education Regional I of the Ministry of Industry, Medan (Figure 7).

Hypothesis testing is done by looking at the probability value or significance of the association of each variable (Table 10; Table 11). The criteria used are: if  $p < 0.05$  then influence among the variables are significant

Table 5. Loading Factors of Organizational Communication Climate Assessment

Indicators and Variables		Loading Factors ( $\lambda$ )	CR	Significance	Notes
Attention on high performing goals	← Organizational Communication Climate (x1)	0.70	fixed		Valid
Listening in Upward Communication	← Organizational Communication Climate (x1)	0.73	3.784	0.000	Valid
Openness in Downward Communication	← Organizational Communication Climate (x1)	1.11	3.697	0.000	Valid
Honesty	← Organizational Communication Climate (x1)	0.53	3.752	0.000	Valid
Trust	← Organizational Communication Climate (x1)	0.32	3.762	0.000	Valid

Source : primary data were processed

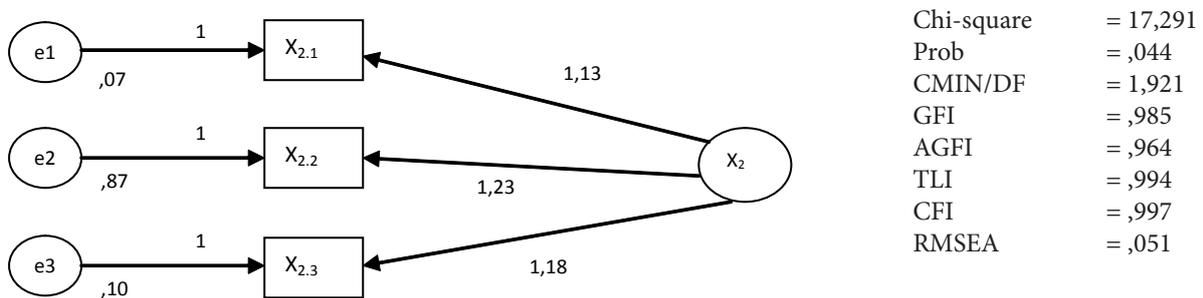


Figure 4. Initial model of CFA Organizational Culture Variables

Table 6. Evaluation of the GFI Organizational Culture Criteria

Goodness of Fit Index	Cut-off	Goodness of Fit Indices		Goodness of Fit Indices	
		Initial Model Result*	Notes	Last Model Result*	Notes
Chi-Square (x2)	As small as possible	17.291	Good	2.772	Good
Free Degree, p – value	≥ 0.05	0.044	Good	0.843	Good
CDMIN/DF	≤ 2.00	1.921	Good	0.454	Good
GFI	≥ 0.90	0.985	Good	0.997	Good
AGFI	≥ 0.90	0.964	Good	0.991	Good
TLI	≥ 0.95	0.994	Good	1.003	Good
CFI	≥ 0.95	0.997	Good	1.000	Good
RMSEA	≤ 0.08	0.051	Good	0.000	Good

Source: Processed Primary Data

Table 7. Loading Factors of Measuring Organizational; Culture Variable

Indicators and Variables		Loading Factors ( $\lambda$ )	CR	Significance	Notes
Uniting the Way of Thinking	Organizational Culture (x2)	0.52	4,355	-	Valid
Facilitating the Implementation of vision, mission, and program	Organizational Culture (x2)	0.82	4.964	0.000	Valid
Strengthening Teamwork	Organizational Culture (x2)	1.00	Fix	0.000	Valid

Source : Processed Primary Data

and can be analyzed further. Therefore, by looking at the probability (p) on the AMOS output can be set criteria for acceptance and rejection of the hypothesis as follows: (i) If  $P > 0.05$  then  $H_0$  is accepted (not significant), and (ii) If  $P < 0.05$  then  $H_0$  is rejected (significant) (Santoso, 2007). To see the effect between each variable path analysis (path analysis), each variable influences either directly (direct) and indirect effects (indirect). Influence the test results (direct effect) are presented in Table 12.

The interpretation can be explained as follows: (1) Organizational culture climate had positive and significant influence on Planners' Performance with the test of  $p = 0.002$  ( $p < 0.05$ ) and the amount of the influence was 0.58, or the positive path coefficient value of 0.58 and t significance of 0.002 ( $0.002 < 0.005$ ). This indicated that organizational culture climate had dominant and significant influence on the Planners' Performance at the Industrial Training and Education Center, Regional I of the Ministry of Industry, Medan, and (2) Organizational culture (x2) had positive and significant influence on Planners' Performance with the test, with  $p = 0.0000$  ( $p < 0.05$ ) and the amount of influence was 0.41, or the positive path coefficient value of 0.41 and t significance of 0.0000 ( $0.000 < 0.0005$ ). The result of the test performance indicated that Organizational culture had significant influence on the Planners' Performance

at the Industrial Training and Education Center, Regional I of the Ministry of Industry, Medan.

Based on the result of the hypothesis test, it can be found that both hypotheses of the research which are tested are accepted and supported by empirical data. (1)  $H_1$  = Organizational communication climate had significant influence on the planners' performance at the Industrial Training and Education Center, Regional I of the Ministry of Industry, Medan, (2)  $H_2$  = Organizational culture had significant influence on the planners' performance at the Industrial Training and Education Center, Regional I of the Ministry of Industry, Medan., and (3)  $H_3$  = Communication climate and organizational culture had influence on the planners' performance at the Industrial Training and Education Center, Regional I of the Ministry of Industry, Medan.

The result of the research showed that organizational culture mostly determined the success of the planners' performance in increasing the performance. According to Rakhmat [2003], organizational culture is the rule which has been set by an organization as guidance in doing the job. The objective of organizational culture is that all employees know regulations and norms in the organization or company so that their performance can be measured based on data and not based on feeling. Communication climate and organizational culture had influence on planners' performance be-

Table 8. Evaluation of Planners' Performance GFI Criteria

Goodness of Fit Index	Cut-off	Goodness of Fit Indices		Goodness of Fit Indices	
		Initial Model Result*	Notes	Last Model Result*	Notes
Cho-Square (x2)	As small as possible	3.438	Good	3.438	Good
Drajat bebas, p - value	$\geq 0.05$	0.633	Good	0.633	Good
CDMIN/DF	$\leq 2.00$	0.688	Good	0.688	Good
GFI	$\geq 0.90$	0.996	Good	0.996	Good
AGFI	$\geq 0.90$	0.989	Good	0.989	Good
TLI	$\geq 0.95$	1.002	Good	1.002	Good
CFI	$\geq 0.95$	1.000	Good	1.000	Good
RMSEA	$\leq 0.08$	0.000	Good	0.000	Good

Source: Processed Primary Data

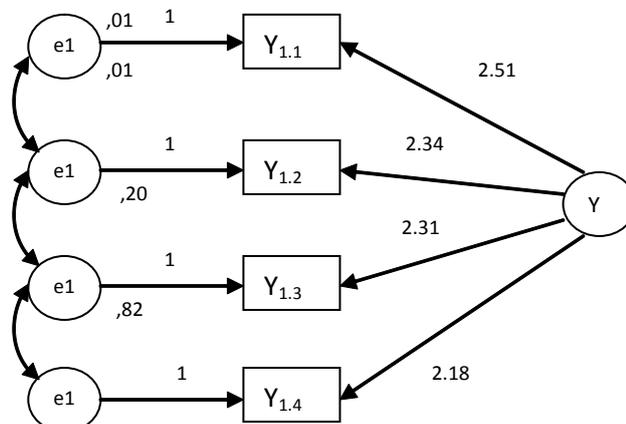


Figure 5. Initial Model of CFA of Planners' Performance Variable

Table 9. Loading Factor of Measuring Planners' Performance

Indicators and Variables		Loading Factors ( $\lambda$ )	CR	Significance	Notes
Education	Planners' Performance (Y)	0,883	fix	0.000	Valid
Training	Planners' Performance (Y)	0,391	7.840	0.000	Valid
Work Experience	Planners' Performance (Y)	1,00	7.905	0.000	Valid

Source: Processed Primary Data

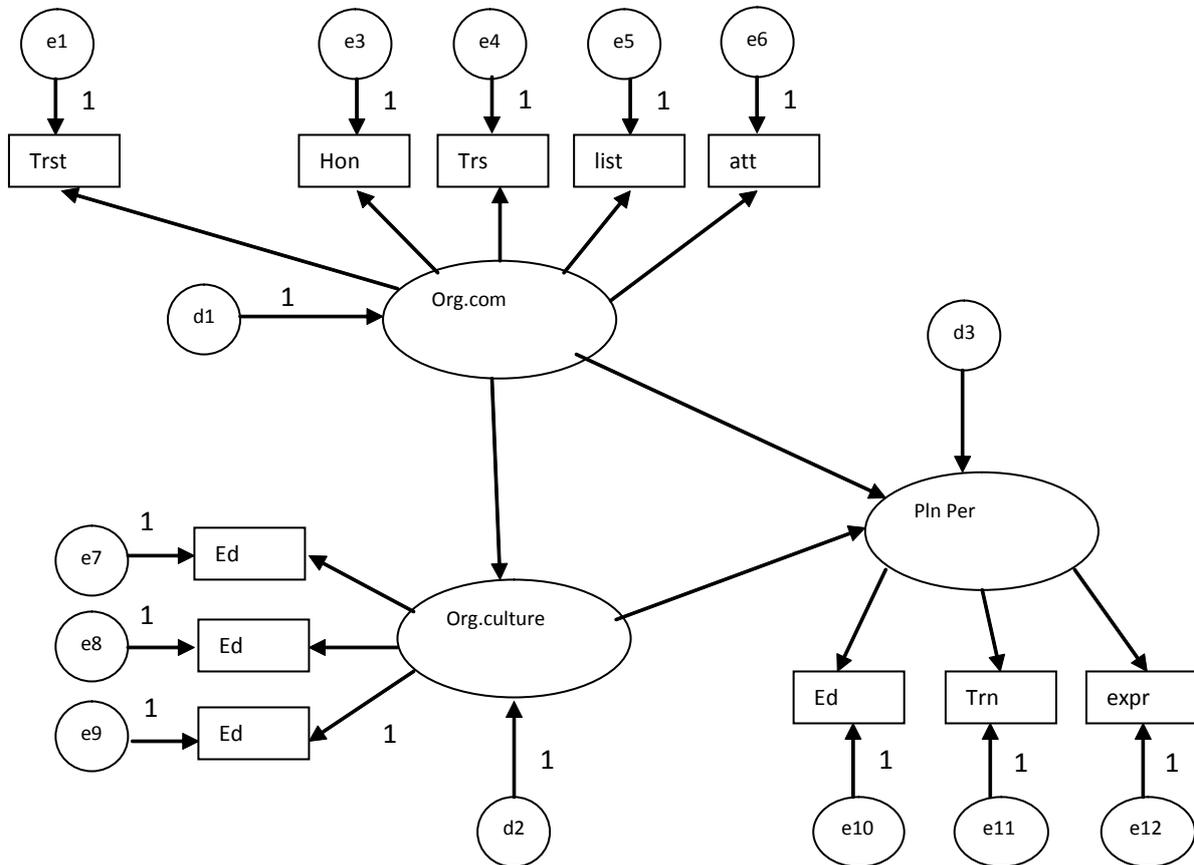


Figure 6. pre-processed model

cause it can describe the good atmosphere and collaboration so that the planners will have new ideas on the next planning.

The findings obtained from the result of the series of data showed that the Analysis of Organizational Communication Climate was 58%, which indicated that the contribution of organizational communication climate partially influenced only 58% of planners' performance while the Analysis of organizational culture had 41% of its influence. This indicated that the contribution of organizational culture only influenced 41% of planners' performance partially. The result of the analysis of the two variables (organizational communication climate and organizational culture) simultaneously influenced the planners' performance at the Industrial Training and Education Center, Regional I of the Ministry of Industry, Medan. This also indicated that organizational communication climate and organizational culture was predicted to give analysis of 85.6%, while the rest (15.4%) was explained by other factors which was predicted to determine its analysis on the planners' perfor-

mance at the Industrial Training and Education Center, Regional I of the Ministry of Industry, Medan. According to the designed operational concept, when the role of communication is high, it is considered that it supports and not static.

The factor of leadership, responsibility and work commitment become the motivation for the employees of the Industrial Training and Education Center, Regional I of the Ministry of Industry, Medan, to create organizational communication climate. According to the preliminary observation, organizational communication which was implemented was coordination in accepting, authorizing signature, and distributing instruction which needed implementation of policy. A manager who is responsible and work commitment become the motivation in creating positive organizational communication climate for the employees of the Industrial Training and Education Center, Regional I of the Ministry of Industry, Medan, in order to create Planners' Performance. According to the calculation of coefficient determination, organizational culture con-

tributes to employees so that Planners' performance is created and the whole analysis was  $r = 0.414$  or 41%. The significant analysis in the research was positive. Positive correlation indicated that the better organization culture, the more created the Planners' Performance at the Industrial Training and Education Center, Regional I of the Ministry of Industry, Medan.

Interaction among the employees at the Industrial Training and Education Center, Regional I of the Ministry of Industry, Medan, is not always caused by the standard work relationship, the interaction is sometimes caused by friendship and social need among the

employees at the Industrial Training and Education Center, Regional I of the Ministry of Industry, Medan, as individuals and social beings. By this reason, some employees, although the role of communication is sometimes considered not favorable, because there is a motivation of the instinct to communicate humanly, it can motivate to work together in carrying out their jobs.

Commitment and responsibility in carrying out the job often becomes the motivation for the employees at the Industrial Training and Education Center, Regional I of the ministry of Industry, Medan. The commitment

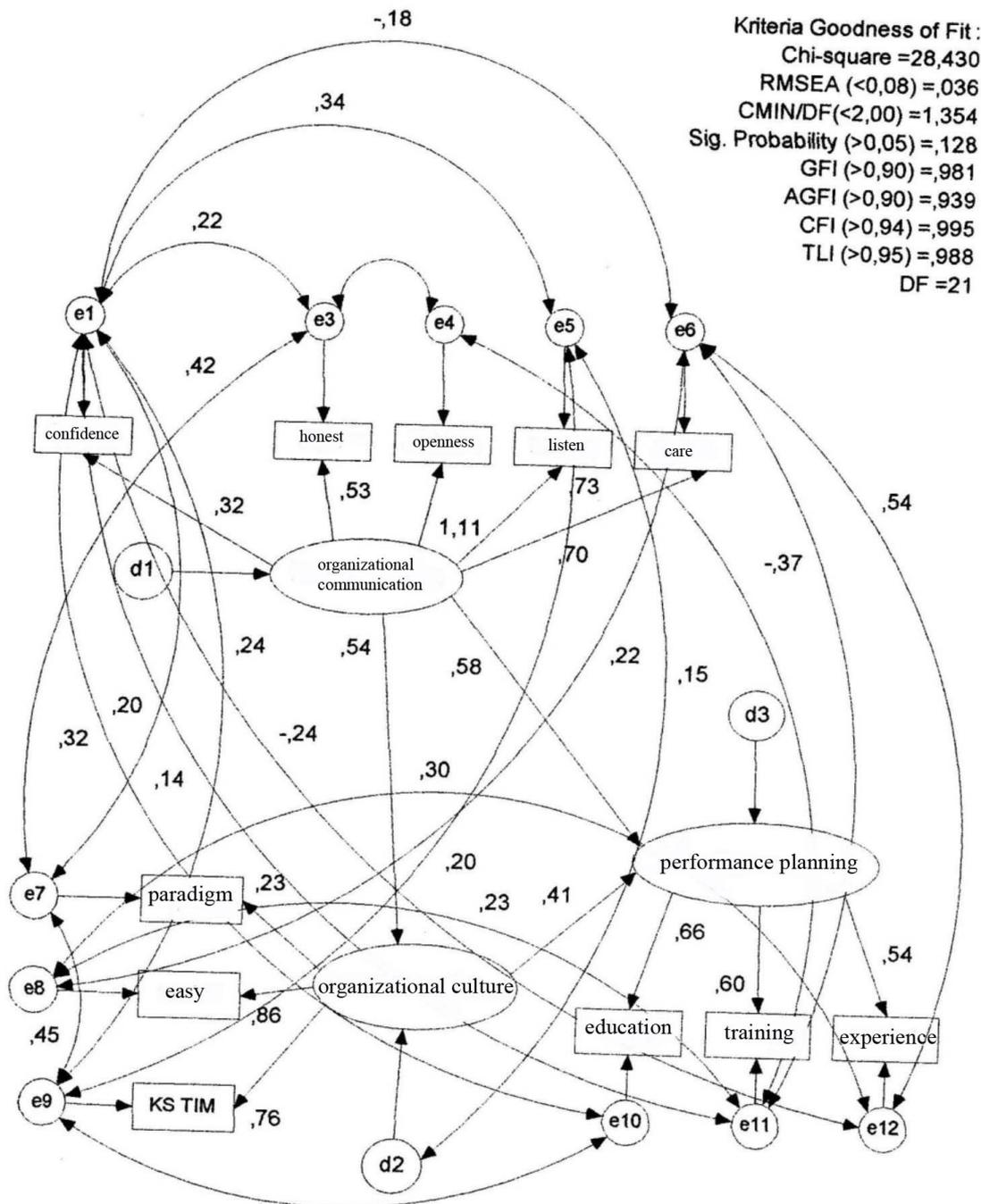


Figure 7. Post-Processed Model

Table 10. Evaluation of the Criteria of GFI on the Whole model in Initial Stage

No	Goodness of Fit Index	Cut-off Value	Model Result*	Notes
1	Chi-Square (x2)	As small as possible	2183.681	Large
2	Free Degree, p-value	≥ 0.05	0.000	Margin
3	CDMIN/DF	≤ 2.00	1.550	Good
4	GFI	≥ 0.90	0.817	Adequate
5	AGFI	≥ 0.90	0.800	Adequate
6	TLI	≥ 0.95	0.887	Adequate
7	CFI	≥ 0.95	0.893	Adequate
8	RMSEA	≤ 0.08	0.039	Good

Source: Processed

Table 11. Evaluation of GFI Criteria on the Whole model in the Second Stage

No	Goodness of Fit Index	Cut-off Value	Model Result*	Notes
1	Chi-Square (x2)	As small as possible	2183.681	Margin
2	Free Degree, p-value	≥ 0.05	0.000	Good
3	CDMIN/DF	≤ 2.00	0.864	Good
4	GFI	≥ 0.90	0.907	Good
5	AGFI	≥ 0.90	0.884	Moderate
6	TLI	≥ 0.95	1.028	Good
7	CFI	≥ 0.95	1.000	Good
8	RMSEA	≤ 0.08	0.000	Good

Source: Processed Primary Data

Table 12. Result of Hypothesis Test of Direct Research and Influence

No	Hypo-thesis	Independent Variable	Dependent Variable	Path coefficient Direct Effect			Hypothesis Acceptance
				Standar-dized	P-value	Notes	
1	H1	Organizational Culture Climate (x1)	Planners' Performance	0,58	0,002	Significant	Accepted
2	H2	Organizational Culture(x2)	Planners' Performance	0,41	0,000	Significant	Accepted

Source: Processed Primary Data

is caused by the Industrial bureaucracy. Actually, there is the interaction among the employees at the Industrial Training and Education Center, Regional I of the Ministry of Industry which is based on the standard regulations and procedures to be carried out by the employees at the Industrial Training and Education Center, Regional I of the Ministry of Industry, Medan. In this context, the role of organizational communication climate tends to be ignored.

Leadership is also a dominant factor in creating planners' performance at the Industrial Training and Education Center, Regional I of the Ministry of Industry, Medan. Although it is known that the factor of leadership consists of the dimension of communica-

tion. Therefore, the change of management will change organizational communication climate at the Industrial Training and Education Center, Regional I of the Ministry of Industry, Medan.

The result of the research showed that the researcher could differentiate the planners who were focused on a certain field from the planners who thought totally. A regional planner or regional developer is a planner who thinks totally. His thought is total related to the use of various types of region such as regional resources and infrastructure, demography, and geography which is aimed to increase the use of region for people's welfare.

The findings of the research presented in the dissertation are focused on certain fields related to planners

in an organizational business and social institution. The result of the research was used by the researcher for proving that there was the difference between a regional planner and a planner in a certain field only. However, it does not mean that as regional planner does not need a certain skill which is owned by a planner of a certain field. A regional planner must have the knowledge owned by a planner of a certain field as the support for regional planning. The difference between the two planners in on the focus of their thought and objective, while the work structure is similar.

Therefore, a regional planner has more complex criteria because he does not only have knowledge on region, but also skill in leading planning worker groups of a certain region. A regional planner must various disciplines because of so many fields which are considered in setting planning.

In leading a work group, a regional planner must have the skill of creating organizational climate and organizational culture which encourage work groups work on target so that the setting planning can run effectively. Therefore, in general, there are two criteria which must be owned by a regional planner. Academically, a regional planner must have regional science, and operationally, he has to have skill in creating organizational climate and organizational culture which are able to encourage groups to work efficiently and effectively.

#### 4. Conclusion

Organizational communication climate influenced Planners' performance at the Industrial Training and Education Center, Regional I of the Ministry of Industry, Medan; from the research it was obtained 58%.

Organizational culture influenced Planners' performance at the Industrial Training and Education Center, Regional I of the Ministry of Industry, Medan; from the research it was obtained 41%.

Organizational communication climate and organizational culture simultaneously influenced Planners' performance at the Industrial Training and Education Center, Regional I of the Ministry of Industry, Medan; from the result of the research it was obtained 84.6%.

The contribution of organizational communication at the Industrial Training and Education Center, Regional I of the Ministry of Industry, Medan and of

Organization culture supported to each other in giving encouragement.

The inclination of the creation of Planners' performance after participating in the diklat at the Industrial Training and Education Center, Regional I of the Ministry of Industry, Medan, was simultaneously influenced by organizational communication climate and organizational culture of 84.6%. This indicated that the rest of the contribution factors was 15.4% which contributed to the planners' performance such as commitment, work responsibility, and leadership. Whatever the plan, the result will be determined by organizational cultural climate.

The analysis of organizational communication climate on the planners' performance needed to be increased because the better organizational communication climate is created, the better the planners' performance at the Industrial Training and Education Center, Regional I of the ministry of Industry, Medan.

The top manager of the Industrial Training and Education Center, Regional I of the Ministry of Industry, Medan, should arrange and increase the success in working in the organizational culture and being firm among the employees in order to achieved the standard goal.

Bureaucratic organization should emphasize the human relation value, especially encourage the application of communication which can create the influence of the organizational communication climate and organizational culture on planners' performance at the Industrial Training and Education Center, Regional I of the Ministry of Industry, Medan.

Direct involvement of employees was asked for discussion in making decision and meeting and routine discussion for employees in making the policy which will be implemented is made.

The top manager can accept new things and learn the benefit of the strength and its harm on the accepted information among the employees.

The attempts of the planners' performance can be done by giving motivation and work encouragement and reward to employees at the Industrial Training and Education Center, Regional I of the Ministry of Industry, Medan.

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