

Organizational Communication Patterns in Increasing Work Motivation of Employees of PT. Inalum

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Abstract

Some organizations frequently strive to foster friendly working relationships between their leaders and their employees. The goal of this research journal is to discover the Organizational Communication Pattern that occurs when increasing Employee Work Motivation at PT. Inalum. Several employees from PT. Inalum in Kuala Tanjung, Sei Suka Subdistrict, Batu Bara Regency, North Sumatra, Indonesia participated in this study. The descriptive research method was used in this study, with a qualitative approach. According to the findings of these studies, organizational communication as a whole has a positive and significant effect on employee motivation at PT. Inalum.

Keywords: communication, organization, work motivation.

1. Introduction

The pattern of communication in performing a task is critical; this argument is supported in the book (Pace & Faules, 2010), “subjectivists and objectivists view human actions from different perspectives. They act with intention, carefully considering the consequences of their actions. Management textbooks clearly illustrate the essence of this viewpoint. Readers are advised to plan, organize, and carry out their plans.”

Motivation is one of the most common issues in communication, management, and leadership. Some of the most popular motivation theories regard needs as the driving force behind human behavior. Combining these three principles explains motivation. People will be motivated if they believe that a specific behavior will result in a specific outcome. Second, the outcomes are favorable to him. Third, the outcome is attainable through one's own efforts. Thus, when presented with alternatives, a person will select the level of performance that has the highest motivational power associated with it.

Some organizations frequently strive to create comfortable working relationships between leaders and members in order to maintain the conditions required for a leader who can have multiple effects and motivate members to work optimally. An agile leader should be able to direct, evaluate, and correct the efforts of members in order for the organization to reach the top of its goals. Without the presence of a good and competent leader, the connection between self-interest and organizational goals can become mundane and off-target, resulting in lower member productivity and effectiveness and interfering with the organization's overall ability to achieve its goals.

Organizations have two goals: survival and development. Goals cannot be achieved in any organization unless the leader communicates with his subordinates and vice versa. Communication with positive responses is the foundation of good relationships among members. Information is important not only in personal communication, but also in organizational communication. Every organization can move smoothly and successfully without obstacles with good communication patterns, but with poor communication patterns, every organization can become constrained and confused.

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On January 6, 1976, the Indonesian and Japanese governments formed PT Indonesia Asahan Aluminum (INALUM), a joint venture company in Jakarta. According to the master agreement, INALUM is the company that builds and operates the Asahan Project.

In Paritohan, PT. Inalum operates a siguragura hydroelectric power plant and a ladder, as well as an aluminum smelting plant in Kuala Tanjung. The majority of the electricity generated is diverted in aluminum smelters and transferred to PT. PLN Kitlur Sumbagut is based on the Kuala Tanjung Substation's tie line. PT. Inalum has been in operation for about 24 hours, employing several workers under its shelter. The company was founded with the intention of developing the Asahan project, which consists of the construction and operation of an aluminum smelting plant (PPA) and a hydroelectric power plant (PLTA).

Based on the foregoing, the identification of the problems raised is as follows: First, how is the organizational communication of PT. Inalum employees? Second, how much of an impact do organizational communication patterns have on employee motivation at PT. Inalum?

2. Literature Review

2.1. Organization Communication

According to experts, there are various types of communication, based on different perspectives on communication from various fields. Communication can be viewed through three lenses: communication as a one-way action, communication as interaction, and communication as transaction. There is also a shared understanding of communication as a one-way street, which includes: First, communication is the process by which an idea is transferred from one source to one or more recipients in order to change their behavior in accordance with orders (Mulyana, 2004). Second, communication occurs when a source is found to provide news to the recipient with the conscious intention of influencing the recipient's attitude (Mulyana, 2004)

Communication can also be examined from two perspectives: general understanding of communication and paradigmatic communication. The understanding of communication in general is viewed from two perspectives, namely etymologically, with the term communication derived from the Latin *communicatio*, which derives from the word *communis*, which means “the same” about something, and thus communication can be seen if the people involved have similar meanings related to something that is communicated, and terminologically, from the stages of the delivery of statements expressed by someone as a result of social interaction.

Communication with a specific purpose is a paradigmatic aspect. Communication is defined as the process of transmitting information from one person to another in order to inform and change opinions, attitudes, and behavior, either verbally or in writing via the media.

Organizational communication refers to the message genre, message exchange, and meaning transfer within an organization. Organizational communication is also defined as an interdependent system that includes both internal and external communication.

Organizational communication is the process of exchanging messages with one another via a network of interdependent relationships in order to resolve an uncertain or uncertain environment.

The issue with this communication pattern is similar to that of the circular communication pattern. A set of communication patterns that run from the leader to the message's intended recipient or the last member. Members converse with one another. In a chain communication pattern, the last member to hear from the reader frequently misinterprets the message. As a result, the Leader is unable to determine whether the message is effective. As a result, no feedback was provided. (Abdullah, 2010)

2.2. Motivation and Organizational Relationship

Higher levels of organizational commitment and work motivation were linked to higher levels of participation; lower levels of organizational commitment and work motivation were linked to lower levels of job involvement.

Job involvement naturally increases as a result of work motivation, according to (Mc. Clelland, 1961). Work motivation refers to the strength and support that members of an organization receive from within and outside the organization in order to motivate and direct their activities in their duties and responsibilities in order to achieve organizational goals. Another factor that influences how much effort an organization expends. According to Fazrati, members who have organizational commitment want to be loyal and give their all to the organization (Mangkunegara, 2005).

Swanson and Gradous state that “Every effort in a system, regardless of size, is interconnected. The performance outcomes of several projects are used as inputs for the next performance initiative.” (Pace & Faules, 2010) Even if one part of the task appears to be performing better, the interdependence can result in a significant overall improvement. As a result, the system's productivity is determined by the correctness and effectiveness of work operations.

Pace contends that time and opportunity ultimately determine how well one performs. There is no opportunity if there is no time to pursue it. and time spent not looking for opportunities is far more valuable. “Don't mix up sales and salespeople. Behavior is an important factor in performance “ (Pace & Faules, 2010). Gilbert went on to say that performance should be evaluated. You should be able to see all transactions, including your own actions and the outcomes of those actions.

Individuals who are driven to succeed will discover the following self characteristics: a) enjoy doing things related to success, b) enjoy taking simple risks, and c) determining who is accountable for the success of the work I want to do. d) enjoys taking a break from work, e) values the future over the present and past, and f) strives to succeed despite failure.

Motivation is concerned with situations that arise as a result of various driving forces such as urges, motives, needs, and desires. Motivation is a psychological process that demonstrates the interaction of the soul, attitudes, needs, opinions, and decisions within the human body.

Motive is a psychological state that encourages people to engage in an activity in order to achieve a dream or goal. As a result, motivation is a mental state and mental behavior that provides energy and encourages people to participate in an activity. Then motivation refers to a shift in a person's energy that is marked by the release of feelings and is preceded by a response because there is a purpose.

There are three critical elements: motivation begins with the discovery of changes in energy in the body of every human being; motivation is targeted using the feeling / feeling, one's affection; and motivation is targeted using the feeling / feeling, one's affection. Motivation can also occur when there is a goal. Thus, motivation in this chapter is a reaction to an action, i.e. a goal.

Motivating people means encouraging them to do something in order to meet a need. These forces are primarily stimulated by the existence of numerous needs, such as the desire for something. Second, consider behavior. Third, the goal. Fourth, provide feedback.

2.3. Performance Theory

According to Swanson and Gradous (1986), “All jobs in systems, regardless of size, are interconnected. The outcomes of a set of job performances are used to inform other performance efforts.” Because of this interdependence, what appear to be minor improvements in one aspect of the job can lead to significant improvements in others. As a result, a system's productivity is determined by the accuracy and efficiency of work behavior (Pace & Faules, 2010).

On the contrary, Gilbert contends that performance is primarily a function of time and opportunity. “Without the time to pursue those opportunities, they are meaningless. And the value of time, which we do not have and which does not provide opportunities, is even lower”. “Behavior is a necessary and integral part of performance, but we must distinguish between sales and salespeople” (Mc. Clelland, 1961). Gilbert goes on to argue that in order to observe performance, one must observe all transactions, including one's own behavior and what that behavior accomplishes.

The pinnacle of success for organizational goals is performance, which provides a consistent response to improvement efforts. Human performance is determined not only by a variety of struggles, but also by their expertise, such as knowledge, work, expertise, and how a person feels about the role he plays.

Employee performance affects how much they participate for the organization, specifically: quantity output, quality output, time period of output, and attendance in the office. Performance is defined as an employee's ability to produce work of sufficient quality and quantity while carrying out duties and responsibilities assigned to him (Mangkunegara, 2005).

Continuity in business is unlikely to be an issue if the company can control the stock of basic materials. Basic materials are important sectors for efficient production and warehouse stock. Controlling the stock of basic materials has an impact on the stock market and the amount of profit that a company can make. Stock control can be efficient and cost-effective. The level of stock turnover is a measure of economic efficiency. Increased stock turnover causes a decline in the stock market while also increasing company profits.

3. Methodology

The method use is qualitative research in the form of descriptive or revealing real research phenomena or facts. Descriptive qualitative is also a method used by researchers to find knowledge or theory of research at a certain time. (Sugiyono, 2013)

The research will be conducted precisely at the Smelting Factory Head Office, Kuala Tanjung. Address at Kuala Tanjung. Sei Suka District, Batu Bara Regency, North Sumatra, Indonesia. The research was carried out from May to June 2022. At the stage of data collection will be done through observation, interviews (leaders and several employees), documentation.

The types of data used for this research are Primary and Secondary:

- 1) Primary Data. Data collected directly from the scene is primary data. In the field, the author spoke with the leadership and employees of PT directly to obtain this main data.
- 2) Secondary Data. Data received from the second source is referred to as secondary data. Secondary data serves to add primary information when it is difficult to retrieve primary data, secondary data is usually sufficient to support primary data.

4. Result and Discussion

4.1. Patterns of Organizational Communication at PT. Inalum

A pattern is a system, according to the Big Indonesian Dictionary, What is meant by a system is a collection of interconnected elements that together form a whole (Poerwadarminta, 2005).

The communication pattern described here is the flow of organizational communication that occurs to workers and employees when they are structurally within the scope of PT. Inalum in carrying out place management. As a result, the results show that the rate of communication that occurs within the scope of work of PT. Inalum with various communication patterns.

Submission of messages from top management to their subordinates at PT. Inalum also occurs in the distribution of messages such as directives through the institution's top management, namely the boss and his staff. The message is the result of a previously discussed decision, typically in the form of a meeting decision.

Conversations between organizational leaders and their subordinates in the PT. Inalum, as seen through the results of good interviews, but the problems that arise in the organization that causes the organization to become passive for a few days. Surely, the expectations and realities that exist within the organization must differ as a result of the issues that arise within the organization.

(Pace & Faules, 2010) Employees are involved in the communication process with superiors and others in relation to their expectations, fulfillment of needs, opportunities, and performance, and work motivation arises from organizational communication processes that are and have occurred. When viewed through the lens of PT. INALUM's information delivery process, formal communication that is delivered in a structured manner via the existing structure chart can be classified.

This type of information is conveyed using a structural chart. Chain communication patterns can pose a very high risk of message loss. To avoid information loss, every PT. Inalum employee always asks if they don't understand the meaning of the message, so that it is not implemented incorrectly. In the sense that a two-way communication model will be implemented. This communication model is clear because there is a response in the study results regarding the clarity of the meaning of the recipient of the message (Mulyana, 2004).

The concept of asking that has been done emphasizes the sender of the message's position. This position is emphasized in the sense that the sender of the message must be able to translate the meaning of the encoding, causing a reaction to the recipient's response. This reaction can be seen in the delivery of messages or information based on the flow structure or from superiors who provide information, as well as when subordinates who are unfamiliar with the received message model are always asked about the clarity of the message to their superiors.

Students who are not members of the PT. Inalum may observe what is going on in the organization without asking for permission. A friendly and firm boss has not been able to make the organization run smoothly, but improving management of the organization he oversees is a wise decision, and he is still capable of managing time (Abdullah, 2010).

4.2. The Interaction of Organizational Communication Patterns and Employee Motivation

Work achievements are not always commensurate with their abilities. Perhaps the trigger is not aligned with one employee and another. Trigger indicators can come from both the individual and his work environment (Effendy & Uchjana, 2009). The disproportionate achievement of his work with his skills for an employee could be due to a lack of desire, perhaps due to a lack of interest in the leader, or it could be due to exhaustion at work.

In this case, among other things, there are no minimal skills but little or no motivation. Because the motivation is not yet solid, the results of his work do not match his abilities. According to the findings of interviews and observations conducted at PT. Inalum, the motivation of employees or workers in this location when carrying out their respective mandates and work is quite good (Mangkunegara, 2005).

As a result, as stated above, there has been a blockage in downward and upward communication, despite the fact that the blockage has a widespread impact on the motivation of the leadership and employees caught up in the management of PT. Inalum. Because of the assistance provided by leadership, superiors' ability to reach their subordinates at the most basic level may be limited.

As previously stated, there is a lack of a smooth flow of communication from top to bottom, for example, a lack of action from superiors in recognizing subordinates who excel at work. Of course, this fact influences subordinate motivation, but it has less influence on subordinate motivation because of the role of the deputy director mentioned earlier.

Furthermore, the organization's personality is distinct. Employees at this institution already receive job benefits on average, so providing work enthusiasm is sufficient. Employee motivation techniques include: first, providing adequate employee needs in the form of material needs, such as distributing honorarium allowances, bonuses, grants, or the like, based on the achievement of the employee's work. Second, the use of persuasive communication by the leader to subordinates is part of a technique to motivate employees' work that is accomplished by influencing employees extra logically (Abdullah, 2010).

4.3. Factors That Inhibit Communication In Increasing Work Motivation

A method of communicating information from the sender of the message to the recipient of the message so that both parties have a common understanding, which can result in a change in attitude in accordance with the sender's wishes. This process is frequently carried out via media or intermediaries, but it can also be carried out directly to the intended recipient, which is not always successful or smooth. Interference or noise can also impede the message, leading to misunderstanding or deviation from the essence of the message expected by the communicator. This understanding is as simple as this, but in practice, we often find it difficult to put into practice (Effendy & Uchjana, 2009).

Of course, obstacles exist when organizational activities take place. This can be seen from the standpoint of the Message's distribution. Messages sent from one person to another are not always understood by the recipient. So,

something similar happened to PT. Inalum in accurate information content so that each employee does it well. PT. Inalum encounters a number of difficulties. Encryption remains an impediment to the recipient's access to information. Differences in mindset in responding to information are frequently responsible for the appearance of more frequent obstacles (Abdullah, 2010).

It is critical to digest the mindset of employees in the field so that the message conveyed is well received by other employees. When it comes to capturing messages, both sending and receiving, habits play a role. Aiming for success at work is not something that every employee avoids. Employees may focus on eliminating something, such as incorrectly digesting and responding to information.

Excellent organizational life in a government setting that is always patient when dealing with problems. Every impediment must be managed and minimized in order for the organization to grow and thrive. Every human being's perfection of a task is very influential in communication.

When communicating information, PT. Inalum. When the message is received by the recipient, the intent and purpose of the message are not easily digested, resulting in a variety of opinions arising as a result of errors in interpreting the information content (Abdullah, 2010).

When a message is communicated using language or symbols, it has a double meaning. As a result, it is possible to conclude that the communication that occurred began accidentally when sending a message, with the sender failing to identify each employee based on the length of work. If anything goes wrong with the interpretation of the information.

Communication is very possible at a source that improves the recipient's response through the delivery of information in the form of signs/symbols, either verbal or nonverbal, without requiring the two communicating parties to have a similar symbol system. To reduce the occurrence of message interpretation, it is recommended that each employee be capable of two-way communication, so that the sender can tell the recipient of the information about his destination (Anoraga, 2009).

The main communication picture that is very likely to occur in organizations is sequential disclosure of information. Subordinates who have little awareness in digesting the same message receive information. Then, in order to reduce the problems caused by misperceptions, intense communication is required. It is strongly advised to use two-way communication to increase thinking speed and reduce the likelihood of message interpretation errors. As a result, when working, it is necessary to provide feedback as a means of explaining information content and directing two-way communication (Effendy & Uchjana, 2009).

So that it can boost employee confidence when preparing for all types of work that has become a requirement. The communication channel established by the agency is a barrier in and of itself. Organizational communication has the characteristics of a structure and boundaries that must be understood by all company members.

5. Conclusion

Based on the result and discussion, we conclude:

- 1) Organizational communication is based on the concept of chain communication, which can increase employee motivation by enhancing personal communication with trust and openness.
- 2) Inhibiting factors include the recipient incorrectly digesting the message and differences in perception on the message's interpretation. Use frequent two-way communication to solve problems. Although there is a blockage in the flow of downward and upward communication in organizational communication at the Ushuluddin adab and Da'wah faculty, employees are still motivated to work because each of them has a performance allowance, which is their motivation for working.

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