

**THE INFLUENCE OF COMMUNICATION PATTERNS,
ORGANIZATIONAL CULTURE AND REWARDS ON
IMPROVING EMPLOYEE PERFORMANCE AT PT BAKRIE
SUMATRA PLANTATION KISARAN**

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Abstract

The success of a company relies heavily on employee performance, making it crucial to consider employee performance when aiming to improve overall company performance. Communication patterns and organizational culture play vital roles in this regard, as effective communication within the company and a positive organizational culture can enhance employee performance. This study investigates the impact of communication patterns, organizational culture, and rewards on improving employee performance at PT. Bakrie Sumatra Plantation Kisaran. The study employs a quantitative research approach with an associative focus. The sample consists of 40 respondents selected through saturated sampling. Primary data was collected using questionnaires distributed directly to the respondents, employing a Likert scale. The data analysis involves instrument validity and reliability tests, classical assumption tests, multiple linear regression analysis, and hypothesis testing using SPSS. The findings indicate a strong relationship between communication patterns, organizational culture, rewards, and employee performance, as evidenced by a coefficient of determination (R^2) of 0.668. Furthermore, the variables of communication patterns, organizational culture, and rewards explain and affect employee performance (Y) by 0.399, as indicated by the coefficient of determination (Adjusted R Squared). This study reveals that communication patterns (X_1), organizational culture (X_2), and rewards (X_3) significantly influence employee performance (Y) at PT. Bakrie Sumatra Plantation Kisaran, while 60.1% of the variance in employee performance is attributed to other unexplored factors.

Keywords: Communication Pattern, Organizational Culture, Reward, Employee Performance

1. INTRODUCTION

Communication aims to create mutual understanding between communicators (senders) and recipients (communicants). It should be truthful, clear, concise, precise, and polite, covering the whole and real context. However, achieving effective communication is not easy due to various obstacles. For example, communicators may be limited to their own perspectives, and explanations may lack clarity, leading to differences of opinion among employees (Sinambela, 2016).

Establishing good communication within a company fosters employee productivity and facilitates the achievement of company goals. According to Sedarmayanti (2018), productivity is the outcome of employees' performance and determines the company's survival. Employee productivity is enhanced through work discipline, time and energy efficiency, and a sound work system (Prasetyo et al., 2018). It serves as a critical measure of success for any company.

Communication patterns refer to the relationships between individuals involved in sending and receiving messages in an appropriate and accurate manner, ensuring easy

understanding (Djamarah, 2008). However, the most significant challenge in determining communication patterns is the lack of accuracy in the delivery network. Managers in companies must possess empathetic and positive communication skills to establish effective flow, avoiding conflicts and misunderstandings that hinder the smooth operation of both large and small companies (Besley & Brigham, 2008). A company's success relies on achieving specific goals, and if managers fail to initiate effective communication, the company cannot collaborate efficiently (Sudja'i & Mardikaningsih, 2021). Therefore, leaders play a crucial role in managing employees and fostering effective communication among them.

PT Bakrie Sumatra Plantations Tbk is a sustainable integrated agribusiness involved in oil palm plantations, palm oil production, derivatives, and oleochemical processing. The company emphasizes the importance of communication in various aspects, including product marketing, office and field agendas, and all other activities. Effective communication is essential for providing information within the company and must be consistently applied. However, there are still instances of miscommunication among employees or with certain managers at PT Bakrie Sumatra Plantations, which hinders the effectiveness of communication patterns and subsequently affects employee performance.

Communication patterns within an organization are closely tied to the policy-making processes (Head, 2016). Considering the background mentioned above, this research focuses on examining the influence of organizational culture, communication patterns, and rewards on enhancing employee performance at PT Bakrie Sumatra Plantations.

During interviews conducted by the author, several employees expressed that the way their performance was communicated by leadership was not optimal. Employees had difficulty understanding the directions provided by managers, leading to miscommunication. In response, the managers at PT Bakrie Sumatra Plantations introduced additional regulations and suggestions to improve employee performance.

This study aims to investigate the influence of communication patterns, organizational culture, and rewards on enhancing employee performance at PT. Bakrie Sumatra Plantation Kisaran. By examining these factors, the research seeks to provide valuable insights into the relationship between effective communication, organizational culture, rewards, and employee performance within the company. The findings of this study can contribute to enhancing the overall performance and productivity of employees at PT. Bakrie Sumatra Plantation Kisaran, ultimately benefiting the organization as a whole.

2. LITERATURE REVIEW

2.1. Communication Patterns

Communication patterns can be described as the relationships between different components of the communication process. Soejanto (2005) defines communication patterns as a simple representation of how one communication component relates to another. Anhar (2010), quoting Bahri, further explains that communication patterns involve the detailed process of sending and receiving messages in an appropriate and effective manner to ensure easy understanding. Communication patterns encompass two

dimensions: concept-oriented patterns and socially oriented patterns, which have distinct relationship directions (Chaffee & Tims, 1976).

2.2. Organizational Culture

Organizational culture refers to the shared perception held by members of an organization regarding its operation. It encompasses both written and unwritten norms and standards within the organization. Robbins & Judge (2008) states that every organization has a culture that guides its practices, whether formally recognized or not. Anwar (2005) defines organizational culture as a set of assumptions or belief systems that guide the organization's values and serve as a basis for addressing external and internal challenges. Luthans (2016) views organizational culture as the norms and values that shape the behavior of organizational members.

2.3. Rewards

Rewards, as defined by Hasibuan (2016), are incentives given to employees based on their work performance to motivate them and increase their productivity. By providing appropriate rewards, organizations encourage employees to adopt good work practices, thereby aligning the work processes with organizational goals. Additionally, work discipline plays a crucial role in improving work performance. Properly implemented rules and regulations within the company promote work discipline and foster employees' moral responsibility towards their duties (Budiarso et al., 2015).

2.4. Employee Performance

Employee performance, also known as job performance or actual performance, refers to the actual work output achieved by an individual. Kaswan (2011) defines performance as the result or output of a person's work process. Pulakos (2009) explains that performance involves comparing work outcomes with predefined standards. Anwar (2005) states that performance represents the quality and quantity of work achieved by individuals in fulfilling their assigned tasks and responsibilities.

3. RESEARCH METHODS

The research methodology employed in this study is quantitative research using an associative approach, which aims to determine the relationship between two or more variables. According to Kasiram (2010), quantitative research is a process of acquiring knowledge that utilizes numerical data as a means to analyze information about what is to be known. Meanwhile, Arikunto (2017) defines associative research as an investigation that seeks to identify the presence or absence of a relationship between one variable and another variable.

In this study, quantitative research allows for the collection of numerical data that can be analyzed using statistical methods. The associative approach enables the examination of relationships between variables, specifically focusing on the impact of communication patterns, organizational culture, and rewards on employee performance at PT. Bakrie Sumatra Plantation Kisaran.

Data for this research will be gathered through surveys and questionnaires administered to the employees of PT. Bakrie Sumatra Plantation Kisaran. The survey instruments will be designed to capture relevant information regarding communication

patterns, organizational culture, rewards, and employee performance. Statistical techniques, such as correlation analysis and regression analysis, will be employed to analyze the collected data and determine the strength and significance of the relationships between variables.

The use of a quantitative research methodology with an associative approach provides a systematic and objective means of investigating the influence of communication patterns, organizational culture, and rewards on employee performance. It allows for the identification of key factors that contribute to enhanced performance and offers valuable insights for PT. Bakrie Sumatra Plantation Kisaran to make informed decisions and implement strategies that foster a productive and high-performing work environment.

4. RESULTS AND DISCUSSION

4.1. Research Results

Table 1. Partial Test Results (T Test)

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	38.009	10.646		3.570	.001		
	X1	.377	.159	.323	2.373	.023	.832	1.201
	X2	.427	.144	.408	2.969	.005	.816	1.225
	X3	-.718	.267	-.337	-2.685	.011	.979	1.022

a. Dependent Variable: Employee Performance

Source: Data Processing Results (2022)

Based on the findings from the t-test conducted using SPSS software, the following conclusions can be drawn:

1. The analysis revealed that the variable of Communication Patterns (X1) significantly and positively influences Employee Performance (Y) at PT. Bakrie Sumatra Plantation Kisaran. The calculated t-value of 2.373 was higher than the critical t-value of 2.028, with a significance level of 0.000, indicating a strong relationship. The regression coefficient for Communication Patterns (X1) was 0.377, indicating a positive impact on Employee Performance. Therefore, the research hypothesis Ha1 is accepted.
2. The results also showed a significant and positive relationship between Organizational Culture (X2) and Employee Performance (Y) at PT. Bakrie Sumatra Plantation Kisaran. The calculated t-value of 2.969 exceeded the critical t-value of 2.028, with a significance level of 0.005. This suggests that a strong Organizational Culture positively affects Employee Performance. Thus, the research hypothesis Ha2 is accepted.
3. The analysis further indicated that the variable of Reward (X3) has a significant and positive influence on Employee Performance (Y) at PT. Bakrie Sumatra Plantation Kisaran. The calculated t-value of 2.685 surpassed the critical t-value

of 2.028, with a significance level of 0.11. This implies that an appropriate reward system positively impacts Employee Performance. Therefore, the research hypothesis Ha3 is accepted.

Table 2. Simultaneous Test Results (F Test)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	568.987	3	189.662	9.647	.000 ^b
	Residual	707.788	36	19.661		
	Total	1276.775	39			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: Data Processing Results (2022)

Based on the data analysis using Table 2, it can be observed that the obtained F-value is 9.647, which is higher than the critical F-value of 3.26. Additionally, the significance level of 0.000 is smaller than 0.05. These results indicate that the independent variables, namely Communication Patterns (X1), Organizational Culture (X2), and Reward (X3), have a simultaneous influence on the dependent variable, which is Employee Performance (Y). Therefore, it can be concluded that the variables (X1, X2, and X3) collectively impact Employee Performance (Y).

Table 3. Results of the Coefficient of Determination (R² Test)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.668 ^a	.446	.399	4.434

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Employee Performance

Source: Data Processing Results (2022)

Based on the data analysis in Table 3, it can be observed that the coefficient value of R is 0.668. This coefficient indicates a significant relationship between Communication Patterns (X1), Organizational Culture (X2), Reward (X3), and Employee Performance (Y). A value of R closer to 1 suggests a stronger model fit. The coefficient of determination (Adjusted R Square) reveals that Communication Patterns (X1), Organizational Culture (X2), and Reward (X3) can explain 39.9% of the variance in Employee Performance (Y). The remaining 60.1% is influenced by other variables that were not discussed in this study.

4.2. Discussion

4.2.1. The Influence of Communication Patterns on Employee Performance at PT Bakrie Sumatra Plantation Kisaran

The results of the significance test for the individual parameters (t-test) showed a significance value of 0.023 for Communication Patterns (X1). Since the significance value is less than 0.05, the decision is to accept H1, indicating that Communication Patterns (X1) significantly influence employee performance (Y) at PT Bakrie Sumatra

Plantation Kisaran. According to Soejanto (2005), Communication Patterns represent a simplified depiction of the communication process that demonstrates the relationship between its components. The Communication Patterns variable is supported by 8 statements that elaborate on 4 indicators: openness, empathy, similarity, and positivity. Based on the respondents' responses for each communication pattern indicator, the dominant answer was "agree." This finding is consistent with the research conducted by Helen Olivia and Trys Setyawan (2020) titled "The Influence of Leaders' Communication Patterns on the Performance of University Library Employees." The research indicated a significant influence of communication patterns and leadership on employee performance.

4.2.2. The Influence of Organizational Culture on Employee Performance at PT Bakrie Sumatra Plantation Kisaran

The results of the significance test for the individual parameters (t-test) showed a significance value of 0.007 for Organizational Culture. Since the significance value is greater than 0.05, the decision is to reject H2, indicating that Organizational Culture does not significantly influence employee performance. This is due to a lack of concern for the existing culture within the company and a lack of awareness among employees, resulting in suboptimal implementation of the culture at PT Bakrie Sumatra Plantation Kisaran. Thus, it can be concluded that Organizational Culture does not effectively motivate employees at PT Bakrie Sumatra Plantation Kisaran to perform better and be diligent in completing their tasks within the prescribed culture. This is supported by Anwar (2005), which defines Organizational Culture as a set of assumptions or belief systems that consider an organization to have developed values that serve as guidelines or culture within the organization, accompanied by norms, beliefs, or behaviors to address external and internal challenges. The Organizational Culture variable consists of 10 statements representing 5 indicators: observing behavioral rules, norms, organizational climate, philosophical rules, and dominant values. This finding is consistent with the research conducted by Hendra (2020) titled "The Influence of Organizational Culture, Training, and Motivation on Employee Performance at Tjut Nyak Dhien University, Medan." The research indicated that Organizational Culture is the most influential variable on employee performance.

4.2.3. The Influence of Rewards on Employee Performance at PT Bakrie Sumatra Plantation Kisaran

The results of the significance test for the individual parameters (t-test) showed a significance value of 0.011 for Rewards. Since the significance value is less than 0.05, the decision is to accept H1, indicating that Rewards significantly influence employee performance (Y) at PT Bakrie Sumatra Plantation Kisaran. According to Hasibuan (2016), Rewards are incentives given to specific employees based on their work achievements to motivate them to improve their productivity. The Rewards variable consists of 8 statements representing 4 indicators: salary and bonuses, well-being, career development, and psychological and social recognition. Based on the respondents' responses for each reward indicator, the dominant answer was "strongly agree." This finding is consistent with the research conducted by Latiep et al. (2022) titled "The Influence of Rewards and Punishment on Employee Performance at CV. Era Mas." The

research indicated a significant influence of rewards and punishment on employee performance.

4.2.4. The Influence of Communication Patterns, Organizational Culture, and Rewards on Improving Employee Performance at PT Bakrie Sumatra Plantation Kisaran

Based on the coefficient of determination (R^2) test results, which aim to assess the magnitude of the relationship between the three independent variables, namely Communication Patterns (X1), Organizational Culture (X2), and Rewards (X3), and the dependent variable, employee performance (Y), simultaneously, the obtained R value of 0.668 indicates a strong or close relationship between Communication Patterns (X1), Organizational Culture (X2), Rewards (X3), and employee performance (Y). Furthermore, to determine the extent of the contribution of the independent variables (Communication Patterns (X1), Organizational Culture (X2), and Rewards (X3)) to employee performance (Y), we can refer to the Adjusted R-squared value, which is 0.399. The remaining 60.1% is influenced by other variables not included in this study.

5. CONCLUSION

Based on the research findings and discussions above, several conclusions can be drawn. Firstly, the variable of Communication Patterns (X1) has a positive and significant partial effect on employee performance (Y) at PT. Bakrie Sumatra Plantation Kisaran. This implies that employees who implement effective communication patterns tend to exhibit better performance. Similarly, the variable of Organizational Culture (X2) also has a positive and significant partial effect on employee performance (Y). This suggests that employees who foster a positive organizational culture tend to demonstrate improved performance.

Furthermore, when considered together, the variables of Organizational Culture (X2) and Rewards (X3) have a positive and significant simultaneous effect on employee performance (Y) at PT. Bakrie Sumatra Plantation Kisaran. The strong coefficient of determination indicates a close relationship between these variables, indicating that both Organizational Culture (X2) and Rewards (X3) play crucial roles in explaining variations in employee performance.

Based on the research findings, several recommendations can be proposed to PT. Bakrie Sumatra Plantation Kisaran. Firstly, the company should focus on enhancing communication patterns among employees by promoting clear and effective communication channels. This can be achieved through regular training programs and workshops aimed at improving communication skills and fostering a culture of open and transparent communication.

Secondly, PT. Bakrie Sumatra Plantation Kisaran should continue to nurture and strengthen its organizational culture. This can be achieved by clearly defining and communicating the company's values, fostering a sense of belonging and ownership among employees, and encouraging collaboration and teamwork. Additionally, the company should regularly assess and review its existing organizational culture to ensure alignment with its goals and values. Lastly, the company should develop and implement a comprehensive rewards system that recognizes and rewards employees based on their performance. This can include both financial incentives and non-monetary rewards, such

as recognition programs and career development opportunities. By providing meaningful rewards, PT. Bakrie Sumatra Plantation Kisaran can motivate employees to consistently perform at their best and foster a culture of excellence.

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