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THE RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE AND FORMAL COMMUNICATION AND EMPLOYEE PRODUCTIVITY IN THE DIRECTORATE GENERAL OF HIGHWAYS, MINISTRY OF PUBLIC WORKS INDONESIA

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ABSTRACT

The formulation of the problem in the research is whether there is a relationship between organizational climate and formal communication and employee productivity within the Directorate General of Highways, Ministry of Public Works, partially and simultaneously. This research aims to determine and analyze the relationship between organizational climate and formal communication and employee productivity within the Directorate General of Highways, Ministry of Public Works, partially and simultaneously.

The research method used in this research is a descriptive research method with the approach used in this research being quantitative. As for the number of sample members 100% representing the population, it is the same as the population itself, so the sample of employees of the Jakarta Metropolitan II National Road Implementation Work Unit at the Directorate General of Highways, Ministry of Public Works is 95 people.

Based on the results of the research that has been carried out, it was found that a) that there is a very significant relationship between organizational climate and employee productivity. This proves that there is a strong and significant relationship between organizational climate and productivity within the Directorate General of Highways, Ministry of Works. General. b) the research analysis of formal communication variables and employee productivity show that there is a significant relationship, this proves that there is a strong and significant relationship between formal communication and productivity within the Directorate General of Highways, Ministry of Public Works, c) the analysis together The similarity between organizational climate and formal

communication and employee productivity within the Directorate General of Highways, Ministry of Public Works shows that there is a very meaningful relationship, namely a strong and significant relationship.

KEYWORDS: Organizational Climate, Formal Communication, Employee Productivity.

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INTRODUCTION

As a form of realizing reliable and competent government in state administration, it is necessary to develop and improve government apparatus at all levels, where in these activities it is hoped that state administrators will have the skills, knowledge, and skills to carry out tasks efficiently and successfully with a good organizational climate.

In creating a conducive climate, there needs to be effective communication with various related parties through coordination carried out vertically and horizontally in resolving existing and interrelated problems, thus there is coordination as a form of effective communication to produce results. Meeting point as problem-solving in creating smooth tasks and productivity of government officials to serve the community.

Creating an organizational climate that can bring its members to improve their performance to achieve organizational goals is not an easy thing. This is because humans have different behavioral characteristics according to their level of needs. If there is a difference or gap between members' perceptions and the leadership's perceptions regarding the perceived and expected climate, then this will allow the creation of job dissatisfaction from members, which can lead to abuse of rights and obligations which ultimately results in organizational goals not being fulfilled optimally.

The creation of an organizational climate that must be prioritized is through coaching and understanding of government apparatus both in the context of improving administrative order and coaching in employee discipline to increase the ability of employees, and in doing this there needs to be prior communication with all relevant government apparatus to work together. -together unite vision and mission in creating excellent service. Then efforts were made to create an orderly government, especially within the Directorate General of Highways, Ministry of Public Works, through explanations of applicable laws and regulations and socialization carried out face-to-face.

By Government Regulation No. 30 of 1980 concerning Civil Servant Discipline Regulations, assessing employees is based on achievement with the principle of providing rewards and sanctions. Thus, it is clear that the development of government apparatus (employees) is an important aspect apart from development in the political, economic, social, cultural, defense, and security fields. Therefore, policy steps are needed in the form of order, improving, and developing employees so

that they can become efficient and effective tools so that they can carry out government functions which consist of the function of carrying out general government tasks and development tasks.

To support these policy steps, the formal communication function is very important and must be improved, such as leaders must use clear and easy-to-understand language in giving tasks to their subordinates, because these are factors that influence both directly and indirectly on employee productivity. at the Directorate General of Highways, Ministry of Public Works.

Aspects and factors of formal communication within the Directorate General of Highways, Ministry of Public Works, are based on formal authorities, which function as a tool for carrying out leadership authority and responsibilities through administrative processes to achieve previously determined tasks. The obstacle faced by the Directorate General of Highways is that there is often missed communication between superiors and their subordinates, the factors causing this are different levels of education, consisting of various ethnicities and characteristics. As is the case with research by Kemala, S., Pasaribu, B., &Subagja, IK (2023), that good organizational communication can improve the performance of its employees.

Formal authority here is a right to act, command, or demand the actions of other people. In essence, this authority consists of the right to rule. The basis of authority is given by the delegation of authority from a higher authority and is stated in a decision. What is meant by coaching here is a series of activities or processes to maintain, safeguard, and advance the organization through the implementation of each personnel's duties, both structurally and functionally. Meanwhile, what is meant by leaders here are people who are entrusted with leading their employees' work units, starting from leaders who occupy higher levels to leaders who occupy executive levels?

So, the leadership of each employee works unit functions as a tool to achieve subordinate productivity to support the implementation of overall tasks. Within the Directorate General of Highways, communication between officials or leaders and their staff is still lacking so that communication is often missed. Therefore, it can be stated that the leadership element is the most important because the good and bad behavior of subordinates depends on the behavior of the leader in developing his subordinates. In other words, the leadership elements of each employee work unit influence employee productivity at the Directorate General of Highways, Ministry of Public Works.

LITERATURE REVIEW

Productivity

Productivity comes from the English language Productivity is having the ability to make and create. This word is used in Indonesian as "productivity" which means the power or ability to produce something, both material and non-material, both which can be valued and which cannot be valued in money.

The term productivity according to Sinungan (2003) is "The relationship between real and physical results (goods or services) and actual income." Productivity is also defined as the level of efficiency in producing goods or services.

The definition of productivity according to the Indonesian Dictionary (1993) contains the meaning "the ability to produce something; production power; fecundity". Meanwhile, according to Komaruddin (1993), the definition of productivity is "the ability to produce goods or services which is usually calculated per hour, per head, or per machine or per other production factor".

Ravianto (1985) provides more complete productivity limits as follows:

1. Productivity means a mental attitude that always holds the view that the quality of life today must be better than yesterday and tomorrow better than today.
2. In general, productivity means the comparison between the results achieved and the total resources used.
3. Productivity implies a comparison between the results achieved and the participation of the workforce per unit of time.

Formal Communication

Communication is the process by which an idea is transferred from a source to one or more recipients, to change their behavior. (Sutrisna: 2006). Several definitions of communication are easy to understand, including (Sutrisna: 2006):

1. Communication is a process in which the activity of sending and receiving messages occurs sweetly.
2. If communication is viewed symbolically, communication uses various symbols or symbols expressed in verbal and non-verbal forms.
3. Communication is a communication system consisting of elements that are interdependent and constitute an integrative unit.

According to Mulyana (2002), communication is a process where an idea is transferred from a source to one or more recipients, to change their behavior. Formal communication is a communication process that is official in nature and is usually carried out within formal institutions through a command line or is instructive in nature, based on an organizational structure by actors who communicate as organizational officers with their respective statuses whose aim is to convey messages related to official interests. Communication can also be said to be formal when communication between two or more people in an organization is carried out based on organizational principles and structure.

Informal communication is communication between people within an organization that is not planned or specified in the organizational structure. The function of informal communication is to maintain informal group group-friendly social relations and disseminate personal and private information such as issues, gossip, or rumors.

Organizational Climate

Stinger (Wirawan, 2007) defines organizational climate as a collection and environmental patterns that determine the emergence of motivation and focus on reasonable or assessable perceptions so that it has a direct influence on the performance of organizational members.

Simamora (2004) stated that organizational climate is the internal environment or organizational psychology. Organizational climate influences HR practices and policies accepted by organizational

members. It is important to know that each organization will have a different organizational climate. The diversity of jobs designed within the organization, or the nature of the individuals present will reflect these differences.

Organizational climate is important to create because it is a person's perception of what is provided by the organization and is used as a basis for determining subsequent member behavior. The climate is determined by how well members are directed, developed, and valued by the organization.

Lila (2002) mentions six dimensions of organizational climate as follows:

1. Flexibility conformity. Flexibility and conformity are organizational conditions that provide freedom of action for employees and adapt themselves to the tasks given. This relates to the rules set by the organization, existing policies, and procedures. Acceptance of new ideas is a supporting value in developing an organizational climate that is conducive to achieving organizational goals.
2. Responsibility. This is related to employees' feelings regarding the implementation of organizational tasks carried out with a sense of responsibility for the results achieved, because they are involved in the ongoing process.
3. Standards. Employees' feelings about the condition of the organization where management pays attention to the proper implementation of tasks, predetermined goals, and tolerance for mistakes or things that are not appropriate or not good.
4. Rewards. This relates to employees' feelings of appreciation and recognition for good work.
5. Clarity. Related to employees' feelings that they know what is expected of them regarding their work, role, and organizational goals.
6. Commitment theme. This relates to employees' feelings regarding their sense of pride in having an organization and their willingness to try more when needed.

Formal communication flows in organizations can be divided into four, namely from top to bottom, from bottom to top, horizontally, and diagonal.

- a. Top-to-bottom communication. Top-down communication is the flow of communication from top to bottom levels through the organizational hierarchy. The form of this communication flow is, for example, organizational procedures, and instructions on how to carry out tasks, feedback to subordinates, and so on.
- b. Bottom-up communication. Bottom-up communication is designed to provide feedback about how well the organization is functioning. Subordinates are expected to provide information about their achievements and organizational practices and policies.
- c. Horizontal communication. Horizontal communication is the flow of communication to people who have the same hierarchy in an organization.
- d. Diagonal communications. Diagonal communication is a flow of communication from people who have different hierarchies and do not have a direct authority relationship.

RESEARCH METHODS

The design of this research is a quantitative approach, while the research method used is analytical descriptive. The descriptive analysis method is a research method that takes samples from a population using a questionnaire as a data collection tool. In this research data and information were collected from respondents using a questionnaire. After the data is obtained, the results will be

presented descriptively and at the end of the research will be analyzed to test the hypothesis proposed at the beginning of this research (Sugiyono, 2009).

POPULATION AND SAMPLE

According to Sugiyono (2009), population is a generalized area consisting of objects or subjects that constitute certain quantities and characteristics determined by researchers to be studied and then conclusions drawn. Meanwhile, Riduwan (2002) said that "Population is the totality of characteristics or units of measurement that are the object of research".

The Directorate General of Highways has a total of 11,650 employees, with details of 6,801 civil servants and 4,849 daily employees. The target population in this research is 95 employees in the Metropolitan II Jakarta National Road Implementation Work Unit at the Directorate General of Highways, Ministry of Public Works.

The research sample is part of the population taken as a data source and can represent the entire population." Sugiyono (2009) provides the understanding that: "A sample is a portion of the number of characteristics possessed by a population". From the opinions above, it can be concluded that: "A sample is part of a population that has certain characteristics or conditions that will be studied because not all people or objects will be studied, but it is sufficient to use a representative sample."

The number of sample members is often expressed by sample size. The number of samples that are expected to be 100% representative of the population is the same as the population itself. The target population in this research is 95 employees in the Work Unit at the Directorate General of Highways, Ministry of Public Works. So if the population is 95 people and the results of the research will be applied to those 95 people without any errors, then the number of samples taken is the same as the population, namely 95 people.

DATA COLLECTION TECHNIQUE

The data collection technique in this research was carried out using research in the field, namely going directly to the research location to obtain the required data by distributing questionnaires to employees as respondents/samples who had been determined. To complete the required information, a study of personnel documents was also carried out which included employee attendance lists, DP3 20012, and personnel regulations available at the Directorate General of Highways, Ministry of Public Works.

ANALYSIS METHOD

After the data from the field has been completely collected, then process and analyze the data. In processing and analyzing data from these three variables, namely organizational climate, communication, and employee productivity variables. The data analysis technique used in this research is inference statistical analysis or inductive statistics.

RESEARCH RESULTS AND DISCUSSION

1. Relationship between Organizational Climate (X1) and Employee Productivity (Y)

To test the hypothesis using product moment analysis. The product-moment correlation analysis formula is:

$$r_{x_1y} = \frac{\sum x_1y}{\sqrt{(\sum x_1^2)(\sum y^2)}}$$

Next, to calculate the value r_{x_1y} , namely between the organizational climate and the productivity of environmental employees of the Directorate General of Highways, Ministry of Public Works, the calculation results are as follows:

$$r_{x_1y} = \frac{\sum x_1y}{\sqrt{(\sum x_1^2)(\sum y^2)}}$$

$$r_{x_1y} = \frac{6,089}{\sqrt{(7,765)(8,692)}}$$

$$r_{x_1y} = \frac{6,089}{\sqrt{67,4889}}$$

$$r_{x_1y} = \frac{6,089}{8,2152}$$

$$r_{x_1y} = 0,741$$

Based on the results of these calculations, the correlation coefficient found is $r_{x_1y} = 0.741$. After consulting this value with the previous interpretation guideline table, it is known that the correlation coefficient is included in the strongly positive category because it is in the interval (0.60 – 0.799). This shows that organizational climate has a positive and strong relationship with employee productivity within the Directorate General of Highways, Ministry of Public Works. Meanwhile, to determine the contribution of organizational climate to employee productivity, it can be calculated using the coefficient of determination (r^2) using the following formula:

$$\begin{aligned} Kd &= r^2 \times 100 \% \\ &= (0.741)^2 \times 100\% \\ &= 0.549 \times 100\% \\ &= 54.9\% \end{aligned}$$

Based on these calculations, this means that the organizational climate is 54.9% related to employee productivity while the remaining 45.1% is related to other factors. Apart from organizational

climate, there are other factors related to employee productivity, such as the work environment. Next, to find out whether the relationship between organizational climate and employee productivity within the Directorate General of Highways, Ministry of Public Works, is significant or not, it is necessary to test its significance using the t formula, which is as follows:

$$t = \frac{r \sqrt{n - 2}}{\sqrt{1 - r^2}}$$

$$t = \frac{0,741 \sqrt{95 - 2}}{\sqrt{1 - (0,741)^2}}$$

$$t = \frac{7,1483}{0,6712}$$

$$t = 10,650$$

From the results of the calculations above, a calculated t value of = 10.650 is obtained, and then this value is compared with the t table value for an error of 5%, using a two-part test where $dk = nk; 95 - 2 = 93$, and the t table value obtained is = 1.980, it can be concluded that the null hypothesis (Ho) which states there is no positive and significant relationship between organizational climate and employee productivity is " *rejected*" and the alternative hypothesis (Ha) which states there is The positive and significant relationship between organizational climate and employee productivity is " *accepted*". So the hypothesis is accepted where the correlation coefficient between organizational climate and employee productivity of 0.741 is strong positive and significant, meaning that the coefficient can be applied to the entire population. To predict how big the relationship between the independent variable and the dependent variable is by calculating the value of the simple regression equation with the following formula:

$$b = \frac{n \sum x_1 y - (\sum x_1) (\sum y)}{n \sum x_1^2 - (\sum x_1)^2}$$

$$= \frac{95 (1577,660) - (388,800)(384,000)}{95 (1598,980) - (388,800)^2}$$

$$= \frac{149877,700 - 149299,200}{151903,100 - 151165,440}$$

$$= \frac{578,500}{737,660} = 0.784$$

$$a = \frac{(\sum y) (\sum x_1^2) - (\sum x_1) (\sum x_1 y)}{n \sum x_1^2 - (\sum x_1)^2}$$
$$= \frac{(384,000)(1598,980) - (388,800)(1577,660)}{95 \cdot (1598,980) - (388,800)^2}$$
$$= \frac{614008,320 - 613394,208}{151903,100 - 151165,440}$$
$$= \frac{614,112}{737,660}$$

$$= 0.833$$

The simple regression equation is:

$$Y = a + b_1 X_1$$

$$Y = 0.833 + 0.784 X_1$$

A constant of 0.833 means that without an organizational climate, employee productivity is still positive and is quantitatively worth 0.833 work productivity units. The x_1 coefficient of 0.784 indicates that every additional unit of organizational climate will be able to increase 0.784 units of employee productivity. Based on the results of the equation above, it can be concluded that the simple regression equation model above is suitable for predicting employee productivity.

2. Relationship between Formal Communication (X_2) and Employee Productivity (Y)

To test the hypothesis between formal communication and employee productivity using product moment analysis. The product-moment correlation analysis formula (Sugiyono, 2009) is as follows:

$$r_{x_2 y} = \frac{\sum x_2 y}{\sqrt{(\sum x_2^2)(\sum y^2)}}$$

To calculate prices $r_{x_2 y}$, namely formal communication with employee productivity within the Directorate General of Highways, Ministry of Public Works, the calculation results are as follows:

$$r_{x_2 y} = \frac{\sum x_2 y}{\sqrt{(\sum x_2^2)(\sum y^2)}}$$

$$r_{x_2y} = \frac{6,096}{\sqrt{(8,273)(8,692)}}$$

$$r_{x_2y} = \frac{6,096}{\sqrt{71,9079}}$$

$$r_{x_2y} = \frac{6,096}{8,4799}$$

$$r_{x_2y} = 0,719$$

Based on the results of these calculations, the correlation coefficient found is $r_{x_2y} = 0.719$. After this value is consulted with the previous interpretation guideline table, it can be seen that the correlation coefficient is included in the strongly positive category. This shows that formal communication has a strong positive relationship with employee productivity. Meanwhile, to determine the contribution of formal communication to employee productivity, it can be calculated using the coefficient of determination (r^2) using the following formula:

$$\begin{aligned} \text{Kd} &= r^2 \times 100 \% \\ &= (0.719)^2 \times 100\% \\ &= 0.517 \times 100\% \\ &= 51.7\% \end{aligned}$$

Based on these calculations, this means that formal communication is 51.7% related to employee productivity while the remaining 48.3% is related to other factors. Apart from formal communication, there are other factors related to employee productivity such as formal coordination. Next, to find out whether the relationship between formal communication and employee productivity within the Directorate General of Highways, Ministry of Public Works, is significant or not, it is necessary to test its significance using the t formula, which is as follows:

$$t = \frac{r \sqrt{n - 2}}{\sqrt{1 - r^2}}$$

$$t = \frac{0,719 \sqrt{95 - 2}}{\sqrt{1 - (0,719)^2}}$$

$$t = \frac{6,9330}{0,6951}$$

$$t = 9,974$$

Calculated t value = 9.974, then compared with the t table value for the 5% error of the two-party test and $dk = nk - 2 = 93$, and obtained t table = 1.980. The results of consultation between the t count and t table can be concluded that the null hypothesis (H_0) which states that there is no positive and significant relationship between formal communication and employee productivity is "rejected" and the alternative hypothesis (H_a) which states that there is a positive and significant relationship between formal communication and employee productivity is "accepted". So the hypothesis is accepted where the correlation coefficient between formal communication and employee productivity of 0.719 is strong positive and significant, meaning that the coefficient can be applied to the entire population. To predict how big the relationship between the independent variable and the dependent variable is by calculating the value of the simple regression equation with the following formula:

$$b = \frac{n \sum x_2 y - (\sum x_2) (\sum y)}{n \sum x_2^2 - (\sum x_2)^2}$$
$$= \frac{95 (1583,730) - (390,300)(384,000)}{95 (1611,790) - (390,300)^2}$$
$$= \frac{150454,350 - 149875,200}{153120,050 - 152334,090}$$
$$= \frac{579,150}{785,960} = 0.737$$
$$a = \frac{(\sum y) (\sum x_2^2) - (\sum x_1) (\sum x_1 y)}{n \sum x_1^2 - (\sum x_1)^2}$$
$$= \frac{(384,000)(1611,790) - (390,300)(1583,730)}{95 (1611,790) - (390,300)^2}$$
$$= \frac{618927,360 - 618129,819}{153120,050 - 152334,090}$$
$$= \frac{797,541}{785,960}$$
$$= 1.015$$

The simple regression equation is:

$$Y = a + b_1 X_1$$

$$Y = 1.015 + 0.737X_1$$

A constant of 1.015 means that without formal communication, employee productivity is still positive and is quantitatively worth 1.015 employee productivity units.

x_1 coefficient of 0.737 indicates that each additional unit of formal communication will be able to increase 0.737 units of employee productivity. Based on the results of the equation above, it can be concluded that the simple regression equation model above is suitable for predicting employee productivity.

3. Relationship between Organizational Climate (X_1) and Formal Communication (X_2) together with Employee Productivity (Y)

Test the hypothesis of a double correlation between organizational climate (X_1) and formal communication (X_2) together with employee productivity (Y), then first calculate the correlation between organizational climate (X_1) and formal communication (X_2) using the formula as follows :

$$\begin{aligned} r_{X_1 X_2} &= \frac{\sum x_1 x_2}{\sqrt{(\sum x_1^2)(\sum x_2^2)}} \\ &= \frac{7,366}{\sqrt{(7,765)(8,273)}} \\ &= \frac{7,366}{\sqrt{64,2408}} \\ &= \frac{7,366}{8,0150} \\ &= 0,919 \end{aligned}$$

Next, to test the double correlation between organizational climate (X_1) and formal communication (X_2) together with employee productivity (Y) within the Directorate General of Highways, Ministry of Public Works can be calculated using the following formula (Sugiyono, 2009):

$$\begin{aligned} R_{X_1 X_2 Y} &= \sqrt{\frac{r_{X_1 Y}^2 + r_{X_2 Y}^2 - 2r_{X_1 Y} \cdot r_{X_2 Y} \cdot r_{X_1 X_2}}{1 - r_{X_1 X_2}^2}} \\ R_{X_1 X_2 Y} &= \sqrt{\frac{(0,741)^2 + (0,719)^2 - 2 \cdot (0,741) \cdot (0,719) \cdot (0,919)}{1 - (0,919)^2}} \\ R_{X_1 X_2 Y} &= \sqrt{\frac{(0,549) + (0,517) - 0,9795}{1 - 0,845}} \end{aligned}$$

$$R_{X_1X_2y} = \sqrt{\frac{1,0663 - 0,9795}{0,1554}}$$

$$R_{X_1X_2y} = \sqrt{\frac{0,0868}{0,1554}}$$

$$R_{X_1X_2y} = \sqrt{0,559}$$

$$R_{X_1X_2y} = 0,747$$

Based on the results of these calculations, the multiple correlation coefficient found is $R_{X_1 \times X_2 y} = 0.747$. This shows that organizational climate and formal communication together have a strong positive relationship with employee productivity within the Directorate General of Highways, Ministry of Public Works. This relationship applies to the entire population.

To predict the magnitude of the relationship between organizational climate and formal communication together with employee productivity within the Directorate General of Highways, Ministry of Public Works, this is done by calculating the coefficient of determination, namely using the following formula for squaring the value of the correlation coefficient (R^2):

$$\begin{aligned} Kd &= R^2 \times 100 \% \\ &= (0.747)^2 \times 100\% \\ &= 0.559 \times 100\% \\ &= 55.9\% \end{aligned}$$

This means that organizational climate and formal communication are 55.9% jointly related to employee productivity, then the remaining 44.1% is related to other factors. A part from organizational climate and formal communication, there are other factors related to employee productivity such as employee effectiveness. Furthermore, to test the significance of the double correlation between organizational climate and formal communication together with employee productivity in terms of its possibility of being applied to the entire population, the researcher carried out a test by determining the calculated F value which was consulted with the F table value with the following formula:

$$F_{hit} = \frac{R^2/k}{(1 - R^2)/(n - k - 1)}$$

$$F = \frac{(0,747)^2 / 2}{(1 - 0,747^2) / (95 - 2 - 1)}$$

$$F = \frac{0,27930}{(0,44140)/92}$$

$$F = \frac{0,27930}{0,00480}$$

$$F = 58,213$$

So the calculated F value is 58.213. This value is then consulted with the F table, for dk numerator = 2 and dk denominator = (95-2-1) = 92, the F table value obtained at the specified error level is 5% = 3.20. In this case, the provisions apply if the calculated F is greater than the F table, then the multiple correlation coefficient tested is significant, that is, it can apply to the entire population. From the calculation above it turns out that F count > F table (58.213 > 3.20), so it can be stated that the multiple correlation is strong, positive, and significant and can be applied wherever the sample is taken. The hypothesis reads: There is a strong and significant positive relationship between organizational climate and formal communication together with employee productivity within the Directorate General of Highways, Ministry of Public Works, which is accepted or proven, meaning that if the organizational climate and formal communication are good, then employee productivity will also increase.

DISCUSSION

Based on the proposed hypothesis of the relationship between organizational climate and formal communication and employee productivity within the Directorate General of Highways, Ministry of Public Works, it is necessary to discuss the existence of each variable.

The organizational climate variable (X1) has a correlation coefficient value of 0.741, which is in the strong category. Meanwhile, based on research results, the organizational climate variable has a coefficient of determination (r^2) of 0.549, meaning that the organizational climate variable contributes 54.9% in explaining employee productivity variables.

Meanwhile, the formal communication variable (X2) has a strong relationship with employee productivity, namely with a correlation coefficient of 0.719. Based on research results, the formal communication variable has a coefficient of determination (r^2) of 0.517, meaning that the formal communication variable contributes 51.7% in explaining employee productivity.

The results of simultaneous analysis show that organizational climate and formal communication are significantly related to employee productivity. This level of organizational climate is directly related to employee productivity, it has been proven significantly from partial and simultaneous research results, it is known that employee productivity in the environment of the Directorate General of Highways, Ministry of Public Works can be determined by organizational climate and formal communication factors, namely the contribution of the resulting relationships (R^2) was 55.9%, and the remaining 44.1% was determined by other factors outside this research model.

Based on the above, namely the variables of organizational climate and formal communication with employee productivity, it shows that the magnitude of the relationship between these variables can be explained quantitatively as follows:

The relationship between variables X2 (formal communication) and Y (employee productivity) needs to be analyzed because formal communication is a process where an idea is transferred from a source to one or more recipients, to change their behavior. The relationship between variables X1 (organizational climate) and Productivity is also defined as the level of efficiency in producing goods or services. Identifying the organizational climate and formal communication will have an impact on employee productivity. Based on the thoughts above, according to the researcher's hypothesis, the organizational climate and formal communication have a strong relationship with employee productivity within the Directorate General of Highways, Ministry of Public Works.

The magnitude of the relationship between the two independent variables and the dependent variable also shows the reality of how to implement and increase optimal employee productivity. This reality has been answered by the existence of a good organizational climate and high levels of formal communication.

In practical terms, the two variables work together, meaning that in the process the organizational climate and formal communication can be variables or factors that determine whether employee productivity is high or low. If the organizational climate is good and formal communication is high, then employee productivity will automatically increase.

In this discussion, it is concluded that the two independent variables above show a very significant relationship, meaning that without a good organizational climate and formal communication, employee productivity within the Directorate General of Highways, Ministry of Public Works cannot be increased or implemented optimally.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research, which was carried out to test the hypothesis and answers to the proposed problem formulation, the researcher can draw the following conclusions:

The results of the research analysis show that there is a very significant relationship between organizational climate and employee productivity. This proves that there is a strong and significant relationship between organizational climate and productivity within the Directorate General of Highways, Ministry of Public Works, so the alternative hypothesis (H_a) is accepted.

The results of research analysis of formal communication variables and employee productivity show that there is a significant relationship; this proves that there is a strong and significant relationship between formal communication and productivity within the Directorate General of Highways, Ministry of Public Works, so that the alternative hypothesis (H_a) is accepted.

Meanwhile, the results of the joint analysis between organizational climate and formal communication and employee productivity within the Directorate General of Highways, Ministry of

Public Works, show that there is a very meaningful relationship, namely a strong and significant relationship so that the alternative hypothesis (H_a) is accepted.

SUGGESTION

Based on the results of the research and discussion in the conclusion above, try to provide suggestions that may be actionable, namely as follows:

It is recommended that an open organizational climate encourage employees to express interests and dissatisfaction without fear of retaliation or attention so that such dissatisfaction can be handled positively and wisely and will have a high level of confidence and belief in the fairness of actions. Formal communication is recommended with an official communication process through a command line or an instructive nature, based on an organizational structure related to service interests. It is recommended that employee productivity be further increased by the comparison between the results achieved and the resources used, increasing welfare makes it possible for the results achieved to increase as well so that organizational goals are achieved effectively and efficiently.

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