



The Influence of Organizational Climate Interpersonal Communication Organizational Commitment to Performance of Local Government in Indonesia

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Abstract

This research is based on the results of previous research experts who have proven that performance can be influenced by more than one variable. Based on this starting point, researchers see a gap in thinking to examine the integration of the influence of organizational climate variables, interpersonal communication and organizational commitment to performance in one research model. The researcher's argument is that employee performance must be understood holistically, as a response to various aspects of work both arising from the person (personal) and due to social interaction. Some experts assert that it is difficult to find the fact that human attitudes are only influenced by a set of aspects of the self without regard to the influence and involvement of social aspects. The research objective is intended to obtain data and information about the integration model of the influence of organizational climate variables, interpersonal communication, and organizational commitment to the performance of employees in XYZ District, West Jakarta, Indonesia. In this study the hypothesis test was carried out with SEM (Structural Equation Modeling). The results showed that the relationship between organizational climate variables and organizational commitment to employee performance was significant, compared to the relationship between interpersonal communication variables on employee performance. Furthermore, based on the theoretical model tested it is known that organizational climate variables have a significant effect on employee performance variables compared toward interpersonal communication and on organizational commitment. The organization commitment variable does not have a significant influence on interpersonal communication, compared to the influence of interpersonal communication on organizational commitment.

Keywords: Organizational climate; Interpersonal communication; Organizational commitment; Employee performance.



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1. Introduction

Organization is a structured relationship system that coordinates the efforts of a group of people to achieve certain goals. Said to be a system because the organization consists of various parts that are interdependent with each other. If one part is disturbed it will affect another part (Kottler, 2012). To achieve harmony between parts, a climate is built in the organization. Organizational climate is a condition in the organization where each member interacts with each other, limits and recognizes each other and determines the quality of cooperation, and the development of organizational members (Pace and Wayne, 2018).

Previous research from Raja (2019), Yukthamarani (2013), Hutagalung (2018), and Poh (2017) showed that there was a significant influence of organizational climate on employee performance. Namely, the better the organizational climate will improve performance, and vice versa. A positive organizational climate will encourage employees to interact with each other. Through the process of interaction, fellow employees will examine the existence of trust, support, openness to decisions taken to carry out work effectively and creatively, to engage themselves with the organization, to seize opportunities in the organization passionately, and also to offer innovative ideas for improvement organization.

On the other hand, the creation of an organizational climate is closely related to interaction and communication between employees. Research from Nana (2018) and Nellitawati (2018) shows that interpersonal communication that exists between fellow employees effectively has a significant effect on performance. Furthermore, Nellitawati explains that employees in carrying out tasks require psychological calmness that can only be through interpersonal communication strands. Interpersonal communication provides openness, mutual trust, a positive feeling, support and empathy that acts as a source of employee energy in carrying out tasks. The exchange of information that takes place through interpersonal communication within an organization, will encourage fellow employees to communicate with each other and engage with each other which will unwittingly foster a conducive organizational climate. Meanwhile, research by Luchak and Gellatly (2007) and Riketta (2002) shows that there is a relationship between organizational commitment and performance. The higher the employee commitment to the organization, the more productive it will be at work, and vice versa.

Realizing that previous studies have illustrated the influence that exists between organizational climate, interpersonal communication, organizational commitment to employee performance, the researcher sees a gap in thinking, namely what if the variables that have been examined separately are tested together in a research model. The researcher's argument is that employee performance must be understood holistically as a response to various aspects of work both arising from the person (personal) and due to social interaction. As some experts assert that it is

difficult to find the fact that human attitudes are only influenced by a set of aspects of the self without regard to the influence and involvement of social aspects (Perloff, 2010; West, 2008)

Based on previous studies, this study was conducted to test the theoretical model of the relationship of the influence of organizational climate variables, interpersonal communication and organizational commitment to performance. Organizational commitment variable is a variable that represents psychological aspects, while organizational climate and interpersonal communication variables represent aspects of communication.

Understanding that employee performance can be influenced by various variables, researchers try to integrate and see the effect of more than one variable on employee performance in one research model. The statement of the problem of this study in general is how the influence of the integration of organizational climate variables, organizational commitment, and interpersonal communication on employee performance? Does the integration model of organizational climate variables, organizational commitment and interpersonal communication illustrate the effect on employee performance?

2. Literature Review

2.1. Organizational Climate

This study uses the organizational climate approach proposed by Gibson and colleagues (Gibson, 2009) that organizational climate is the nature of the work environment or psychological environment in the organization that is felt by employees as members of the organization. Organizational climate can affect employees' attitudes and behavior towards their work. For measuring organizational climate variables, four dimensions are used, namely conformity, appreciation, organizational clarity, and leadership.

2.2. Interpersonal Communication

Communication plays an important role in human life. Almost every time humans act and learn with and through communication. Most of the communication activities carried out take place in a situation of interpersonal communication. Interpersonal communication as a form of behavior, can change from very effective to very ineffective. One time communication can deteriorate and at other times it can be better.

This study uses the understanding of interpersonal communication based on the perspective of De Vito (2011) which suggests a humanistic perspective to study the characteristics of the effectiveness of interpersonal communication. For the measurement of interpersonal communication variables, five dimensions are used from Devito, namely, a perspective that emphasizes openness, empathy, supportive behavior, positive behavior, and equality. The existence of five perspectives of interpersonal communication in the world of work, will make employees feel comfortable at work, feel involved and have obligations to work, so employees feel satisfied at work.

2.3. Organizational Commitment

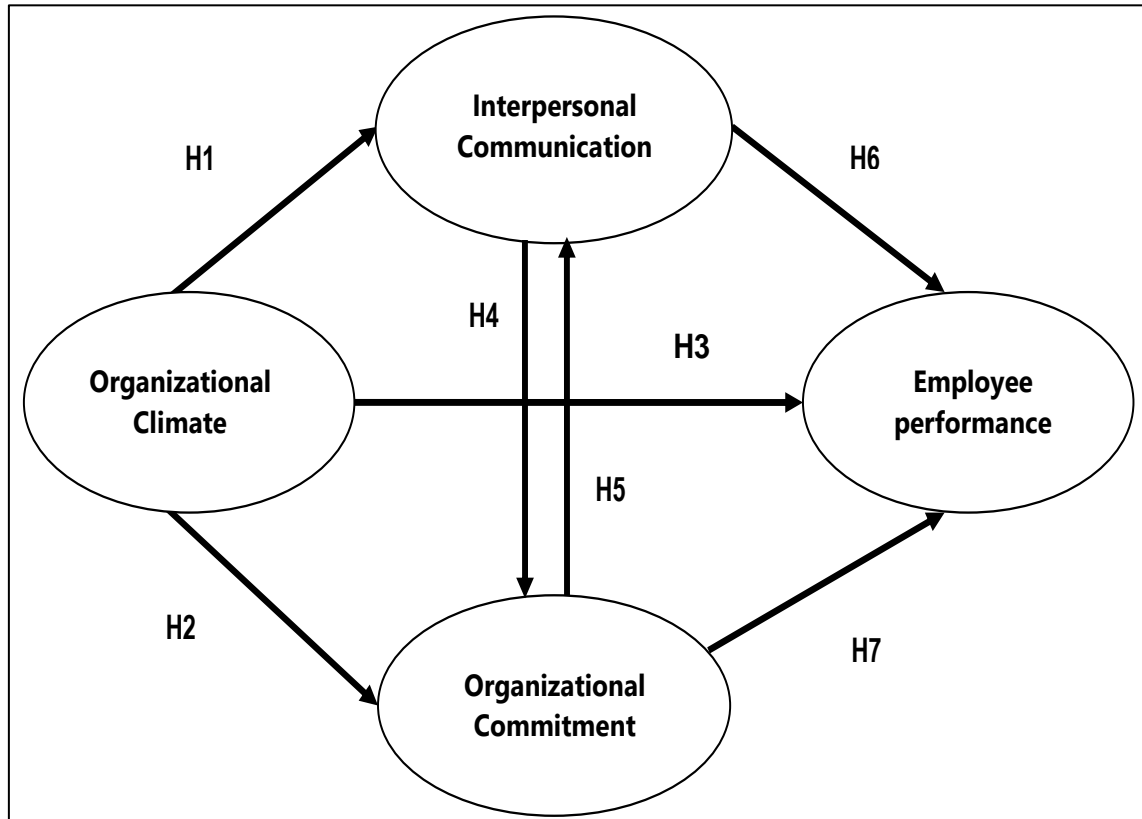
This study will use the organizational commitment approach proposed by Allen & Meyer because it is an integration of various organizational commitment approaches from several previous figures, such as the use of the term attitudinal commitment from Mowday, Porter, and Steers as affective commitment. Behavioral commitment from Becker as a continuous commitment, and normative commitment from Weiner and Verdi Allen and Meyer (1990) For the measurement of organizational commitment variables used three dimensions from Allen and Meyer (2005), namely affective commitment, continuance commitment and normative commitment.

2.4. Employee Performance

This research employee performance is defined as the result of the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him (Mangkunegara and dan Waris, 2015). For measuring employee performance variables five dimensions are used from Robbins (2006), namely 1) quality of work, 2) quantity, 3) timeliness, 4) effectiveness, 5) independence.

2.5. Conceptual Framework

Figure-1. Influence Model of Organizational Climate Variables, Interpersonal Communication, Organizational Commitment to Employee Performance



3. Research Hypothesis

H1: There is an influence of organizational climate on interpersonal communication.

A positive organizational climate will also encourage members of the organization to interact with one another. Through the process of interaction, members of the organization examine the existence of trust, support, openness to decisions taken by members of the organization to carry out work effectively and creatively, to engage themselves with the organization, to seize opportunities in the organization enthusiastically, and also to offer ideas innovative for organizational improvement. This will encourage the creation of a climate of communication in positive organizations as well (Gibson, 2009).

H2: There is an influence of organizational climate on organizational commitment.

Organizational climate influences how to live, to whom people talk, who they like, how they feel, how they work, what they want to achieve and how they adjust to the organization. A positive organizational climate tends to increase commitment to the organization (Pace and Wayne, 2018).

H3: There is an influence of organizational climate on employee performance.

A positive organizational climate can encourage openness on the part of both employees and the leadership so that it can foster job satisfaction which will result in increased employee performance. On the other hand, a positive organizational climate will improve performance (Poh, 2017; Raja, 2019; Yukthamarani, 2013).

H4: There is an influence of interpersonal communication on commitment organization.

The better interpersonal communication within an organization will lead to a good relationship between employees and the organization, which can support the level of employee commitment to the organization (Hutagalung, 2018; Robbins, 2006).

H5: There is an influence of organizational commitment to interpersonal communication.

The higher an employee's commitment to his organization, the more effective interpersonal communication he does (Allen and Meyer, 2005).

H6: There is an influence of interpersonal communication on employee performance.

The better the interpersonal communication within the company will lead to a good relationship between employees and the company. Employees can interact with each other and discuss ideas openly. Poor communication is most often referred to as a source of work conflict which will ultimately hamper work performance, and cause job dissatisfaction. Getting used to good communication skills in the workplace of employees will improve employee performance (Nana, 2018; Nellitawati, 2018).

H7: There is an influence of organizational commitment on employee performance.

Previous research (Luchak and Gellatly, 2007; Riketta, 2002) showed that there is a relationship between organizational commitment and performance. Performance is positively influenced by organizational commitment.

4. Methodology

This study uses a positivistic or classical paradigm using a quantitative approach with a case study method. As in general research from the positivistic or classical tradition, this research is based on the deductive hypothesis method. The method used in this study is a survey method. The arguments for using survey methods are (1) survey methods allow researchers to test a number of variables and the relationships between variables that affect job satisfaction in a theoretical model, (2) survey methods allow researchers to test the theoretical models that are offered in this study.

Research not only examines the effect of variables on employee performance, but also offers an integrated model of the influence of a number of variables on employee performance. Hypothesis testing of this study was conducted with Structural Equation Modeling. The study population was permanent employees in the XYZ District, West Jakarta, Indonesia. The sampling method is done by random sampling, with a total sample of 150 people.

5. Result and Discussion

This study examines the integration model of organizational climate, interpersonal communication, and organizational commitment to employee performance. To see whether the model is in accordance with existing data, the results of the research and data analysis processing will include inferential analysis. Inferential analysis used is hypothesis testing, including testing the suitability of the model, testing the measurement model and testing the structural model. Model compatibility testing is carried out to test theoretical models. Namely to see whether the model is in accordance with existing data, a model compatibility test (Goodness of Fit) is used to test the overall model.

5.1. Model Compatibility Test (Goodness of Fit)

The theoretical integrated models that have been developed to perform the test with the model fit the data. The fit model test results (see Table 1) show that the theoretical model is a fit model. The 17 fit models show good results. Some important measures, such as RMSEA, AIC, and NFI, result in a good modeling size. These test results can already be used to describe the measurement model and the structural relationship model among latent variables.

Table-1. Model Compatibility Scale

GOF Scale	Target-Compatibility Level	Estimated Result	Compatibility Level
Chi-Square	The smaller the better	425.54	Relative
Probability (p value)	$P\text{-value} \geq 0.05$	0.00	Relative
NCP Interval	The smaller the better	46.68	Relative
RMSEA	RMSEA ≤ 0.08 (good fit) RMSEA ≤ 0.05 (close fit)	0.013	Good
ECVI	Model value close to saturated ECVI	13.54	Good
AIC	Model value close to saturated AIC	1429.46	Good
CAIC	Model value close to saturated CAIC	1707.06	Good
NFI	NFI ≥ 0.90 (good fit) $0.80 \leq \text{NFI} \leq 0.90$ (marginal fit)	0.98	Good
NNFI	NNFI ≥ 0.90 (good fit) $0.80 \leq \text{NNFI} \leq 0.90$ (marginal fit)	0.98	Good
CFI	CFI ≥ 0.90 (good fit) $0.80 \leq \text{CFI} \leq 0.90$ (marginal fit)	0.96	Good
IFI	IFI ≥ 0.90 (good fit) $0.80 \leq \text{IFI} \leq 0.90$ (marginal fit)	0.98	Good
RFI	RFI ≥ 0.90 (good fit) $0.80 \leq \text{RFI} \leq 0.90$ (marginal fit)	0.98	Good
CN	CN ≥ 200	49.77	Good
RMR	RMR ≤ 0.05 (good fit)	0.096	Relative
GFI	GFI ≥ 0.90 (good fit) $0.80 \leq \text{GFI} \leq 0.90$ (marginal fit)	0.79	Good
AGFI	AGFI ≥ 0.90 (good fit) $0.80 \leq \text{AGFI} \leq 0.90$ (marginal fit)	0.75	Good

5.2. Measurement Model Test

As explained earlier, testing this hypothesis will include testing the measurement model and testing the structural equation model. Testing of measurement models is carried out to find out and test the extent to which the items that are estimated to be measurable variables or manifest variables can be used as indicators of latent variables. The testing of this measurement model is based on three types of values to be used as a basis for determining good indicators, namely: 1) standardized loading factors which show the regression coefficient of each measured variable

against its latent variable, 2) standard error which shows the accuracy in estimating the size of the load. The greater the standard error value, the lower the accuracy of the estimate. In other words, the indicator is not good. 3) The statistical value of the t-test or t-value to illustrate the extent of the significance of a measured variable (Wijanto, 2008).

Furthermore, if the t value obtained is greater or equal to ≥ 1.96 , that is, the t value of the factor load is greater than the critical value of t at $\alpha = 0.05$ or ≥ 1.96 for a significance level of 0.05, it means the measured variable is meaningful, or can be used as a good indicator of the construct or latent variables. If the value of t is less than 1.96, it means that it is not meaningful so it cannot be used as a good indicator.

Table-2. Measurement Model

Latent Variables and Indicators	Standard Estimation	Standard Error	t-value
Organization Climate			
Ability to implement any organizational agreement with responsibility	5.47	0.094	57.99
Ability to accept disagreements while working	0.20	0.056	3.67
Award for job achievement	0.69	0.52	2.86
Compliment for employee that success in work	0.56	0.14	3.97
Interdivision workflows are unclear	0.072	0.055	(1.31)
Reward gives comfort in work	0.14	0.045	3.03
Opportunity to thrive according to the skills owned	0.21	0.057	3.66
Two-way communication with employees	0.026	0.040	(0.66)
Interpersonal Communication			
Positive attitude over the input of others in formal and informal relationships	1.16	1.34	7.89
Dialogical relations between communication actors	0.34	0.12	2.92
Understanding the other's feelings	1.13	0.33	3.43
Can put yourself in other's position	0.38	0.10	3.79
Not being defensive	0.38	0.11	3.39
Listen to what others have delivered	0.29	0.092	3.19
An objective attitude in judging others	1.15	0.35	3.33
Open to cooperate with others	0.59	0.19	3.05
Not dictating a conversation	0.52	0.18	2.99
Using the same language	0.26	0.12	2.28
Organizational Commitment			
Have a strong emotional connection to organization	0.49	0.79	10.41
Enjoying membership in the organization	0.81	0.83	2.94
Actively involved in organizational activities	1.00	0.80	(1.25)
Have a bond with the organization based on profit and loss considerations	0.50	0.50	(1.00)
Have a bond with the organization based on personal needs	0.41	0.96	2.16
Have a personal moral responsibility to the organization	0.55	0.92	2.62
Have a bond with organizations based on organizational regulations	0.64	0.89	2.66
Employee Performance			
Have a tactic in excessive workload	0.57	0.046	27.84
Addressing too little workload	0.62	0.078	7.92
Do the job carefully according to the standard	0.63	0.21	2.99
Doing worthwhile work	1.35	0.27	5.01
Completing jobs on time	0.19	0.14	2.62
Doing work planning	0.32	0.084	3.82
Open yourself to accept disagreements	0.40	0.18	2.28
Conducting harmonious communication in work	0.24	0.11	2.23
Developing ideas in work	0.64	0.17	3.69
Low rate of absence	2.58	0.53	4.85
Low rate of late attendance	0.49	0.81	11.02

5.3. Structural Model Test

Meanwhile, the structural model testing in this study is based on the assumption that employee performance is a variable that is influenced by organizational climate, interpersonal communication, and organizational commitment. The organizational climate influences interpersonal communication and organizational commitment. Interpersonal

communication and organizational commitment affect each other. Table 2 below illustrates the relationship between variables.

Table-3. Structural Model - Relationship between Variables

Independent Latent Variable		Dependent Latent Variable	Parameter	Standard Estimation	t-value
Organizational Climate	→	Interpersonal Communication	γ_{11}	0.15	2.71
Organizational Climate	→	Organizational Commitment	γ_{21}	0.10	2.12
Organizational Climate	→	Employee Performance	γ_{31}	0.33	5.21
Interpersonal Communication	→	Employee Performance	β_{31}	0.20	2.16
Interpersonal Communication	→	Organizational Commitment	β_{21}	0.10	2.36
Organizational Commitment	→	Interpersonal Communication	β_{12}	0.01	2.20
Organizational Commitment	→	Employee Performance	β_{32}	0.25	2.86

From a series of studies conducted related to employee performance, experts prove that organizational climate variables, interpersonal communication and organizational commitment separately have an influence on employee performance. Understanding that employee performance can be influenced by various variables, the researcher tries to integrate and see the effect of various variables on employee performance in one research model. Based on previous studies, this study was conducted to examine the theoretical model of the influence of organizational climate variables, interpersonal communication and organizational commitment to employee performance. Organizational commitment variable is a variable that represents psychological aspects, while organizational climate and interpersonal communication variables represent aspects of communication. From table 3 there are seven statistically significant coefficients. Thus the seven hypotheses tested in this study were statistically significant. In other words, the seven hypotheses made based on the thoughts and research of previous experts proved to be statistically significant.

Respondents numbered 150 people consisting of men (60%) and women (40%), with ages ranging from 20-40 years (70%) and aged 40 years and over (30%).

From testing the model found several important things. First, the structural test results note that the relationship between organizational climate variables (t value of 5.21) and organizational commitment (t value of 2.86) to employee performance is significant (t value ≥ 1.96), compared to the relationship of interpersonal communication variables to employee performance (value t of 2.15).

Second, based on the theoretical model tested it is known that organizational climate variables have a significant influence on employee performance variables (path coefficient 0.33) compared to interpersonal communication (path coefficient 0.15) and on organizational commitment (path coefficient 0.10). The organizational commitment variable does not have a significant influence on interpersonal communication (path coefficient 0.01), compared to the influence of interpersonal communication on organizational commitment (path coefficient 0.10). From some findings that are relevant to the problem, the objectives and significance of the research can be discussed in several ways to explain the results of existing research.

6. Discussion

Associated with the results of the structural model test, it is evident that organizational climate has a significant influence on employee performance (path coefficient 0.33, t value of 5.21). These results corroborate the results of Raja (2019), Yukthamarani (2013), and Poh (2017) research showing that there is a significant influence of organizational climate on employee performance. The better the organizational climate will improve performance, and vice versa. A positive organizational climate will encourage employees to interact with each other. With the interaction between employees, work tension can be minimized. In a conducive work atmosphere where work tensions such as work stress can be controlled, work productivity will increase. This also means an increase in employee performance.

In this study it is also known that organizational climate variables have a weak influence on interpersonal communication (path coefficient 0.15, t value of 2.71) compared to employee performance variables. An explanation that can be elaborated for this finding is that the influence of organizational climate on interpersonal communication must be understood in the context of organizational culture. In this case the organizational climate shapes organizational culture which tends to prioritize group communication compared to interpersonal communication. As explained in Groupthink theory (Janis, 1982), the cohesiveness of solid group members will tend to reduce the influence of interpersonal communication because decision making is often determined by group thought patterns. This tends to suppress the existence of individual views by always prioritizing group interests as the most important thing.

This condition can be understood because the respondent is a State Civil Apparatus (ANS) who is bound to high cohesiveness as a member of the Indonesian Employee Corps (KORPRI). This result also strengthens the results of Hutagalung's research (Hutagalung, 2018), which states that organizational climate variables lack a significant relationship to interpersonal communication (path coefficient 0.097, t value of 1.05) in understanding the cultural context of collectivistic societies. That in a culture of collectivism decision making is often determined by group norms or interdependent views by prioritizing harmonious relationships within groups.

Furthermore, the explanation that can be elaborated for this finding is that the weak influence of organizational climate influence on interpersonal communication must be understood in the cultural context of the collectivistic society. In this case the organizational climate shapes organizational culture which tends to prioritize group communication compared to interpersonal communication. In the culture of collectivism (as in Indonesia), decision making is often determined by the norms of society/group or views that are interdependent by always prioritizing the harmony of relationships within groups. In contrast to the culture of individualism where decision making is mostly designed by the person, it is rational and independent because decisions are made on self-consideration (Ting, 1999).

As for the results of the study which showed that organizational climate has a weak influence on organizational commitment (path coefficient 0.10, t value of 2.12), researchers argued that organizational commitment appeared more because of the attachment of respondents as members of KOPRI and not because of organizational climate. That is, whether or not the organizational climate is conducive --- the respondents as ANS will continue to work in their respective work environments. So, in this condition what plays a role is the normative commitment as a member of the KOPRI rather than an organizational climate. This causes individuals to tend to have a stronger commitment to the belief norms that have been embedded in themselves through KORPRI's promises (Panca Prasetya) that shape these belief norms, compared to commitment to the organization (Pace and Wayne, 2018). As described in the theory of group identity (Severin and Tankard Jr, 2008) that individuals are aware of or not get the influence of groups that cause individuals to think and act according to group rules. Furthermore, the influence of groups that serve as benchmarks in behavior will lead to normative beliefs. Namely, the belief formed in individuals that if the rules of the group are violated will lead to sanctions that can be either moral or legal (Griffin, 2011).

Furthermore, the results of the study indicate that interpersonal communication variables have an influence on organizational commitment (path coefficient 0.10). The researchers' argument against the results of this study is that as social beings employees will continue to interact with each other while working. Communication that is established will strengthen commitment to the organization. As confirmed by Dance and Larson (1976) that when employees make interpersonal communication with other employees (linking function), the fabric of cooperation will be realized. Collaboration will help achieve a common goal, and result in creative problem solving from various ideas and debates that emerge (mentation function). Through effective communication that is established, togetherness and support for achieving common goals can be realized. The impact of the emergence of the spirit of togetherness is realized or will not increase commitment to the organization (regulatory function).

The results of the study indicate that organizational commitment has a weak influence on interpersonal communication (path coefficient 0.01). This can be explained in reference to the groupthink theory (Janis, 1982), that organizational commitment in groups that have high cohesiveness will emphasize group communication more than interpersonal communication to achieve organizational goals. As understood by respondents, ANS has a high cohesiveness where the implementation of its work is regulated in the laws and regulations of the State.

On the other hand, researchers also assume that the weak influence of organizational commitment variables on interpersonal communication is also due to cultural factors. According to Ting (1999) in his famous book *Communication Across Cultures*, collectivistic cultured societies (such as in Indonesia) tend to be oriented towards group goals, use a "we" identity, prioritize obligations in groups rather than personal rights, tend to emphasize group internal relations, pay more attention to group consideration than personal. While individualistic cultured societies tend to use the identity of "me" (I), are more oriented towards personal goals, give priority to personal rights, tend to emphasize relationships between individuals, pay more attention to personal considerations than groups have voluntary relationships. Based on Ting Toomey's view regarding collectivistic cultured societies, researchers assume that the weak influence of organizational commitment to interpersonal communication is because employees interact in the form of group communication and not interpersonal communication. Robbins (2006), asserted that for employees, their work groups were the first source for social interaction. Communication that occurs within the group is a fundamental mechanism by which members show their disappointment and satisfaction that can affect employee performance.

Meanwhile, the development of electronic communication media has changed the communication approach, from mainstream communication to the electronic communication approach. Changes in the communication approach result in information not only being obtained and channeled through interpersonal communication but also from many sources that continuously flow into personal life. In the context of organizational commitment, people no longer only rely on interpersonal communication to maintain their commitment to the organization, but can also use electronic media, such as chatting, face-book, email, twitter and so on, to get information and exchange ideas among employees to avoid conflict and confusion of information in realizing the achievement of employee performance.

The results also showed that the communication variable had a significant influence on employee performance (path coefficient 0.20, t value of 2.15). This condition can be explained by the theory of uncertainty management from William Gudykunst Severin and Tankard Jr (2008) who asserts that interpersonal communication will reduce anxiety and uncertainty in work. That, when someone experiences anxiety and uncertainty at work, effective interpersonal communication will reduce the anxiety and uncertainty that arises. When uncertainty at work can be overcome, the tension experienced by employees due to conditions that affect themselves, both obtained from within

and outside the environment can be minimized. With effective interpersonal communication, work stress can be controlled and seen as a challenge, and performance will tend to be improved.

Effective communication means interpreting messages according to what is sent by the sender of the message. These include accuracy, truth and understanding. The theory of uncertainty management is used to explain that anxiety arising from uncomfortable, depressed, or worrying feelings can be suppressed through interpersonal communication (Papa *et al.*, 2008).

Responding to the significant influence of organizational commitment variables on employee performance variables (path coefficient 0.25, t value of 2.86), researchers assume that normative commitment affects performance. Normative commitment is a feeling that requires someone to stay in the organization due to obligations and responsibilities to the organization based on consideration of norms, values and beliefs of employees. This condition occurs because the object of research is the Civil Apparatus. Namely, satisfied or dissatisfied with work will continue to work in the government environment because of the obligations and responsibilities as government officials.

Furthermore, since the bureaucracy reform was announced in 2004, the government has carried out fundamental reforms and changes to the system of governance, especially concerning institutional aspects (organization), management (business processes) and human resources of the apparatus. One of them is the implementation of the Remuneration system, which is the provision of salary or additional income to an ANS as an appreciation for work performance that has been done. With a numeration system, ANS who is highly committed to their work will get a better salary reward than ANS who has a low work commitment. Of course, high commitment will affect performance. In short, the harder an employee works, the higher the income that will be received, and the better the performance will be.

7. Conclusion

This research is based on the starting point that employee performance can be explained not only by one variable, but can be explained holistically (a combination of various variables). This starting point or assumption is based on the results of previous research experts who have proven that performance can be influenced by more than one variable. Based on this starting point, researchers see a gap in thinking to examine the integration of the influence of organizational climate variables, interpersonal communication and organizational commitment to performance in one research model.

To get a more comprehensive picture of the influence of each variable on job satisfaction a causal relationship analysis was performed using the LISREL 8.80 program. The results showed that the integration model of organizational climate variables, interpersonal communication and organizational commitment to performance had a significant influence. This result also shows that seven research hypotheses are proven.

This research was conducted in the context of the State of Indonesia, where respondents who are State Civil Apparatus (ANS) are bound to the promise of the Indonesian Civil Servants Corps (KORPRI), namely Panca Prasetya which forms the norm of belief in ANS circles. This causes the organizational climate does not significantly influence organizational commitment. On the other hand, the existence of the Bureaucratic Reform implemented in 2004 made the organizational commitment of the ANS affect performance. That is, the more ANS is committed to working diligently according to the task, the more they will get numeracy and clear career path rules, and vice versa. This work commitment increases the performance of ANS.

Furthermore, the results of the study which show that organizational commitment does not significantly influence interpersonal communication can be understood in two ways. First, the development of technology and information that has moved towards digitalization in the context of organizational commitment, people no longer only rely-on interpersonal communication to maintain their commitment to the organization but also use electronic media, such as chat, face-book, email, twitter and so on. Second, as the impact of the role of ANS which is part of the Indonesian Employee Corps (KORPRI), the communication made related to organizational commitment tends to be in the form of group communication and not interpersonal communication.

Finally, it can be seen that the influence of interpersonal communication on organizational commitment and performance is a form of carrying out communication functions according to the Dance model which includes linking functions, mentation functions, and regulatory functions. That communication has a liaison function, problem solving function, and regulatory functions that lead to the realization of a goal.

Recommendation

Research related to the integration model of the influence of organizational climate variables, interpersonal communication and organizational commitment to performance is suggested to be carried out in the scope of work of private organizations. This is recommended considering the Civil Service Apparatus (ANS) and employees who work in private companies have a different organization culture.

From a methodological point of view, this research can be retested using different data collection techniques. For example, by combining surveys and in-depth interview techniques conducted personally, or FGD (group discussion forum).

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