

# Communication Patterns in Efforts to Improve Employee Performance in Human Resource and Personnel Development Agency

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**Abstract.** This study aims to determine how communication patterns in the Human Resources Development Staffing Agency of Penajam Paser Utara Regency where the communication pattern itself is a very important part in conveying information from a leader to his subordinates, which includes a source of information, as a memory center for the organization and the creation of ideas or ideas in order to achieve the desired goals of the company or agency. This research also focuses on four communication patterns, namely primary, secondary, linear, and circular communication patterns. The results showed that the government officials at the Human Resources Development Staffing Agency of Penajam Paser Utara Regency were quite capable of using secondary, linear, and circular communication patterns in their daily communication processes, but in using primary communication patterns there was an imbalance between the use of verbal and nonverbal symbols in it, so that it makes the communication process that occurs less effective, and this will also affect the level of performance in the Personnel and Human Resources Development Agency of North Penajam Paser Regency, because if the communication patterns carried out can run well, it will make the performance at the Personnel and Human Resources Development Agency of North Penajam Paser Regency be maximized and as expected.

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## INTRODUCTION

In order to increase the success of government organizations in achieving their goals, it cannot be separated from the role of apparatus resources in managing organizational management to realize the goals to be achieved by mobilizing functions that include transparent and open organizing and mobilizing functions. This is the responsibility of leadership and staff in administering government. Communication that can create an atmosphere of in-tuneness is communication that is able to build personal contact, namely an attitude of mutual understanding between one another. Personal contact occurs when the ideas and feelings conveyed by the messenger can arouse and move the heart of the recipient of the message, so that the content of the information message can be easily or even directly internalized by the recipient and then put into action. Personal contact can also minimize prejudice or negative attitudes. Prejudice usually arises due to the existence of many differences.

Prejudice is a form of obstacle that can cause the communication process to fail completely. Therefore, by placing the same value system as a benchmark in communication activities, the emergence of prejudice will be eliminated (Mykytenko et al., 2022). An atmosphere of greater integration can be expected because real and latent conflicts can slowly be eliminated. One effort to avoid conflict is to place the value of deliberation and unanimous consensus, as something that must be upheld in every form of interaction. Effective communication patterns

play a vital role in creating a healthy work atmosphere. Leaders who use appropriate communication patterns will make it easier to give statements/instructions to their employees to carry out a job so that the employees will more easily understand and comprehend the instructions given (Lee et al., 2024). When there is a problem in an organization, it must be resolved as quickly as possible because if there are elements of conflict, both vertical and horizontal, and it is allowed to drag on, then this will have the potential to disrupt the stability of the work climate, therefore a leader must be able to overcome and anticipate everything that might happen in an organization he leads. Increasing employee performance will certainly lead an organization to more quickly achieve success in realizing the shared ideals desired by all parties in the organization.

Communication patterns in an organization are a very important part in conveying information from a leader to the staff below, which includes sources of information (Susanto & Parmenas, 2021), as a memory center for the organization and the creation of ideas or ideas in order to achieve the desired goals of the organization or agency. Communication patterns are an important factor in facilitating the flow of production or performance, therefore in an organization the delivery of information is very important to support factors that can improve the quality of service in the organization (Fu et al., 2022). Factors that really support communication patterns in an office/agency environment can be seen from the way the Head of the Agency gives orders that can be understood by his employees, the way the Head of the Agency communicates well so that he can better understand the needs and desires of his employees, to be able to better improve its performance in order to achieve the desired organizational goals (Ghani et al., 2022). Heads of agencies who can understand and understand the needs of their employees will enable employees to improve their performance to the maximum.

## METHODS

This research uses a qualitative approach. Qualitative methodology was chosen in order to obtain an intrinsic understanding and experience of people who are closely related to the research topic, in this case the analysis of communication patterns in efforts to improve performance at the Personnel and Human Resources Development Agency of North Penajam Paser Regency. The location of this research is at the Personnel and Human Resources Development Agency of North Penajam Paser Regency. The research site was determined with the aim of ensuring that the research location does not expand. Researchers who use qualitative methods analyze data in the form of words and human actions without efforts to validate them. This data consists of people's conversations or oral data, writings (media articles, correspondence, government policies, meeting minutes), activities carried out by people, signs conveyed by people and physical expressions such as facial expressions when angry. or happy. Primary data was collected using the interview method.

## RESULTS AND DISCUSSION

Based on interviews conducted by researchers with the Head of the Personnel and Human Resources Development Agency of North Penajam Paser Regency, Mr. Ir. H. Ahmad, M.AP regarding Communication Patterns at the Personnel and Human Resources Development Agency of North Penajam Paser Regency. BKPSDM Communication Pattern Kab. Penajam Paser Utara is a form of conveying messages between communicators (Kaban/Sekban/Kabid) within the scope of BKPSDM to communicants/recipients of information in order to add information or policies, change attitudes and actions in overseeing the main tasks and functions of BKPSDM Kab. North Sharpener Paser. Intermediary in communication patterns by optimizing structural position hierarchies such as Kaban to Sekban, Kaban to Kabid., Sekban to Kabid and so on.

The obstacles that have been experienced by BKPSDM Kab. Penajam Paser Utara often receives information after working hours, sometimes the head of the department contacted is not active, resulting in delays in responding to the information. The advantage of the current communication pattern is that during working hours, every policy direction can be followed up immediately and well (Gupta et al., 2021). Based on interviews conducted by researchers with

the Secretary of the Personnel and Human Resources Development Agency of North Penajam Paser Regency, Mr. Iwan Darmawan, SH regarding the Communication Patterns at the Personnel and Human Resources Development Agency of North Penajam Paser Regency. Form of BKPSDM communication pattern Kab. Penajam Paser Utara is categorized in the form of formal and informal communication patterns. In certain situations, formal communication patterns can be stated in written form, whether in official notes. Where communication between fields is carried out and also communication patterns to leadership through staff reviews (Gameda & Lee, 2020), then verbal communication patterns. What is done every day, whether in the service process or in meetings, is that communication patterns are usually carried out in the form of a combination of formal and informal. The pattern of formal written communication that acts as a bridge is correspondence in the nature of correspondence or formal expression of opinions.

The biggest obstacle in communication patterns within BKPSDM Kab. Penajam Paser Utara in carrying out formal communication is more focused on compiling information with a vocabulary that is systematically arranged which is less understood by employees, so that the information to be conveyed is sometimes incomprehensible. Based on interviews conducted by researchers with the Head of Division. PPIK Personnel and Human Resources Development Agency North Penajam Paser Regency Mrs. Hj. Andi Jasmawati, SE. MT, SH about the Communication Patterns at the Personnel and Human Resources Development Agency of North Penajam Paser Regency. Communication patterns are processes or patterns of relationships carried out by two or more people to convey messages as desired (Howard & Sedgewick, 2021). District BKPSDM communication pattern. Penajam Paser Utara is very good and communicates clearly, such as greeting each other, receiving input well, giving criticism with polite delivery and using wise methods, being flexible when communicating and praising what is worthy of praise. Direct communication or through certain media as an intermediary and the advantages are smooth work coordination, a comfortable working atmosphere, and employees who increasingly respect each other, making it easier to build a good work team. Based on interviews conducted by researchers with the Head of Subdivision. General Personnel and Human Resources Development Agency of North Penajam Paser Regency Mrs. Catur Ariyanti, S. Sos about the Communication Patterns at the Personnel and Human Resources Development Agency of North Penajam Paser Regency.

A communication pattern is a form or method of conveying information or a message from the provider of the information or message to the recipient of the information or message (Krisvianty et al., 2024). Forms of organizational communication patterns in BKPSDM Kab. North Penajam Paser has a two-way pattern, formal and informal. Constraints from organizational communication patterns that have been implemented in BKPSDM Kab. Penajam Paser Utara, namely the frequent occurrence of misinterpretations in communication, initial information which occurs due to the understanding of the recipient of the information or delivery from the intermediary which is not understood by the recipient of the information and there is no synchronization of the information received by the recipient of the information. Based on interviews conducted by researchers with the Executive Staff of the North Penajam Paser Regency Personnel and Human Resources Development Agency, Mr. Armansyah, M. AP regarding the Communication Patterns at the North Penajam Paser Regency Personnel and Human Resources Development Agency.

Communication patterns are a form of conveying a message by the communicator to the communicant, to convey information and even to change attitudes, opinions or behavior, either directly or indirectly (Aji et al., 2023). The form of communication pattern implemented uses a two-way communication pattern, where this communication pattern can occur horizontally (between colleagues who have the same level of position) or vertically (between superiors and subordinates) in an organization. The communication pattern built within the organization (BKPSDM) in its application does not contain intermediaries, because communication can occur face-to-face or through communication media. The key lies in the communicant's opportunity or opportunity to provide feedback to the communicator. There are several advantages of

implementing a two-way communication pattern in organizations, including the information received is clearer and more accurate because it is conveyed directly by the message source who can also be given a response or feedback by the recipient of the message. That way, this communication can minimize the occurrence of misunderstandings because the recipient of the message can ask questions and confirm the message they receive directly (Yus, 1999). Conversations occur, and can even lead to dialogue, between the two parties involved in the communication. With this conversation, each party will feel more satisfied with the communication they carry out. Two-way communication can create a sense of closeness and kinship and build a democratic climate because it allows each party to convey their responses and opinions. There are several obstacles to the communication patterns applied in organizations, including if there are personal problems such as personality clashes or other interpersonal conflicts, which can create tension and make communication more difficult.

## CONCLUSION

Communication Patterns of the Personnel and Human Resources Development Agency of North Penajam Paser Regency using Formal and Informal communication patterns using two-way communication. The communication pattern developed within the organization (BKPSDM) in its application does not contain intermediaries, because communication can occur face-to-face or through communication media. The biggest obstacle in communication patterns within BKPSDM Kab. Penajam Paser Utara in carrying out formal communication is more focused on compiling information with a vocabulary that is systematically arranged which is less understood by employees, so that the information to be conveyed is sometimes incomprehensible. For the Communication Pattern used in BKPSDM Kab. It is recommended that Penajam Paser Utara be further improved to avoid misunderstandings in conveying information. To be able to use good vocabulary in carrying out two-way communication so that the message conveyed can be translated and well received by the recipient of the information.

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