

Organizational Communication Climate Perspective on the Performance of the Regional Development Planning Agency of Banyuwangi Regency

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Abstract: *This study aims to analyze the perspective of Organizational Communication Climate on the Performance of the Regional Development Planning Agency of Banyuwangi Regency. This study uses a qualitative description method that explains that with a good organizational communication climate, it can encourage and improve the performance of the Regional Development Planning Agency of Banyuwangi Regency. There are five dimensions of organizational communication climate from those used in encouraging and improving organizational performance in the Regional Development Planning Agency of Banyuwangi Regency, namely 1) supportiveness, 2) participation in making decisions, 3) trust, 4) openness, and 5) value of work goals. The results of this study indicate that good communication conditions within the organization means that the organization creates an atmosphere of mutual support between employees, all employees both at the lower level and at the leadership level will involve themselves in making decisions and policies, there is high trust with other employees, transparency and honesty of all parties and all employees have high work goals. Based on these conditions it is expected to improve organizational performance, the perspective of organizational communication climate can improve the achievement of organizational performance at the Regional Development Planning Agency of Banyuwangi Regency.*

Keywords: communication climate, performance

1. Introduction

Development that is carried out in a country, both at the central level and at the regional level certainly has the same goal, namely the welfare of society in general. The results of the development will be reflected in the performance reports of each region which are carried out annually. Performance reports will always be carried out by an area as a form of accountability to the public, besides that performance reports also have the aim to find out to what extent the results of the performance, whether it is in accordance with previous planning or vice versa ie not in accordance with public expectations or what is often referred to with gap expectation.

Performance in an organization listed vision and mission that has been achieved or has been done, the performance also describes the level of organizational achievement whether it is in line with expectations or vice versa (Swanson, 2004: 193). So that the performance of the organization is very important. However, the process of achieving organizational performance is not easy because there are many problems encountered in these organizations, especially government organizations, including Banyuwangi Regency government organizations.

This research moves from the development problems faced by the Banyuwangi Regency government, such as: (1) not achieving access to 12-year compulsory education, (2) poor access to higher education, (3) less optimal inclusive education services, (4) still lack of quality health services, etc. (Medium-term Regional Development Plan for

Banyuwangi Regency 2016-2021). However, the most urgent problems faced by the Banyuwangi Regency Government are the aspects of community welfare that are constrained due to the lack of basic services both in terms of services and supporting infrastructure for these services, including the availability of human resources that have good capacity and quality (Regional Medium-Term Development Plan for Banyuwangi Regency 2016-2021). Of the various development problems faced by the Banyuwangi Regency Government, it was finally resolved well. This success was due to the Banyuwangi Regent, Mr. Abdullah Azwar Anas, who had sufficient ability to develop the Banyuwangi Region. The success of Abdullah Azwar Anas in developing Banyuwangi is inseparable from the role of Bappeda as a planning institution capable of making good, appropriate and targeted development planning. The Banyuwangi Regency Regional Development Planning Agency has become an innovative and dynamic development planning institution so that it has a significant role in the success of the Banyuwangi Regency development.

In 2018 the performance achievements of the Banyuwangi Regency Government experienced significant progress compared to 2017. Submission of the Banyuwangi Regency Government's performance report was presented based on Presidential Regulation of the Republic of Indonesia No. 29 of 2014 concerning Performance Accountability Systems of Government Agencies, and Minister of Administrative Reform Utilization and Bureaucratic Reform No. 53 of 2014 concerning technical performance agreements. The following is an analysis of the achievements of the Banyuwangi Regency Government in 2018.

Table 1: Analysis of Performance Achievements of the Banyuwangi Regency Government in 2018 Sector Use of Regional Information Systems

Goal Indicator	Unit	2017		2017 Performance Results (%)	2018		2018 Performance Results (%)
		Target	realization		Target	Realization	
1 Percentage of coverage of the reach of Computer Information Technology	%	60	50	83.33	65	65	100
2 Percentage of Regional Apparatus and Work Units that Implement Good Information Technology	%	65	65	100	68	68	100

Source: Performance Report of Government Agencies District Government Banyuwangi 2018

Based on table 1 regarding the achievements of the Regional Government of Banyuwangi Regency in 2018 in the sector of using local information systems the results are very good and in accordance with predetermined targets. For the target percentage of coverage of computer information technology coverage is 65% and has been implemented well so that the results or the realization of 65%. This shows that the performance achievement of the coverage of computer information technology in 2018 is 100%. The same result also occurs in the second target indicator, namely the regional apparatus sector and the work unit that implements information technology well, of which the target of 68% can be realized well that is 68%. This shows that the performance achievement of regional apparatuses and work units that implement Information Technology well in 2018 is 100%.

The success rates of the two target indicators mentioned above are (1) percentage of the reach of Computer

Information Technology, and (2) regional apparatus and work units that implement information technology well occur in all work units in Banyuwangi Regency including the Regional Development Planning Board of Banyuwangi Regency. The success achieved by the Regional Development Planning Agency is due to the coordination between organizations that occurs communication between human resources within the Banyuwangi Regency Regional Development Planning Agency is created very well and runs quite smoothly in the organization.

The achievements of the Banyuwangi Regency Government in 2018 also included the accountability of government agencies and the quality of public services. Table 2 shows an analysis of the performance of the accountability sector of government agencies and the quality of public services.

Table 2: Performance Analysis of Banyuwangi District Government 2018 Government Accountability Sector Government Agencies and Public Service Quality

Goal Indicator	Unit	2017		Performance Results 2017 (%)	2018		Performance Results 2018 (%)
		Target	Realization		Target	Realization	
1 Percentage of policies based on Policy Brief	%	40	40	100	50	50	100
2 Community Satisfaction Index	%	78.16	79.63	101.88	78.74	84.71	107.58
3 Percentage of quality aspects met in the planning document	%	80	80	100	80	77	96.25
4 Value / Predicate Performance Accountability of Government Agencies	-	A	A	100	A	A	100

Source: Performance Report of Government Agencies District Government Banyuwangi 2018

Based on the analysis in table 2 above, it shows that the percentage of policies based on a summary of performance policies is 100%. Such conditions illustrate that the policy targets have been well realized where of the 50% target can be realized all. For the community satisfaction index in 2018 the target set was 78.74%, after the results were implemented it was quite good and even exceeded the target set with the realization of 84.71%. This means that the 2018 performance achievements in the community satisfaction index reached 107.58%. Whereas for the target indicators on the percentage of quality aspects being met in the planning document the results were not as expected, of the 80% target only realized by 77%, so that when measured the level of performance in 2018 was 96.25%. For the value or predicate of Performance Accountability of Government Agencies achieve good results, from the target value of A, the realization is the value of A, this condition shows that the performance achievements on the Government Performance Accountability target indicators are 100%.

In a broader context the development process is also carried out by the Government of East Java Province. In the performance report of the Regional Development Planning Board of East Java Province in 2018, it was explained about the achievements during the one year period. In the performance report, Bappeda of East Java Province acknowledged that there are still shortcomings and weaknesses so that the performance of Bappeda is still not optimal, the problem is due to four weaknesses, namely 1) lack of substance and output resulting from the development planning system, 2) still not optimal implementation of work plans that meet previous expectations, 3) lack of equitable knowledge and skills of available human resources, 4) weak oversight of implementation and evaluation of policies (tribunnews.com, 2018).

These obstacles pose a serious threat to the achievement of the performance of the Regency / City Government. Therefore, these problems must be immediately resolved so

that the achievement of performance can be achieved in accordance with the expectations of the Regency / City Government. Every Regency / City Government expects good performance, because performance can compare work results with predetermined goals and objectives. Therefore the existence of performance in any organization is always needed and is very important.

Organizational performance is a condition that describes the state of an organization. This is consistent with the opinion of Brown (2001) which states that organizational performance is an organizational condition, and the success rate of an organization. Performance is a condition of survival and success rate of an organization (Asree, Zain, and Razalli.2010: 502). Organizational performance is the responsibility of all people / employees involved in the organization. Sinambela (2012: 181) argues that organizational performance is the result of the hard work of all employees in the organization. If employee performance increases, organizational performance will also increase. Habtoor (2016) shows that individual ability or individual performance can improve organizational performance. Guillon (2014) shows that employee performance is very important because it can drive organizational performance in Paris France.

Thus the obstacles in achieving organizational performance must be quickly resolved so that the process of achieving performance can go well according to organizational expectations. This step applies to all types of organizations both private and government organizations. Therefore the right solution to solve these problems is to prepare good human resources in various aspects of any organization, especially aspects of organizational communication climate.

Organizational communication climate is an experience and organizational condition which includes the process of delivering messages carried out by people in the organization itself (Muhammad, 2004: 86). Bamel, Rangnekar, Peter, and Rastogi (2013) show that organizational communication climate is able to drive the achievement of organizational management performance in India. Bery et al (2015) show that employee communication is a major determinant of organizational performance in the horticultural sector in Kenya.

Based on the empirical data above shows that organizational communication climate has a significant role in any organization including government organizations in order to achieve the desired level of organizational performance.

Based on the description above, it encourages researchers to conduct an analysis of the organizational communication climate perspective on the performance of the Regional Development Planning Agency. The locus of this research is on the organization of the Regional Development Planning Agency of Banyuwangi Regency. The researcher determines the object of research in the Banyuwangi Regency Regional Development Planning Agency because in the Banyuwangi Regency Regional Development Planning Agency there is still a performance gap between expectations and specific reality in the quality aspect in the planning document that is still not in line with previous expectations (see table 2). The

quality aspect in the planning document results did not meet expectations, of the 80% target only realized by 77%, so that when measured in 2018 the level of performance reached 96.25% (see table 2) so that it did not reach 100% gain, besides that there was no Previous research that examined the performance of local government organizations, namely the Regional Development Planning Agency, which looked at the performance of the organizational communication climate aspects, and this is the research gap in this study.

2. Literature Review

2.1. Climate Communication Organization

Communication has the meaning of exchanging information, opinions, ideas or ideas accompanied by mutual trust with each other that is direct or indirect or through other media (Liliweri.1997). Whereas Uchayana (2002) states that communication is the process of exchanging ideas and ideas between leaders and employees in private or public organizations both vertically and horizontally. Communication in organizations is also called organizational communication, this is in accordance with the opinion of Pace and Faules (2006) states that organizational communication is the process of sending and receiving messages in the organization, and is the attitude and actions of leaders and subordinates who interact with each other.

Thus organizational communication is a necessity for any organization because of its very important role in an organization. Companies or organizations that have employees or members with high competence may not be able to make a positive contribution to the organization if it is not supported by good behavior in the organization. Therefore, the existence of good organizational communication will be able to drive towards improving organizational performance.

Talking about organizational climate issues will not be separated discussing the climate of organizational communication. Organizational communication climate is an organizational condition that includes the process of sending and receiving messages carried out by people in the organization itself (Muhammad.2004: 86). Pace and Faules (2006: 156) emphasize that the organizational communication climate is very important and must receive serious attention and will support commitment to the organization and often results in the implementation of excellent organizational management and guidelines. There are five dimensions that can be used to analyze the organizational communication climate, namely 1) trust, 2) joint decision making, 3) openness in downward communication, 4) honesty, 5) ability to listen in upward communication, and 6) attention to high performance goals (Muhammad.2004: 86).

Based on the description above that the organizational communication climate is very important, because it can bring or change the way of life of members of the organization, the way employees communicate with other employees, how to deliver and receive messages both with superiors and with subordinates. Thus if there is a condition in an organization or climate of good organizational

communication, it will encourage the achievement of organizational performance.

2.2 The performance

Discussing the performance will always be faced with the conditions or achievements of the organization, both private organizations and government organizations. According to Otley (1999) organizational performance is an explanation of organizational conditions by comparing the goals that have been set with the achievements that have been produced. A similar definition is conveyed by Brown (2001) stating that organizational performance is a condition and level of achievement of an organization. Performance is a description relating to the level of achievement of the implementation of policies or objectives set by the organization (Mahsun. 2006: 25). Performance is an analysis of the level of success of an organization (Bastian. 2001: 329).

Sinambela (2012: 181) states that organizational performance is the level of organizational achievement which is the result of hard work from all members. If employee performance increases, organizational performance will also increase. There are six dimensions that can encourage organizational performance (Sinambela. 2012: 192), namely 1) policy, 2) planning & budgeting, 3) quality, 4) frugality, 5) fairness, and 6) responsibility. According to Sink and Tuttle (1989) in Kohang (2017: 524) states that there are seven dimensions that can be used to determine organizational performance, namely 1) effectiveness, 2) efficiency, 3) quality, 4) productivity, 5) quality of work life, 6) learning and innovation (Givens, 2012), and 7) profitability.

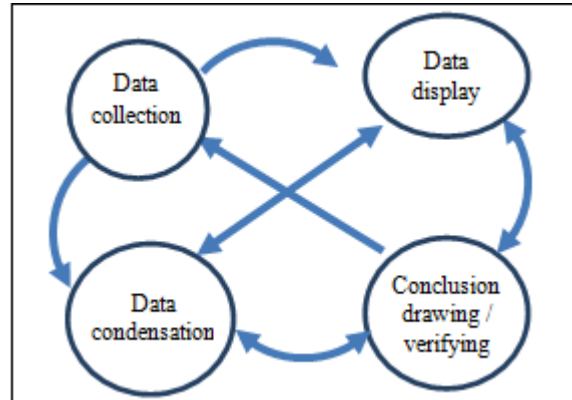
Based on the description above it can be explained that performance is something that is very important in an organization and is the responsibility of all members in the organization. Swanson et al (2004: 193) explain that organizational performance is very important because it explains about the goals, vision and mission that have been done in accordance with the performance plan previously set, or show the opposite results. Research conducted by Guillon and Cezanne (2014) shows that employee performance is very important because it can improve organizational performance.

3. Research Methods

This study uses a qualitative explanation method, which explains social phenomena both individuals and groups. Creswell (2013: 4-5) states that qualitative research is a process of exploration and understanding the behavior of individuals or groups, describing social or humanitarian problems. The research process includes making research questions and procedures that are temporary, collecting data from participants, analyzing data inductively, building partial data into themes and then making interpretations of data. The last step is to create a flexible report structure. The findings in qualitative research can be simple or complex in nature, occur in events that are single or compound, and

small and large scale (Stainback, 2003) in (Sugiyono, 2017,208).

Qualitative data analysis in this study uses an interactive model or interactive model, in analyzing data there are three activities simultaneously, namely (1) condensation data, (2) data display, (3) drawing conclusions or verification (Miles, Huberman, & Saldana, 2014: 8).



Sources: Miles, Huberman, & Saldana (2014:10)

4. Discussion on Organizational Communication Perspective on Performance

4.1 Trust

The dimension of trust in this case is understood that all employees in the Bappeda organization trust each other and can keep organizational secrets, communication between employees properly, smoothly, information exchange between employees and each information can be accounted for. The higher the level of trust between employees, the better the organization and the higher the motivation of employees. Head of Spatial Planning and Transportation Subdivision explained that in the organization all employees are required to be open in providing information related to the interests of Bappeda because it is needed by other employees when needed and all of that to accelerate organizational performance.

According to the Head of the Regional Development Planning Agency of Banyuwangi Regency, which is related to how in developing communication between employees or with superiors in carrying out work in one field / team, it is explained that in the Regional Development Planning Agency organization, a climate of trust is created between employees, exchanging information related to each other the interests of the organization so that the flow of information can run smoothly and that is good for the organization's performance. In carrying out work in one area or team of employees often help one another. To maintain and develop communication between employees or with superiors, internal meetings are often held both inside and outside the office so that they remain compact and maintained in communication and mutual trust.

The statement conveyed by the Head of the Regional Development Planning Agency of Banyuwangi Regency above shows that in carrying out the main tasks and

functions in the Regional Development Planning Board, every employee trusts each other, helps each other and can communicate well with each other and the conditions of mutual trust are very good for the organization.

The opinion expressed by the Head of the Banyuwangi Regency Regional Development Planning Agency was strengthened by his subordinates, namely the Head of Data and Development Control, the Banyuwangi Regency Regional Development Planning Agency, which stated that relations between employees, superiors and subordinates were very smooth and did not suspect each other, even the delegation of work if the employee in question cannot attend, it is done in a flexible manner, that is, through online communication media such as direct telephone calls or via WhatsApp. With this very flexible method, all work can be completed as soon as possible.

The statement of the Head of Data Development and Control above, received a similar response from one of the employees of the Regional Development Planning Agency of Banyuwangi Regency, who explained that each field and sub-sector within the Regional Development Planning Agency both maintain and maintain good communication relationships with each other with each other so that with these conditions all employees can easily and comfortably complete their work. There is a good and smooth communication relationship between fellow employees and also between superiors and subordinates. The principle is that all employees in the Regional Development Planning Board trust each other and are open and do not suspect each other.

The principles of mutual trust in carrying out their main duties and functions in the Banyuwangi Regional Development Planning Board are continuously maintained and developed so that all activities in the organization can be more transparent, so that employees can help one another with one another.

4.2 Joint decision making

Participation in decision making is understood as a non-instructional action, meaning that people in the Banyuwangi Regency Regional Development Planning Organization do not merely carry out instructions from the leadership, but employees within the Regional Development Planning Agency carry out the tasks or policies they make together. Every policy making always involves all employees in the Regional Development Planning Agency organization. The leadership in this case requires all employees to involve themselves in making decisions or policies, so that when the policy is decided it is a joint agreement from the people in the Regional Development Planning Agency organization. Secretary of the Banyuwangi Regional Development Planning Agency explained that the employees of the Banyuwangi Regency Regional Development Planning Agency have high morale and are proud because they are always involved in every decision making

In connection with decisions or policies that exist in the Banyuwangi Regency Regional Development Planning Agency, the Head of Economics in the Regional Development Planning Agency said that every policy

decided in the internal Regional Development Planning Agency is the result of a joint agreement of all existing employees, and every policy that is taken from the aspirations of all employees. The Bottom Up principle is always applied in decision making at the Banyuwangi Regional Development Planning Agency, starting from planning to implementation and evaluation always on the basis from the bottom up to the highest level. Each Bappeda employee is given the freedom to express opinions, ideas / thoughts, and positive ideas for the progress of the organization in the Regional Development Planning Agency, either through formal meetings or in other informal forums directly or indirectly.

The opinion above is justified by an employee of the Banyuwangi Regency Regional Development Planning Board, who stated that the Leaders of the Regional Development Planning Board never take decisions or policies unilaterally without involving employees and the ranks below, employees are always involved in every decision making. Employees are always invited and given the opportunity to submit proposals, ideas or opinions and opinions in the decision making process, so that the policy is a joint decision of all employees in the Regional Development Planning Agency.

The statements above show that the decision making or policy in the Banyuwangi Regional Development Planning Agency is carried out jointly, involving all parties in the Regional Development Planning Agency, so that it becomes a very democratic decision. In organizations such policies are often referred to as democratic policies.

On the same day's interview about joint decision-making, the Head of the Banyuwangi Regency Regional Development Planning Agency explained that each employee was given the same opportunity to convey ideas / ideas both in meetings and outside meetings informally directly or through existing social media. Since the Bottom Up principle is applied in decision making in the internal environment of the Regional Development Planning Board, every employee has a high performance in carrying out his main duties and functions, and has a good impact on organizational performance.

Other Regional Development Planning Agency Employees also provide the same response with regard to policies or decisions within the Regional Development Planning Board, which states that in setting organizational goals the Regional Development Planning Agency always has formal or informal coordination carried out by the Board Leadership Regional Development Planning, the meeting discussed about performance, and discussed policies that will be carried out in the future. Each employee is expected to provide input of ideas / ideas. This condition is very good for the organization. Based on the statements above, it shows that the leadership of the Banyuwangi Regency Bappeda is very concerned about and cares for ideas / opinions, opinions and input coming from all employees of the Regional Development Planning Board, including employees under it.

4.3 Openness in downward communication

Downward communication shows the flow of messages from the leader to subordinates. Except for the need for confidential information, members of the organization must be relatively easy to obtain information that is directly related to their current duties. It affects their ability to coordinate them, their work and all matters related to the company, organization and plan. Openness in getting information in an organization is needed because it will greatly help the performance of all employees and the performance of the organization in general, the smooth communication of the organization both vertically and horizontally must be maintained properly.

Regarding openness in communicating downward within the organization, the Head of the Banyuwangi Regency Regional Development Planning Board explained that in delivering information messages to all subordinates, I always hold open meetings and in meetings attended by all employees, each exchanging information that relating to work in organizations. If there is something that is not yet understood in the open meeting, each employee is free to ask directly to the leadership and if there are employees who have information related to the Regional Development Planning Board, then it can be directly communicated directly openly.

When asked questions about how you as a leader can influence subordinates to coordinate about work, the Head of the Banyuwangi Regency Regional Development Planning Agency answered that in coordinating with subordinates related to work, besides delivering directly and coordinating on work implementation, coordination was also carried out through online media, this must be done to speed up the completion of the work, and all employees of the Regional Development Planning Agency are already familiar with this method.

While one of the staff of the Regional Development Planning Agency of Banyuwangi Regency when asked about how the father as a staff / subordinate can relatively easily get information directly related to the implementation of the work? So the staff said that as a subordinate I could easily get job information from the leadership because the leadership of the Regional Development Planning Agency was very open with all employees. information can be received directly or indirectly, especially now that the digital age all information can be obtained easily.

Based on the explanation above shows that there is freedom, convenience and openness for every employee in the Banyuwangi Regency Regional Development Planning Board in receiving information / messages related to work from the leadership, both directly and indirectly, and such information can be obtained through social media such as telephone, whatsapp or other social media. This greatly facilitates all employees in carrying out their duties and is good for performance achievement.

4.4. Honesty

In the Banyuwangi Regency Regional Development Planning Agency organization has applied the principles of honesty in carrying out its duties, honesty is applied both in the delivery of messages or information related to work and in the presentation of organizational data. Each of the fields in the Regional Development Planning Agency of Banyuwangi Regency may not manipulate information or manipulate data because it will greatly interfere with the performance of the Regional Development Planning Agency.

The Head of Data and Development Control Division of the Banyuwangi Regency Regional Development Planning Agency has given a clear answer when asked the question about how the father in presenting proposals / ideas? The Head of Data and Development Control explains that ideas, proposals or ideas must be submitted honestly and there must be no manipulation. In manipulating information in the form of data, there must also be no manipulation because if the information or data reported is wrong, it will also be wrong in determining future programs and it will be wrong in making decisions related to the interests of the Regional Development Planning Agency.

Explanation from the Head of Data and Development Control mentioned above is strengthened by the Head of Economic Affairs of the Regional Development Planning Agency which states that in submitting ideas must be conveyed honestly and honestly, let alone submit a report to the leadership should not be guided by the father's pleasure. Such properties will adversely affect the performance of the Regional Development Planning Agency itself. During a meeting involving all heads of departments, all reports both positive and negative must be submitted honestly.

Submitting ideas / proposals to peers in the Banyuwangi Regency Regional Development Planning Agency organization is done in a more flexible manner but does not reduce the weight or quality of the communication message delivered. In this regard, one of the employees or staff of the Regional Development Planning Agency said that peer communication related to work at the Regional Development Planning Agency is very smooth, flexible and can be done in the office or outside the office, conditions like this greatly accelerate the completion of work. In the delivery of office data can also be done very flexible both directly and indirectly through social media and the process is very fast.

In connection with the above stated by employees of the Regional Development Planning Board, also justified by other Regional Development Planning Agency employees, who explained that fellow employees of the Regional Development Planning Agency in presenting ideas / ideas and proposals were carried out honestly and openly and very smoothly and simple and not too formal, so they both feel like enjoying work in the organization.

To convey information, proposals / ideas and ideas related to organizational data between superiors and subordinates is actually not much different from the way done between

peers, but sometimes still have to look for gaps or empty time, especially submitting information to superiors because of problems ethics and busyness of the leadership.

In connection with this, the Head of the Banyuwangi Regency Regional Development Planning Board explained that every employee of the Regional Development Planning Board is welcome to submit ideas or information and data about the data at any time both through the meeting forum and outside the forum, but if busy, then make the agenda in accordance with agreement, and all of that is delivered with full honesty and openness from each of them.

Presentation of information, ideas / proposals and the submission of data conducted with full honesty will facilitate decision making and more importantly, decisions or policies made will be more in accordance with organizational needs.

4.5. Ability to listen in upward communication

All employees at every level in the Regional Development Planning Agency of Banyuwangi Regency must listen to and receive input in the form of ideas / ideas and other thoughts originating from other employees at all levels or levels below it in a continuous and open manner. Input from subordinates must be regarded as something very important, except certain things that are contrary to the goals of the organization.

The Head of the Regional Development Planning Agency of Banyuwangi Regency when asked questions about how the father as a leader can receive proposals / ideas / ideas / information from subordinates? The Head of the Regional Development Planning Agency explained that as my leader I always considered all input from subordinates in the form of ideas / ideas / information and other thoughts, and then carried out input from those subordinates for the benefit of the organization. But before the ideas / ideas / information are implemented first, it is discussed with other employees to discuss the advantages and disadvantages of these inputs.

The explanation from the Head of the Banyuwangi Regional Development Planning Agency was justified by the Secretary of the Banyuwangi Regency Regional Development Planning Agency who said that as a default I often provide information, ideas / ideas and thoughts to the leadership of the Regional Development Planning Agency in a flexible and not too procedural manner and a very familiar delivery. , but the leadership always accepts it well and is full of intimacy, except in a busy situation. If in a busy situation, usually tell them to wait a little or the next day if there is enough time and the leaders really care about all their subordinates in the Regional Development Planning Agency.

One of the employees of the Banyuwangi Regency Regional Development Planning Agency gave a similar answer related between superiors and subordinates in the Regional Development Planning Agency organization, that the leadership father always responds well if there are subordinates who provide input in the form of ideas or ideas and other information that is related to the organization, for

that I as a subordinate is very motivated to work better for the betterment of the organization.

Meanwhile the staff or subordinates in the Regional Development Planning Agency of Banyuwangi Regency have their own ways so that input, ideas and information can be well received by leaders or superiors, one of the staff explained that as subordinates must be able to understand the leadership conditions every day, whether the leader is busy or not, whether the leader is calm or not calm. When the leader is calm, then I can discuss and give thoughts, so that the leader responds well.

Based on the explanation above shows that the ability to listen in communication upwards is very good and runs very smoothly. Information, ideas / ideas, and input as well as other matters relating to organizations originating from subordinates can flow well and are well received by the leadership. Such conditions can accelerate the completion of basic tasks and functions in the Banyuwangi Regional Development Planning Agency.

4.6. Attention to high-performance goals

Members in the organization must demonstrate commitment to high performance goals that result in high productivity, high quality, and low costs. People involved in the organization of the Regional Development Planning Agency of Banyuwangi Regency are required to have commitment and consistency towards the goals and objectives of the organization. If all employees in the Regional Development Planning Agency have a commitment to the performance of the organization, it will be good at the performance of the Regional Development Planning Agency itself.

Associated with issues of commitment and attention to high performance goals, the Head of the Banyuwangi Regency Regional Development Planning Agency has explained that from the beginning entered the Banyuwangi Regency Regional Development Planning Board every employee was required to uphold commitment and consistency and pay attention to the organization's high performance goals . These are all obligations of all employees, because if all employees of the Regional Development Planning Agency at all levels have attention to high performance, it will make a major contribution to the performance of the organization.

The Head of the Natural Resources and Environment Division of the Banyuwangi Regency Regional Development Planning Agency, dealing with attention to the organization's high performance, said that most of the employees in the Banyuwangi Regional Development Planning Agency have shown attention to the organization's high performance, this condition is very important and can make a high contribution to the achievement of organizational performance of the Regional Development Planning Agency. If there are employees who do not pay attention to organizational performance can usually be reprimanded from the leadership.

The statement delivered by the Head of the Division of Natural Resources and the Environment above, has been supported by one of the employees of the Banyuwangi

Regency Regional Development Planning Agency, who said that from the beginning employees have been accustomed to doing good work, helping each other to produce performance high, high productivity and also high quality and efficiency. Effectiveness and efficiency must be applied in the organization.

A similar explanation of the commitment of cooperation among members in the organization has been shown by other staff members of the Regional Development Planning Board by providing an explanation that each employee must be willing to cooperate with other employees, and each field in the Regional Development Planning Board should help each other and cooperate. And more importantly, all members in the organization must not be trapped by routine culture but must be innovative and productive and must work efficiency.

Based on the explanations from the employees of the Regional Development Planning Board, the above shows that the employees of the Banyuwangi Regional Development Planning Agency have committed and demonstrated high performance in carrying out their duties. However, there are still a number of employees within the

Banyuwangi Regional Development Planning Board who still have organizational performance attention at a low level, are less disciplined at work, and this can interfere with organizational performance. This is evident in the level of performance achievement in the quality sector in the planning documents at the Regional Development Planning Board that is still not in line with expectations, which of the 80% target is only realized at 77%, so that when measured in the level of performance in 2018 of 96.25% (see table 2) so that it does not reach 100%. Achievement that is less than this occurs because there are some employees who still have very low attention to organizational performance and lack of discipline.

Based on the discussion above about the six dimensions of the organizational communication climate shows that the dimensions mentioned above are very important for the achievement of organizational performance in the Regional Development Planning Agency of Banyuwangi Regency. A summary of the discussion on the organizational communication climate perspective on the organizational performance of the Banyuwangi Regency Regional Development Planning Board can be seen in table 4.1 below

Table 4: Verification of Organizational Communication Climate Perspective on the Performance of the Regional Development Planning Agency of Banyuwangi Regency

Organizational Communication Climate Perspective	Research Results / Data Analysis
1. Trust	The principles of mutual trust in carrying out their main duties and functions in the Banyuwangi Regional Development Planning Agency continue to be maintained and developed, there is transparency in the organization, so that employees with one another can help each other.
2. Joint decision making	The results showed that the leadership of the Banyuwangi Regency Regional Development Planning Board was very concerned and cared for ideas / opinions, opinions and input coming from all employees of the Regional Development Planning Agency, including the employees below them. The policy made is a policy that is democratic policy (joint decision)
3. Openness in downward communication	There is freedom, convenience and openness for every employee in the Banyuwangi Regency Regional Development Planning Agency to receive information / messages related to the work of the leadership, both directly and indirectly, this greatly facilitates all employees in carrying out their duties and good for achievement
4. Honesty	The process of delivering and receiving messages, ideas or ideas, and organizational data is delivered with full honesty and openness from each section in the Banyuwangi Regional Development Planning Agency.
5. Ability to listen in upward communication	Based on the results of the discussion shows that the ability to listen in communication upwards is very good and runs very smoothly. Information, ideas / ideas, and input as well as other matters relating to organizations originating from subordinates can flow well and are well received by the leadership.
6. Attention to high-performance goals	Based on the results of the discussion shows that there is a strong understanding and commitment of employees in Banyuwangi Regional Development Planning Agency towards the goal of high performance in carrying out their duties. However, there are still a number of employees within the Regional Development Planning Board who still have concerns that organizational performance is still at a low level, less disciplined at work. This is evident in the level of performance achievement in the quality sector in the planning documents at the Regional Development Planning Board which is still not in line with expectations, which of the 80% target was only realized at 77% in 2018 or only 96.25% (see table 2)

5. Conclusions

Based on data and information obtained from the study, the conclusions in this study are:

- 1) There is a high level of trust between employees in the Banyuwangi Regency Regional Development Planning Agency in carrying out its main tasks and functions
- 2) Policies made and implemented in the Regional Development Planning Agency of Banyuwangi Regency are based on joint decisions of all employees in the Banyuwangi Regency Regional Development Planning Board.

- 3) Every employee in the Banyuwangi Regency Regional Development Planning Board can communicate easily and smoothly with the leader or supervisor, this happens because the leader really respects and respects the employees under him.
- 4) Submission of information, data management and completion of other tasks within the Banyuwangi Regency Regional Development Planning Agency organization is carried out with full honesty and responsibility.
- 5) Every employee in the Banyuwangi Regency Regional Development Planning Agency has the ability to

communicate with superiors or leaders, this greatly facilitates and supports the organization in completing work.

- 6) There is a strong understanding and commitment of employees to organizational performance in the Regional Development Planning Agency of Banyuwangi Regency, but there are some employees who still have commitment, understanding, and low awareness of organizational performance. So there are several employment sectors in the Banyuwangi Regional Development Planning Agency that cannot be optimally completed (see table 2).

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