Reflection of Leadership Organization Communication

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ABSTRACT
Communication has a function as the adhesive and heart of an organization. Rift of the relation between the leader, lecturer, employee, and university students mostly caused by communication factors. Ineffective communication resulting in low efficiency and effectiveness of leadership work. Most of the leaders working to communicate. Implemented effective communication helped the leader convey the messages of the organization, on the other hand, ineffective communication rift the implementation of leadership duty. This research used a descriptive qualitative method. The respondent of this research was the head and secretary of the study program. Used a questionnaire as a research instrument. The result of this research found that this research purposed to analyze several dimensions of leadership organization communication in university internally and externally. The writing departs from the review and research agenda which refers to relevant journals and books. The result of this research showed that: leaders of study programs have been done internal communication properly in implemented leadership duty that is downward communication, upward communication, and horizontal communication. The leader of the study program mostly has been done external communication properly in implementing leadership task to provide information, cooperation, and feedback.

Keywords: communication, leadership, organization, internal, external.

1. INTRODUCTION
Communication problems are always interested and importance to studies in university. University is one of the educational institutions difficult to implement Tridharma University properly without communication. Communication has some function adhesive and heart of the organization. The rift in the relationship between the leader, lecturer, employee, and university students usually caused by communication factors. The implementation of effective communication helped the leader to deliver messages of an organizational task, otherwise, ineffective communication obstructs the implementation of leadership tasks. The resulting research of communication experts concluded that around 75% - 90 % of the working time of the leader used to communicate. Good cooperation will be materialized throughout the effective communication. Effective communication demanding of mutual respect, belief, open, and responsiveness [1] (Usman, 2010:419). Refers to Siagian (2012) who stated that communication skill is the characteristics of effective leadership [2].

Communication is a process of sending messages from someone to another with some purpose to change some behavior of the receiver. In a wide context of communication tend to two-way communication which is from the exchange of messages from verbal and nonverbal between the sender and recipient of messages to change behavior.

According to Everer M Roger communication is a process whereas some ideas switched from the sources to one of the receivers or more, in a case to change their behavior. In the same statement of the opinion above Carl. I. Hovland communication is a process to make someone possible (communicator) convey stimulation (usually verbal sign) to changed people's behavior [3] (Mulyanan: 2010).

Communication as a process of exchange message very determined of the context happened based on the participant who has included intrapersonal communication and interpersonal communication and organizational communication. Organizational communication occurs in formal, informal, internal, and external organizations. This means that the organization communication occurred in an open system influenced by the environment.

Organization communication defines as functional and interpretative. Organizational communication from a functional perspective as a guide and interpretation of the message of the communication units is a part of a certain organization. Communication also is seen from an
interpretative perspective as the process of creating some meaning of the interaction of the organization. Organizational communication is organizing behavior that happened and how they are involved in the interaction process and giving some meaning of that something happened [4] (Mulyana: 2013).

Understanding organizational communication extensively with some involved just like the component of the definition and concept of key organizational communication according to Goldhaber cited in Muhammad (2017): *Organizational communications is the process of creating and exchanging messages within a network of interdependent relationship to cope with environmental uncertainty* [5].

Communication as adhesive of organization unites and merge of work element in an organization. In an organization to achieve the goals will face important people such as leader, employee, lecturer, and stakeholder. To bridge that substance with another importance the communication needed, because of the function of communication to convey some information, instruction, persuasive, entertain, social integration, relate of the task will implement, use of human resources and human allocated, machine method and technique in the organization.

Charles Conrad in Ruliana (2018:34) stated that there are two functions of organization communication, whereas command function is (1) direct and limit the action, (2) handle and maintain close view through feedback, and (3) used publication and instructions. The function of a relation is to (1) creating and continuing the impressional nature of the organization, (2) making coordination among activity units, and (3) determining and defining the role of organization [6].

Leader as the center of strength and dynamisation of organization will always communicate in all sides, as an internal or external organization. Internal communication is communication that sends to the member of the organization. External communication sends the information to the people of the organization [7] (2017:97). Internal communication studies cannot be separated from the message behavior in an organization known as formal messages of organizations. Muhammad (2017:107) express three forms of messages flow in network formal communication, that is downward communication, upward communication, and horizontal communication [8].

External communication according to Ruliana (2018:119) consists of two forms of external communication they are (1) communication from the social communication, is generally informative so that the audience has involved and creates two-way communication. (2) Communication from the audience to the organization, this communication is feedback on the activity communication effect has done in the organization [9].

Communication problems always an interested and important subject studied in university. University as an educational institute, the action to implement *Tridharma* of university properly without communication. Communication has some function to the adhesive and heart of the organization. Rift of the relationship between the leader, lecturer, employee, and university students causes communication factors. The implementation of effective communication helped the leader to convey the messages of the organization task, in the other way ineffective communication obstructs the implementation of leadership duties.

This research reveals the reflection of leadership organization communication the studies program. How they send a message and receive organization message in internal and external on implement leadership duties. Organizational communication leadership program studies can be seen from the internal communication and external communication.

2. RESEARCH METHOD

This research used descriptive qualitative method. Research respondent was 30 head and secretary of studies program in Islamic University Environment namely Perguruan Tinggi Keagaamaan Islam Negeri (PTKIN) in West Sumatera. Data collection technique used questionnaire with Likert’s scale model which is spread it out throughout Google form. The data processing used simple statistics. An analysis of the data used descriptive analysis technique. Predicate attitude based on the criteria of percentage score of respondent level reach out corresponding with the alternative answer in research instrument. Score of the statement always (very good), very often (good), sometimes (average), rarely (poor) and never (very poor).

3. RESULT AND DISCUSSION

3.1 Internal Communication

Organizational communication is sending and receiving organizational message as internal or external in carry out the goals of organization. Internal communication could be seen in this research is downward communication, upward communication, and horizontal communication. Reflection of leadership organization communication in Perguruan Tinggi Keagaamaan Islam Negeri (PTKIN) in West Sumatera internally could be seen in Diagram 1.
The implementation of downward communication will be effective if the leader of the study program improves some knowledge and skill about something that communicates to the subordinate. According to Katz and Kahn (cited in Ruliana: 2018: 104) types of downward communication are (1) job instruction, communication refers to the completion of a special task, (2) job rational, the communication about an understanding of the duty, (3) procedure and practice, communication about the policy, rules, regulation, and the benefits. (4) Feedback, communication how to appreciate the person has done their task properly, (5) indoctrination of goals, communication design for the ideology character to motivate the importance of employee in organization mission [10]. Muhammad (2007) also states that downward message classification in five forms (1) task instruction, the message that delivers to the subordinate about the way, and what the superior expect from the subordinate. (2). In rational work, the messages explain the purpose and related to some organizational activity. (3) ideology, looking for some support and enthusiasm from a member of the organization to strengthen loyalty, morale, and motivation, (4) information, information messages to introduce the subordinate about the practice and organization rules. (5) Feedback, the message about the information of individual accuracy done their job [11].

The leader of the study program has to observe the effective way in delivering the message. According to Davis cited in Muhammad (2017): (1) capable give the information to the subordinate when it is needed (2) the leader should have shared the information what the subordinate need and (4) leaders should build up some belief between delivering and receiver [12].

Upward communication, communication from the superior to a subordinate, or from the leader study program to the highest leaders namely the dean and deputy of dean. The leader of the study program have been communicated with the superior about the working plan, result plan, suggestions for faculty advancement, explain some complaint about the duty. The report of that is done with verbal and written. For smooth communication, the superior facilitate Whatsapp group in the organization.

Communication implemented in the study program nothing much different from the theory. To improve knowledge and skill it must know thing communicate to the superior. According to Mulyana (2015:190) it must be upward communication (1) notify subordinates' work, achievements, progress, and plans for the future, (2) explain unresolved work problems that may need help, (3) provide suggestions or ideas for improvement in their units or in the organization as a whole, and (4) reveal how subordinates think and feel about their work, their colleagues, and the organization [13].
To build up effective communication upward, it needed to program observed several principles. According to Planty and Machaver (Mulyana, 2016: 120) upward program communication should be effective: (1) planned, (2) sustainable, (3) using regular channels, and (4) emphasizing sensitivity and acceptance in the input of ideas from lower levels, (5) includes listening objectively, (6) includes actions to respond to problems, and (7) use a variety of media and methods to improve information flow [14].

Horizontal communication delivers some information to co-workers in the same working unit. Horizontal communication leaders of study programs have been done in coordination format between working units in faculty after that there is no overlapping work. Share the information of the fellow leader, helped co-workers in problem-solving, held coordination meetings to implement the task, helped solve the conflict, decrease the conflict with have good communication, and give some personal-interpersonal support in working.

Implementation of horizontal communication is done by the leader of the study program basically in a way with communication theory. According to Mulyana (2015: 195) purposes of horizontal communication (1) Coordinate work assignments, (2) share information of activity and plan (3) solved the problems (4) gain mutual understanding (5) to reconcile, negotiate, and mediate differences, (6) to foster interpersonal support [15].

3.2 External Communication

External communication is deliver and receiving message to other people out of the organization. External communication can be seen in two form which communicate from the audience tend to informative and two-way. This communication tend to have a feedback from the communication activity done in organization. Reflection of leadership organization communication of study program in Perguruan Tinggi Keagamaan Islam Negeri (PTKIN) in West Sumatera in external can be seen in the Diagram 2.

The data of the diagram above explained external leadership organization communication at PTKIN in West Sumatera. Respondents answered always (21.8%). It means that the implementation of study program leadership communication with a very good level of achievement. Respondents who answered frequently (41.8%) mean that the implementation of study program leadership communication had a good level of achievement. Respondents who answered occasionally (25.1%) mean that the implementation of study program leadership communication with a level of achievement was quite good. Respondents who answered rarely (7.4%) mean that the implementation of study program leadership communication was not good enough. Respondents who answered never (4%) means that the implementation of study program leadership communication with a poor level of achievement.

Based on the data above, it is figure that the implementation of leadership of communication study program most of placed at the very good and good level of achievements. A small part (26.4 %) with a average, poor and very poor level of achievement. The data indicate that leader of study program generally have been communicating properly in implement leadership task.

Reflection of external organizational communication leadership done with the organization people. External communication could be seen in the information given. Having a relation, and feedback. Implementation of a leadership communication program to give some information out of the institute about the socialization of study programs at schools. Program socialization for stakeholder, convey the vision/ mission/ objectives of the program, convey the curriculum and competencies of the study program graduates, send messages to student field practice institutions, send messages from student research institutions, and convey information on the service of lecturers and students to the community. Communication from the aspect of cooperation is carried out to government/ private institutions to support study program activities and to alumni in various study program activities.

Sending the message out of the organization appropriate with program studies importance. Communication is done directly and indirectly. The messages convey to the out of organization related to feedback from the communication been done. Communication from the audience to the organization as feedback and effect from the communication activity of the organization. Feedback was received in a verbal and written format. Verbal messages asking an explanation of messages contain that sending through mobile phones and direct meetings. The written message it could be formal letters like a certificate of implementation of lecturer and student service activities,
information on the implementation of student practical activities, and information from alumni user institutions.

Moving on from the implementation data of the external leader of the study program, it could understand that the leader has been implemented appropriately with the communication theory. To raise the external organizational communication ineffective way knowledge and skill needed in communicate. According to Ruliana (2018: 199) forms of external communication consist of two points: (1) communication from the organization to the audience, this communication generally has informative characteristics, has been done in many ways then the audience involved in, on the other hand created two way of communication. (2) Communication from the audience to an organization, this communication is a feedback of the effect of the communication activity done by the organization. Communications from the audience to organizations usually do in direct communication and indirect communication. Indirect communication usually companies facilitate customer education or customer gathering the companies could direct know the response of the customer or target public [16].

4. CONCLUSION

Enforcement of leadership organizational even though most of that showed that level achievement very good and good, still found the not good implementation of communication. This matter has to be a concern for study program leaders to be able to further improve the implementation of communication organizational properly both internally or externally because the poor implementation of communication absolutely will be an obstacle of program study leader in conveying organization message. An effort that can be done to improve organizational communication implementation the leader of the study program is all of the study programs needs to understand the elements in the communication process, which will be a basis for the leader of the study program to minimize the obstacle happened in each element. Besides that, academics leaders need to planned and arranged internal and external communication lines even though the communication formal interpersonal studies

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