

THE RELATIONSHIP OF ORGANIZATIONAL COMMUNICATION FOR IMPROVE EMPLOYEE ACHIEVEMENT IN THE OF EDUCATIONAL INSTITUTIONS

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Abstract

This study discusses the relationship between organizational communication and employee performance improvement in the of educational institutions. The purpose of this study was to find out the general description of the concept of communication relations in an organization in the process of increasing employee performance in an educational institution. This study use a literature review design, which is a research method used to systematically and explicitly synthesize a concept from previous research articles. The source of data in this research is by searching articles in several databases such as Garuda, EBSCO, IISTE, Social Sciences and Google Scholar. The results of the study show that there is a positive relationship between organizational communication and performance indicating that if communication between the leaders of an organizational institution is positive there will be an increase in employee performance, organizational communication refers to a series of processes that imply the transmission of messages between members of an institution that allows interaction between them. Communication complexity refers to the performance of various employees at different hierarchical levels, as well as different job performance functions.

Keywords: *Organizational Communication; Employee Performance; Educational Institutions*

INTRODUCTION

The current demands for organizational needs are very high, thus demanding organizational resilience in bridging various problems, both internal and external. The resilience of the organization is largely determined by well-established communication between stakeholders and members. This is because carrying out all organizational activities to achieve its mission and goals is very dependent on the way humans communicate with each other who manage the organization.

In an organization the meaning of communication plays a very important role because it is considered to be able to have a special influence on organizational activities in an educational institution such as the work efficiency of teaching staff and the work effectiveness and

performance of teaching staff. One of the research results explains that communication functions to increase employee motivation.¹ In addition, other studies explain that communication is not only able to influence performance through motivation, but also has a direct impact on employee performance.²

One theory regarding organization explains that a leader in an organization uses communication to control employee performance. This theory is in line with research results which explain that a leader who is able to pay attention to communication within his team members will provide satisfactory results in the form of better and more optimal performance. Forsdale as one of the communication and education experts explains that communication is a process of giving signals according to certain rules so that.³

RESEARCH METHODS

This study use a literature review design which systematically aims to summarize several research results that are in line with the research topic, namely the relationship of organizational communication to improving employee performance within the scope of educational institutions. In this literature review, article searches were carried out in several database sources such as from Garuda, IISTE, Social Sciences and Google Scholar, besides that a gray literature search was carried out through references from previously selected articles and then in the process of identifying articles, the word search was used in article searches. the key (keyword) and the Boolean and namely "Organizational Communication" and Employee Performance and Educational Institutions. all databases filtered using the last 10 years and in English and Indonesian and in full text.

RESULTS AND DISCUSSION

1. Organizational Communication

Communication is one very important aspect in an organizational development. With good communication will help the smooth running of the organization and vice versa effective communication is an important part for all organizations. Brent (1988) explains that communication is one a process by which an individual in relationship. in Group, in organizations and in society create, transmit, and use information to coordinate their environment

¹ Haris Dwi Rukmana Sopiah, and Elfia Nora. *The Impact of Organization Communication on Employee Performance Through Employee's Work Motivation at Pt. Putri Panda Unit Ii Tulungagung, East Jawa, Indonesia*, in1st IRCEB, 2018, p. 211–227.

² Abiodun Adekunle Ogunola, and Abrifor Chiedu Akporaro. *The Relationship between Organizational Communication and Job Performance of Employees of Selected Nigerian Brewing Industries information and Knowledge Management*. www.iiste.org. ISSN 2224-5758 (Paper) ISSN 2224-896X (Online). 2015. Vol.5, No.2.

³ Forsdale, *Perspectives on Communication*, (New York: Random House, 1981), p.84.

and other people.

Communication within the organization is related with Schein's statement (1992) which states that organization is related to the process of rational coordination of the activities of a number of people to achieve common goals through the division of work and functions through a hierarchy of authority and responsibility. That is why, organizations have certain characteristics such as having a structure, goals, interconnectedness and depending on human communication within them to coordinate the activities of the organization in achieving goals.⁴

Organizational communication has three main functions in an organization including : (1) Descriptive function: This is the person responsible for investigating and uncovering the state of the communication process or situation design in various areas of communication. (2) Evaluation function: Aims to explain the motives or reasons for giving the communication process. (3) Development function: Analyzing how to strengthen elements that are considered successful and correcting those that are not quite right, suggesting ways that are correct and appropriate.

There are 3 forms of communication in an organization namely : (1) Horizontal communication that occurs between people of equal standing in the organization, and facilitates task coordination, supports the creation of satisfying relationships through agreement, provides a way to share important information across between members and, finally, resolve possible organizational conflicts and problems. (2) Down communication, mirrored from top to bottom, means that it goes from the bottom following the chain of command. This communication is considered as a form of communication that occurs spontaneously and every day to transmit information. This form of communication is basically used to send orders, provide information to members of the organization regarding the tasks to be performed and indoctrinate members of the organization regarding organizational goals. Furthermore, it becomes an important tool for management, in the sense of enabling workers to carry out the goals and objectives that have been set. This form of communication, although important for organizational goals, will become saturated when the communication channel is full of orders, orders that are often even contradictory or unclear. (3) Up communication, This type of communication serves to provide the necessary feedback to leadership about real problems in an organization which aims to relieve or reduce tensions and allows employees to communicate with management and the involvement and commitment of all employees. Sometimes upward communication channels are not exploited, this is because there are many incidents as a result of problems interpreting the meaning of communication.

Communication is a very important factor in supporting the relationship between leaders and employees for that in an agency requires effective communication. In general, the factors that influence organizational communication are differentiated based on personal abilities in conveying messages or the ability to adapt to communication situations. A person's ability to

⁴ Mia Rahma Romadona and Sigit Setiawan, *Communication of Organizations in Organizations Change's Phenomenon in Research and Development Institution*, 2019, DOI:10.30818/jpkm.2020.2050110.

communicate what is the problem is a form of interpersonal communication, by understanding each other and giving each other feedback is a way to measure the extent of one's weaknesses and strengths. Organizational communication is communication that occurs between two recipients and givers or communicants who mutually influence the relationship, this is in line with the statement that organizational communication is the process of sending and receiving messages between two institutions or a group of people with several effects and between how many feedback. There are 5 factors that can influence communication.

a. Openness

The quality of openness refers to 2 aspects, namely, the communicator must be open to the people he interacts with, the willingness to react honestly to stimuli that comes as well as the possession of feelings and thoughts. Aspects of the desire to be open to everyone who interacts with others, and aspects to respond to all stimuli that come to him. Thus it can be said to be effective if openness in communication is realized.

The role of openness in improving employee performance depends on the ability of the employee itself. An employee must be able to communicate openly, to create an atmosphere of openness employees must be familiar with one another. This means that employees must understand the impression of friendship, understanding and sympathy and far from being angry, leaders should give freedom to subordinates to express their feelings, opinions, suggestions and questions. With an open attitude from superiors, the performance of subordinates can run smoothly, subordinates become active at work and employees too feel more comfortable doing their job. With an attitude of openness superiors and subordinates in communicating the work atmosphere becomes more qualified. One way to measure the creation of openness in communication is to see how far the employee's performance is.

b. Empathy

Empathy is essentially the ability to know what other people are experiencing, empathetic people will be able to understand the conditions of other people so that they are able to adapt their communication to the conditions of the people we communicate with. In order for communication to take place properly, the communicator must be able to evaluate, assess, interpret and criticize. Hi, this is meant not to hinder understanding. Empathy is generally the ability to know what another person is experiencing. Able to understand the conditions of other people so that they can adjust their communication to the conditions of the people they communicate with.

c. Supportive Attitude

The relationship goes well if there is an attitude of mutual support by being descriptive no evaluative, spontaneous isn't it strategic, and professional. Descriptive and evaluative will be able to help create a supportive attitude both in explaining what is happening feelings and other related matters. Communication will take place well if there is an attitude of mutual support between the communicant and the communicator. A

supportive attitude in communication is very important because it can provide motivation and eliminate the stiffness that might arise when leaders and subordinates are communicating.

d. Positive Attitude

There are two ways to have a positive attitude in communication, namely expressing a positive attitude and positively encouraging people to become interacting partners. A positive attitude refers to at least two aspects of self in communication, namely communication is fostered if people have a positive attitude towards themselves. In essence a positive attitude in communication is the ability to see positively what is in the other person and in oneself where this positive attitude can be manifested in the form of encouragement. This positive attitude is sometimes done spontaneously.

e. Similarity

Homophily or similarity refers to a degree of similarity in meaning between the parties involved in the communication, between the messenger and the recipient of the information. In various situations, the aspect of equality really needs to be considered, meaning that there must be an acknowledgment that both parties are equally valuable and valuable and that each party has something important to contribute. Similarity or equality is very useful for creating effective communication. Similarity/equality is an acknowledgment that both parties who communicate are equally valuable and valuable. Likewise, in the implementation of communication in increasing work motivation, a leader must realize that he cannot work properly without employees and vice versa.

2. Employee Performance

The term performance is very popular among the public and is generally understood and clearly defined. Performance means something that has been done and is a result of work that can be achieved by a person or group of people in the organization according to their respective authorities and responsibilities in order to achieve organizational goals. Work both inside and outside the employment relationship in order to produce work productivity. In addition, it was also found that workers are all people who are able and allowed to do work.

Employee becomes a potential element contained in humans which is used as an object of goods and services. Job definitions are often identified“ Activity is something that is done within an organization, including delays and deviations, as well as various operations and every movement in a procedure. Based on some of the descriptions above, it can be concluded that activity is a pattern of actions carried out in a series of work to show the details of the activities of an organizational unit which can be the basis for achieving a balanced division of labor among the organizational units concerned. In line with this, it can be concluded that employee performance is a multicomponent concept and at a fundamental level one can distinguish aspects of the performance process, namely behavioral involvement from the expected results.

3. Development of Educational Institutions

Educational institutions have core functions of teaching and research. An educational institution in human resource development through the transmission of knowledge to students. However, apart from that the core objectives of educational institutions play a considerable role in stimulating the development of a region. One of the research results shows that the presence of more educational institutions is most influential in developing the local area.⁵

In the development of an educational institution, various factors can influence, especially in improving the quality of education. including curriculum factors, educational policies, educational facilities, application of information and communication technology in the world of education, especially in teaching and learning process activities, application of the latest and modern educational strategies and approaches, appropriate educational evaluation methods, adequate educational costs, adequate education management carried out professionally, the human resources of education actors who are trained, knowledgeable, experienced and professional, besides that, in a study by the Ministry of Religion (2004) suggests that the factors that influence the quality of higher education are: management and leadership, curriculum, lecturers, processes learn how to teach, student input, learning facilities, learning environment, operational funds, ability of lecturers to conduct scientific research, ability of lecturers to write research reports or articles based on interesting research results, leadership attention to disseminate research results that have been carried out by lecturers and students.⁶

4. The Relationship Between Organizational Communication and Employee Performance Improvement in the of Educational Institutions

It is directly explained that organizational communication affects employee motivation. These results are in line with organizational communication theory by Weick (2009) which explains that the function or purpose of communication is to minimize ambiguity in communication.⁷ One of the results of the study shows that based on the analysis there is a positive relationship between organizational communication and performance indicating that if the communication between the leaders of an organizational institution is positive, there will be an increase in employee performance. In other words, if an organizational institution wants to improve employee performance, then there needs to be an improvement or improvement process in the methods or processes of organizational communication as one of the solutions. This is in line with the results of an analysis of the concept of organizational control theory which explains that an organizational leader in

⁵ David Boohene and Amita Maxwell, *Growth of Educational Institutions and its Impact on the Development of a Region*, International Journal of Research in Business Studies, 2017, ISSN: 2455-2992, Vol. 2 (1).

⁶ Suleman Angkotasana dan Soleman Watianan, *Faktor-faktor yang Memengaruhi Peningkatan Mutu Pendidikan di Kampus STIA Alazka Ambon*, 2021. Vol. 4 No. 2.

⁷ Haris Dwi Rukmana Sopiah, and Elfia Nora. *The Impact of Organization Communication on Employee Performance Through Employee's Work Motivation at Pt. Putri Panda Unit Ii Tulungagung, East Jawa, Indonesia*.

communicating can establish some control over employees. Which is directly able to control the performance of employees. The better the communication the better the performance of their employees.⁸

Organizational communication refers to a set of processes that imply the transmission of messages between members of the Institute that allows for interaction between them.⁹ Communication involves management activities developed in all types of organizations including educational institutions. educational institutions require strategic communication in academic planning to optimize proper understanding of instructions in this case regarding the quality of the teaching and learning process, as well as other administrative activities are guaranteed. There is still a lack of awareness regarding the process of internal organization communication (IOC) with all its actors which is a serious matter that endangers the sustainability of the organization, the complexity of communication refers to the performance of various employees at different hierarchical levels, as well as different job performance functions).¹⁰ As well , IOC is an important strategy to maintain employee satisfaction in their workplace.¹¹

The quality of communication affects the quality of employee performance at different organizational levels. This influence occurs due to fundamental factors such as a communication strategy that is oriented towards good employee relations. Therefore, organizational behavior must be directed by communication strategies that contribute to creating a better work environment, thereby guaranteeing the highest employee performance.¹² One of the results of the study explains that work-related stress is influenced by policies in an educational institution and the consequences can have a negative impact on teaching staff and teaching staff. Therefore, there is a need for a strategic adaptation mechanism that leads to the development of adequate contextual communication towards institutional changes originating from these educational policies.¹³ Contextual communication must be seen as a complex process with a broad background, taking into account several elements in organizational culture, leadership style, and knowledge management. These aspects produce the impact of internal communication on employee

⁸ Stephen W. Littlejohn dan Karen A.Foss, *Theoris Of Human Communication*, (Jakarta: Salemba Humanika, 2009), p. 20.

⁹ García L, et al., *Condiciones Laborales y Realización Profesional en Docentes de Educación Secundaria del Sistema Público Mexicano*. Revista Espacios, 2020. vol. 41 (No. 16).

¹⁰ Tsoukas H, *Don't Simplify, Complexify: From Disjunctive to Conjunctive Theorizing in Organization and Management Studies*. Journal of Management Studies, 2017, 54(2), 132–153. doi:10.1111/joms.2017.54.issue-2.

¹¹ Ruck, K., & Welch, M. *Valuing Internal Communication; Management and Employee Perspectives*. Public Relations Review, 2012, 38(2), 294-302.

¹² Jorge A. Hernández, et al., *Desarrollo Organizacional*. Primera Edición. (México: Pearson Educación, 2011).

¹³ García L, et al., *Condiciones Laborales y Realización Profesional en Docentes de Educación Secundaria del Sistema Público Mexicano*.

satisfaction, both cognitively, emotionally and behaviorally, so as to achieve high employee loyalty and commitment, as well as optimal performance at work.¹⁴

Internal organizational communication (IOC) contributes to good relations between employees in the same organization. in the same way, The IOC is very important in the educational context, and therefore ensures that the teaching-learning process and development and improvement plans achieve institutional objectives.¹⁵ One of the results of the study explains that there are major concerns by some teaching staff about the IOC's difficulties in an educational institution state teaching staff because they feel that their complaints, suggestions or recommendations are not heard by the leadership. In addition, the teaching staff express their dissatisfaction with respect to disputes between colleagues at the same hierarchical level. So it can be concluded that the existence of internal communication difficulties hinders the process in educational institutions and hinders the fulfillment of educational quality.

CONCLUSION

Good organizational communication values when people people in it get a very productive level of satisfaction, especially what is needed in educational institutions. The better the communication the better the employee performance, therefore when there are differences in communication within educational institutions it is necessary certain preventive and remedial steps to reach an agreement, one of which is through internal organizational communication (IOC). Through this strategy, it is hoped that an educational institution will be able to maintain or improve its quality standards.

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