

BUSINESS COMMUNICATION FOR EDUCATIONAL INSTITUTION PERFORMANCE

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ABSTRACT

Communication in the organization of work plays a role to achieve goals. This study aimed to know the influence of communication in education institution. To find the influence level of communication for job satisfaction, the pattern of communication was analyzed based on the obtained data. A survey research was conducted in a higher education institution in South Tapanuli of North Sumatra Province. It took 50 instructors and staff as respondents. The data obtained showed that the ways of foundation members in handling communication to the staff and instructors made the job satisfaction low. Result of study indicated that the staff and instructors in a higher education M did not run smoothly; so the performance of the staff and instructions only 65 % of targeted goals. It recommended to a higher education M to find an effective way to channel the targeted goals.

Keywords: Communicatio patterns, higher education, instructors, staff, job performance

INTRODUCTION

The development of the globalization (Abdelhadi & Ahmed, 2015) era requires education institutions to advance their services activities. The rapid development of the business world is marked by the growth and improvement of new business types. Large and small scale companies have stood firmly and succeeded in providing the best services to society. The education foundations itself is basically used as a means of gathering people, systematically and systematically collaborating in utilizing the resources and data used to achieve common goals. In globalizing networking, the competition of educational service is increasingly tight. This is of course because the education foundations must be confronted with the limitations in managing their business activities so that it requires proper planning in its operations. There are three important elements to develop the education foundations that is economization, efficiency and effectiveness. Economization is concerned with the size of the inputs used in various programs run by the education foundations

The problems faced by educational sector today require institutions to find quick, precise, and accurate solutions. Especially the problems associated with human resources in the education foundations. It is undeniable that labor is the lifeblood; the most important element needed by the largest real-life education foundations to economic stability is the workforce that has not been ready to face the challenges and changes that take place around them. Therefore, education service providers need to seek the creative human resources for innovative services.

In some settled higher education institutions, human resources recruitment has been planned in writing along with the budget designed. Costs incurred must be in accordance with the

results obtained, namely a reliable workforce, in accordance with the criteria required by the education foundations. Educational Institution is one of the most common education services providers in Indonesia and especially in big cities. Thus, education foundation is both social and profit-oriented education services that involved many parties such as parents, students, instructors, leaders, private companies, and government.

This paper seeks some communication constraints of educational institution. Initial data showed that communication within the education foundation managers with instructors and officers has not run optimally. This was because there were still obstacles in the channeling of information from the directors to the instructors and staff. The obstacles were concerning with the number of channels that must be passed; information from the directors to the staff and educators were still through a few managers and some heads of departments. The possibility of changing information needs a great change. This is understandable because, every channel that participated in delivering the information has a tendency to change; it is according to personal interests whereas smooth communication is very related to the improvement of the performance of each staff and educator through job satisfaction.

THEORETICAL DESCRIPTION

Theories of Business Communication

Theories of communication showed the ways of getting information delivery effectively through various channels and media. Communication is the transfer of information and understanding from senders to receivers. For the transfer of information as communication process is required many components. In Webster *New Collogiate Dictionary*, it is said, the word communication comes from the Latin word; term "*Communicare*" (past participle form) of communication and *communicatus* which means a tool to communicate especially a system delivery and acceptance news, such as telegraph, telegraph, radio, etc.". Gibson and Ivan (2012: 84) put forward "Communication is the provision of information and understanding, about verbal or non-verbal symbols". "Communication is the process of understanding in the form of ideas or information from one person to another.

Communication affects the result of work in quality and quantity achieved by employees in performing their duties. One way to overcome all this is with a "communication" channel. The good communication increases the job satisfaction that optimizes the employees' performance. Proctor (2014) showed a significant influence between upward communications on job satisfaction. The research on the communication results for the performance of inconsistent staff and educators affected the job satisfaction. Kumari (2011) has shown that other aspects of job satisfaction (culture, leadership communication, organizational commitment, content, training, recognition and opportunity recognition, influence the performance of educator and support staff. Thus, Pushpakumari (2008) argued employees have their performances will also increase if communication is supporting.

To achieve the goals of the organization, it is necessary to have a good communication, where there is a sense of understanding in the communication. A new communication pattern might be understood and implemented between the education foundation with staff and instructors. The communication pattern is very instrumental in an organization to achieve its goals. May (2015) suggested to directors to create good communication. Robbins (2013) mentions that "communications help develop motivation by explaining the jobs". What educators and staff should do, how well they work, and what can be done to improve sub-standard performance depends upon the information obtained by staff and educators. Mahajan (2015) argued the motivated employees make sure all the procedures in doing jobs;

not only the smooth and efficient functioning of an organisation but also increased production, sales, and profits without supervision.

Gibson et al. (2012: 241) suggests that "communication can flow from higher to lower levels of the organization; including management policies, instructions, and official memos ". The "down- ward communication" starts from top management and then flows down through management levels to the lowest level staff. From some of these opinions it can be concluded that down pattern is the communication flowing from the top management then flows down through the levels of management to the staff of educators to convey goals.

The main purpose of downward communication is to provide direction, information, instruction, advice / advice and assessment to subordinates. And provide information to the members of the organization about the goals and policies of the organization. All in the framework of management efforts to better ensure that the actions, attitudes and behaviors of employees are such that the organization's capacity to achieve its goals and objectives is increasing which in turn allows the organization fulfill obligations to its members.

In theory, effective and accurate communication act as an important factor which grows the efficient and successful leader or manager. To achieve professional success managers, there must be effective and convincing communication. It is important that the managers and their teams must learn the how to communicate perfectly; this will not only help teams to complete their projects successfully, but also enable organizations to achieve success and growth (Lee in Luthra & Dahiya, 2015). Successful leaders must have a realistic view of communication and its direct and indirect effects. They must understand, the complexity of communication, which at first seems simple to most people (Clampitt in Terek et al, 2015), but in reality their communication often ineffective level.

Grant & Osanloo (2014) posited the theoretical framework which is a conceptual model relating to how one constructs a theory or logically connects several factors that are considered important to the problem solving. The existence of research gaps from existing studies, communication satisfaction does not significantly correlate with performance. Goris (2007) argued that the communication does not always have an effect on performance. While Redmond et al. (2016) found that the effective communication between superiors and subordinates is very influential on employee job satisfaction; so that employees' performance will be more optimal. Sharma (2015) also suggested to directors to have effective communication between superiors and subordinates is very influential on employee job satisfaction. Furthermore there is a direct influence of individual characteristics, effective communication and job satisfaction on employee performance. Communication is closely correlated with job satisfaction. Hariyanti and Primawesri (2011) also proposed motivation and communication which positively influenced the performance. In addition, Rachmadi's (2010) research on motivation, participation, and communication has a significant effect on the performance. Based on the findings of previous studies, it can be argued that communication is strongly correlated with the performance.

RESEARCH DESIGN

This research applied a survey method. A survey was seeking the communication process of Education Institution on the satisfaction level of educators and their performances (Pazzaglia, 2016). More specifically, based on the formulation of problems and objectives in this study, then this type of research is explanatory. An explanatory research generally aims to explain the position of variables studied and the relationship and influence between one variable with another variable. It took 50 staff and educators of a higher education M of Padang Sidempuan

Municipal of North Sumatra as respondents of this research. This study did not require normal distributed data (indicator by category scale, ordinal, interval until ratio can be used on the samples should not be large (Ghozali, 2011), and the regression-based approach (path analysis).

RESULTS AND DISCUSSION

The influence of communication on job satisfaction of educator and support staff

The results of this study proved that communication in a higher education target has not made a positive effect directly on the job satisfaction of educators. Because poor communication can have far-reaching impacts on organizational life, such as conflicts between educator and support staff, educator staff and support staff gaps and better communication can improve understanding, cooperation, and job satisfaction of educator staff and supporters. Several studies have been done; it is found that there was a direct positive relationship between communication and job satisfaction. In a study conducted, it was argued that there was a low impact of the three dimensions of communication on job satisfaction. Additionally, it also suggested the effective communication between superiors and subordinates are very influential on employee job satisfaction in higher education M. Furthermore, there was an direct influence of individual characteristics, effective communication and job satisfaction on employees' performance. In addition, research which was conducted has revealed that effective communication affects the satisfaction of the staff and educators if all organization components integrated.

In this study, the communication indicator only 60% of ideal level, which was not making the largest loading factor compared to other indicators. Data showed that the instructors and staff only achieved 65 % of goals in 2017. That the organization's climate encompasses satisfaction with extensions where communication within the organization motivates and stimulates educators and supporting staff did not meet organizational goals and the extension had not made the educators and supporting staffs yet not recognize their organization.

The influence of communication on the performance of educators and staff

The result of this study showed that the communication has not have a positive effect directly on the performance of educators and staff. It also posited motivation and communication positively influencing the performance of educators and supporting staff through organizational commitment was low. Data showed that the motivation, participation, and communication did not significantly influence the performance of educators and staff.

Based on the results of research, the highest average value of items answered by the respondents was only in heads of departments not in educators and staff. Thus, the instructors and staff were comfortable in communicating with upper officers. This was thus regarded by educators and supporting staff as one of the impediment factors driving the improvement of their productivity and performance. It indicated the motivation was related with peer participation, and communication which showed a direct positive effect on employees' performance.

Study which was conducted in higher education M found that there was a low direct relationship between job satisfaction and the performance of educator and supporting staff. In research Goris et al. (2007) found that satisfaction with communication has a weakness when mediated by individual work and job satisfaction have a strong influence on the performance of educator and support staff. In this research, reward was found, although it is one of the indicators that has the highest loading factor than any other indicator. That the instructors and staff feel satisfied in working performances were low due to the achievement award in the

form of promotion has been in accordance with what they want then the performance of educator and support staff of automatically increase and the education foundations's goals were hard achieved. Data showed the educators and staff did not have a fair promotional policy and payout system that suited their expectations. When job compensation was provided on the basis of job demands, levels, individual skills, and community payout standards, the respondents revealed that those factors have the potential to raise job satisfaction of educators and supporting staff.

In this study , it was revealed that the role of job satisfaction that had been mediated by communication made the performance of educators and supporting staff had a low level too. Thus, job satisfaction was mediated by communication and performance of educators and staff tended to flat. Performance of educators and supporting staff increased due to the communicative ways to have personal feedback, supervisory communications, horizontal communication and those factors showed a low effect on the satisfaction of educators and supporting staff. Although the performance of educators and supporting staff indicated that the reward satisfaction factor has an important role in mediating the work satisfaction, but the data had different trend. Therefore, a higher education M in Padang Sidempuan Municipal of North Sumatra should be able to provide a sense of security and make the communication from directors to the instructors and staff more initiative. Communication would create new innovations that build the confidence of educators and supporting staff. Additionally, communication this tends to need to apply to increase the educators and staff performances and level of job satisfaction.

Research data from the field showed the implication for the theoretical development; the application of communication in a education foundation in Indonesia has a positive effect in the future if communication techniques innovated. Therefore, future research should consider exploring deeper the communication factor, considering that many companies in Indonesia are growing rapidly, enabling the implementation of their communications, but the channel of it is still not running as expected by the education foundations. Communication has an immediate effect on the instructors and staff; effective communication is directly perceived by educators and supporting staff. Effective communication as the most dominant influence to the performance of educators and supporting staff in university M. Therefore, the result of this research invite others for further develop other indicators of communication. Thus, communication pattern affected the performance of educators and supporting staff. The result of findings serve as a basis for the variable of work satisfaction; thus, for subsequent research relating to the communication and performance of educators and supporting staff is needed.

Data obtained indicated that the communication and job satisfaction had not a direct influence on employees' performance. The education foundations should make the instructors and staff respect and trust their leaders; so that the education foundations's expected goals will be achieved by effective communication. Increasing the leader's ability to communicate fosters enthusiasm and optimism and stimulates the growth of new ideas, providing a clever solution to the problems facing the education foundations. In communication with the educators, the leaders should give goals of performances of educator and supporting staff in clearly instructions. The increasing of work satisfaction of educators and staff can be done by giving encouragement to individual that make fellow educators and staff feel motivation from superiors.

The report showed the communication affected the performance of educators and supporting staff indirectly; the communication influence requires mediation of job. Improving the targets performance of educators and supporting staff should involve the effective communication.

Thus, to improve the performance of educators and support staff will fail if they are not made to be realized, and if not supported by good channel, the job satisfaction level decreased. Communication can improve the performance of educators and supporting staff if effective communication can be realized, and the productivity of educators and supporting staff will be higher. With effective communication, educators and supporting staff will not be confused in implementing the Job procedures made by the education foundations. The resulting performance gets better when the educators and supporting staff were involved with the two-way communication and feedback generated patterns; from the two-way communication, either between superiors, among subordinates, or between superiors and subordinates the procedures of jobs can be done effectively.

CONCLUSION

The following conclusions were generated from obtained data:

1. It concluded that the communication improved the job satisfaction of educators and supporting staff. A good relationship between superiors and subordinates, feedback, supportive communication was found when the directed organizational perspective can be understood. It also increased the work satisfaction of educators and staff more optimally. In the higher education M, the achievement of educators and staff was 65 %, this was due to unclearly communicated goals or targets from the directors to heads of department and educators.
2. The education foundations have not completely created communication patterns which focused on the work satisfaction of educators and supporting staff. Not only lack of giving awards, creating good working conditions, comfortable working environment, the higher education M made the model of salary system in accordance with traditional way.

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