

## **Leaders' Personal Communication And The Job Satisfaction Of Private Higher Education Employees**

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### **Abstract**

This article discusses how leaders and employees communicate with one another, focusing on private universities in Medan City. Essentially, the communication that exists between leaders and employees has a large impact on the work environment. Good communication will result in a healthy work environment and good collaboration to improve the agency's quality. In retrospect, if the established communication is poor, it will decline the agency's integrity. This article focuses on the importance of communication and how it affects job satisfaction. This article employs a descriptive analysis technique based on field research. Data was gathered through observation and interviews with a number of key informants drawn from the leadership and employees. According to the findings of this study, interpersonal communication between leaders and employees in private universities in the city of Medan creates a productive work environment marked by harmony between the communication climate on commitment and employee satisfaction with their performance. However, several sources of dissatisfaction must be addressed by management in order to avoid misunderstandings that harm the work environment. The effectiveness of interpersonal communication is very influential in ensuring that collaboration between leaders and employees runs smoothly in order to improve the agency's quality.

Keywords: Interpersonal Communication, Job Satisfaction, University

### **Abstrak**

Artikel ini membahas tentang bagaimana pemimpin dan karyawan berkomunikasi satu sama lain, dengan fokus pada perguruan tinggi swasta di Kota Medan. Pada dasarnya, komunikasi yang terjalin antara pimpinan dan karyawan memiliki dampak yang besar terhadap lingkungan kerja. Komunikasi yang baik akan menghasilkan lingkungan kerja yang sehat dan kerjasama yang baik untuk meningkatkan kualitas instansi. Dalam retrospeksi, jika komunikasi yang terjalin buruk, itu akan menurunkan integritas lembaga. Artikel ini berfokus pada pentingnya komunikasi dan bagaimana hal itu mempengaruhi kepuasan kerja. Artikel ini menggunakan teknik analisis deskriptif berdasarkan penelitian lapangan. Pengumpulan data dilakukan melalui observasi dan wawancara dengan sejumlah informan kunci yang diambil dari pimpinan dan karyawan. Berdasarkan temuan penelitian ini, komunikasi interpersonal antara pimpinan dan karyawan pada perguruan tinggi swasta di kota Medan menciptakan lingkungan kerja yang produktif yang ditandai dengan keserasian antara iklim komunikasi pada komitmen dan kepuasan karyawan terhadap kinerjanya. Namun, beberapa sumber ketidakpuasan harus disikapi oleh manajemen agar tidak terjadi kesalahpahaman yang merugikan lingkungan kerja. Efektivitas komunikasi interpersonal sangat berpengaruh dalam memastikan kerjasama antara pimpinan dan karyawan berjalan dengan lancar guna meningkatkan kualitas instansi.

Kata kunci: Komunikasi Interpersonal, Kepuasan Kerja, Universitas

## **INTRODUCTION**

A group of passionate people about achieving the agreed-upon vision and mission form an organization. Human resources will interact with each other within the organization and other parts of the organization to keep the wheels of an organization turning. As a result, it is necessary to harmonize the interpersonal communication of the people in it in order for organizational communication to run effectively and efficiently and achieve organizational goals (Hutagalung & Ritonga, 2018).

Organization and communication have a necessary relationship that can be understood from both an operational and conceptual standpoint. The operational view of the organization's working principles is the organization's work in achieving organizational goals, management's authority in influencing employee behavior through coordination for the integration and direction of the organization's internal activities. Furthermore, external activities are being adjusted to be more adaptable to the environment to increase the effectiveness and efficiency of achieving organizational goals (Hardjana, 2016).

According to Hinrich's findings, leaders spend 81 percent of their time communicating, such as conducting interviews, phone conversations, making dispositions, giving memos, giving orders, writing letters, giving speeches, holding social gatherings, and so on. According to Rogers, as quoted by Hinrich, communication is the pulse of an institution. Without an effective communication system, the institution's goals will not be met as desired (Hinrich, 1994).

When making a decision or resolving a conflict in the institution he leads, a leader requires accurate data and information. Subordinates, on the other hand, require useful information in order to complete their tasks and obligations; the more information they require, the better they will complete these tasks (Goldhaber, 1993).

Leaders must be aware of the state of their subordinates, who have varying attitudes, feelings, behaviors, personalities, and abilities. They also require a wide range of information. They are interested in the institution's goals, plans, programs, and strategies for achieving them. They also want to know about any problems encountered by the institution and the efforts made to resolve them (Kholil, 2006).

Leadership must develop and implement openness, honesty, and communication policies that are accepted by all subordinates. If used to boost morale and performance, communication from management to employees and from employees to management must be honest and based on trust. Leaders will use interpersonal communication to try to meet the needs and desires of their employees. Employees of an institution, as is customary, have a set of desires that he hopes will be met where he works. Employees' needs and desires are the motivators for them to carry out activities within the institution. Attitudes, habits, interests, and demands are not only an employee's property, but they also belong to other employees. This causes employees to react in the same way to what is going on outside and around them. These things have an impact on their behavior and actions.

The findings of Junaidi's study show that there is a significant and convincing positive relationship between the influence of interpersonal communication between leaders and subordinates on increasing work productivity at PT. Growth Asia Medan, but it is rather low, with a correlation coefficient index of  $r_{xy} = 0.0089$  (Junaidi, 2018). The findings of Andi Sawe Ri Esso's research show that the hypothesis ( $H_a$ ) is accepted (0.158), indicating that interpersonal communication has a very low influence on improving employee performance at PT. Advantage SCM Makassar (Esso, 2016).

Employee performance is the result of their efforts in carrying out the tasks assigned to them based on their ability, sincerity, experience, and time constraints. Employee performance in an institution can lead to the institution's advancement if it is satisfactory. As a result, the performance variable is the most important variable because it is expected to be realized in the form of increased employee performance so

that the institution can achieve its targets and goals and the institution is progressing and has a high existence to compete and participate in its world.

Employee performance is so important in an organization that it is used as a benchmark for organizational success, so universities in Indonesia, both public and religious, are concerned about this employee performance issue. Islam in private. According to the results of the 2016-2018 period of research performance assessment, the Islamic University of Indonesia (UII) ranked first among private universities in Indonesia in 2019. The facts presented above demonstrate that private Islamic universities perform well and can compete with state Islamic universities and other universities. The success of the Indonesian Islamic University (UII) has since become one of the motivators for other private Islamic universities, including those in Medan City, to improve their performance. The University of Muhammadiyah North Sumatra is one of the private Islamic universities that is motivated and strives to improve the performance of its employees and is beginning to show positive results, even competing with state universities in Medan City (UMSU). Similarly, the Higher Education Service Institute (LLDIKTI) Region I North Sumatra determined in 2019 that the Muslim Nusantara University (UMN) was ranked as the second best Private Universities (PTS) in North Sumatra.

Employee job satisfaction in an organization, particularly one associated with educational institutions, has problem characteristics that differ from those found in a business organization. This paper examines the relationship between leaders and employees at private higher education institutions in Medan, where the author finds interesting things to examine in depth from the standpoint of interpersonal communication

## **RESEARCH METHOD**

This article employs a descriptive analysis method in conjunction with a field research approach to examine the impact of leader-employee interpersonal communication, communication climate, and job satisfaction on the performance of private Islamic college employees in the city of Medan. Data was gathered through observation and interviews with a number of key informants drawn from the leadership and employees. Purposive sampling, a technique for determining data sources based on certain criteria that are considered to have mastered the things discussed in this study, is used to extract data. Data analysis techniques were used beginning with data collection and progressing through data reduction, classification, and conclusion drawing. The author also consults books and related journals to one of his analysis of the discussion's findings (Sugiyono, 2017).

## **RESULTS AND DISCUSSION**

### **The Importance of Organizational Communication**

No one can deny the importance of communication in organizations. Indeed, many studies conclude that organizational communication is part of efforts to reduce conflict within the organization, conflict caused by the emergence of miscommunication. Furthermore, the effectiveness of organizational communication influences the conduciveness of the organizational climate. The harmony of communication within the organization is one of the reasons for job satisfaction. Various research findings lead to the conclusion that organizational communication is critical. In fact, the conclusions that emerge are not new, nor are they issues of the present day, but have existed for a long time. Pace and Faules argue that the traditional literature on this topic overemphasizes the link between communication and

organizational success. As a result, improving organizational communication automatically means improving the organization (Ritonga, 2015).

The importance of communication in everyday life cannot be overstated when it comes to influencing interpersonal conversations. This role extends to the workplace, office, and organization (Sikumbang, 2014). Communication is a fundamental requirement for any organization. An organization requires data for organizational management based on communication techniques in order to progress. As a result, communication can be defined as the essence of an organization's activities (Simon, 1976). The parties involved in communication, namely leaders and employees, determine its effectiveness. Leaders must be able to foster openness, empathy, positivity, support, and equality in order to facilitate effective interpersonal communication conditions (Mufid, 2007).

The process of exchanging information between leaders and employees is known as interpersonal communication (Kholil, 2006). Leaders communicate with their employees to gather information that will help them make sound policies and decisions. Employees communicate with superiors to obtain information about instructions, directions, and guidelines so that the work done is in accordance with organizational goals.

### **Leaders' and Employees' Interpersonal Communication**

Interpersonal communication, in general, refers to communication that takes place directly between two people. This type of communication occurs frequently and is the most researched communication behavior by experts. Interpersonal communication can be defined as the process by which people who communicate with each other exchange meaning. We interact with humans all the time, and the majority of these interactions are communication activities carried out in the context of interpersonal communication. Human interaction is accomplished through communication. Human interaction becomes difficult without communication. Interpersonal communication is something we do on a daily basis, and as a result, interpersonal communication occurs, either individually, in groups, or in organizations (Rajagukgug, 2011).

Leadership communication is communication carried out by a leader in planning, organizing, and supervising the resources available to him in order to achieve the goals that have been established. Managers use managerial communication to plan, organize, and control human resources in order to achieve the goals that have been set, according to Smeltzer (Smeltzer, 1991).

The process of exchanging information between management and employees is known as leader-employee interpersonal communication (Kholil, 2006). Leaders communicate with their employees to gather information that will help them make sound policies and decisions. Employees communicate with superiors to obtain information about instructions, directions, and guidelines so that the work done is in accordance with organizational goals.

The leadership communication style, which must create effective communication between leaders and employees, is one of the determining factors for the organization's success. This is important in improving employee performance because good employee performance leads to good overall organizational performance, which is an indicator of leadership success. According to Smeltzer, managers require an interconnected system in the leadership process, how the communication process is carried out, careful planning and communication strategies, and determining the communication mode that leaders will use (Smeltzer, 1991).

The orientation and expertise of each leader in influencing their communication partners is different. If a leader helps employees to achieve a desired result, it is strongly suspected that the maximum

results will be obtained. Therefore, leaders who hope that their employee's performance will produce the best, the leader must use a good communication style, namely communication that contains high motivational values so that employees can respond positively (Pace & Faules, 2010).

To achieve the aforementioned goals, the leader must be able to set the best example for his employees in all areas, particularly those related to his leadership in the institution. Leaders must be able to communicate effectively with their employees so that employees obey and comply with applicable regulations voluntarily rather than out of necessity.

As a result, executives who want to demonstrate more effective leadership must be able to treat their employees as friends, because friends are generous and friendly people who are devoted and cheerful in the presence of others. Comrades are willing to put the interests of others ahead of their own. Friends are willing to bear others' burdens. Becoming friends opens the door to fun, passionate, and powerful leadership without the need for complex influence strategies. Furthermore, the best leaders guide employees in identifying the skills they possess that are required by the job (Pace & Faules, 2010).

A leader should be able to communicate effectively with others. Interpersonal competence refers to the abilities required to form an effective interaction. This ability is distinguished by the presence of certain psychological characteristics that aid in the formation and maintenance of positive and satisfying interpersonal relationships. This level includes understanding of other people's nonverbal behavior, the ability to adapt communication to the context of the ongoing interaction, adapt to the person in the interaction, and other abilities (Nashori, 2008).

According to Fuad Nashori, five aspects of ability must be considered when assessing interpersonal competence. First, you must be able to take the initiative. The ability to be open is the second requirement (self-disclosure). Third, you must be able to assert yourself. The fourth quality is the ability to provide emotional support. Fifth, you must be able to resolve conflicts (Nashori, 2008).

### **Leaders' and Employees' Interpersonal Communication at Medan Private Universities**

The private Islamic universities in Medan that are the subject of this study are managed by Islamic organizations in Medan, namely the Muhammadiyah University of North Sumatra, the Islamic University of North Sumatra, and STAI Al-Hikmah Medan. The Muhammadiyah University of North Sumatra can be found at Jalan Captain Mukhtar Basri, BA No. 3 Glugur Darat II, Medan Timur District. Sisingamangaraja Teladan Street, Teladan Barat Village, Medan City District is home to the Islamic University of North Sumatra. STAI Al-Hikmah Medan is located on Jl. Knight No. 30 in the district of Medan.

The closeness to their own leaders is reflected in the communication that occurs between superiors and employees. The majority of employees believe their boss sets a good example at work. This is evident in the professionalism of the leader's work, which allows employees to perform at the same level as their leaders. do not mind being criticized; this has been observed several times in meetings of university leaders and employees. The author's observations also revealed a fairly good and productive work environment in which the main tasks and coordination between departments are carried out in accordance with the standard operating procedures established.

Leaders of several private universities in Medan also clearly explained the main duties and functions of their employees, ensuring that no one was disabled or overburdened in carrying out their responsibilities. The announcement of the main tasks and functions demonstrates the presence of tabligh morals in the leadership, allowing them to create a healthy work environment.

Interpersonal communication that adheres to communication rules can boost employee motivation to complete daily tasks. From a psychological standpoint, leaders who do not feel superior to others, are not anti-criticism, and are willing to listen to suggestions from others create a sense of closeness. Interpersonal communication that prioritizes openness between superiors and employees.

Employees' job satisfaction can be seen in the salary aspect. According to the findings, the majority of employees believe that their salary and benefits are commensurate with their work. The importance of interpersonal communication on income is critical in order to avoid problems in the workplace. As previously stated, employees perceive the leadership to have a professional attitude toward their work. Most employees are also satisfied with their jobs as a result of this. The term "professional" in this article refers to the leader's ability to carry out his responsibilities as efficiently as possible and in accordance with his role. As a form of professionalism, the leader ensures the safety of his employees in addition to salary.

According to Ficki Padli Pardede's research, there has been an increase in performance in private Islamic universities. Changes in an organization, including changes in educational institution organization, will necessitate changes and the formation of organizational culture. Cultural change becomes critical when an organization wants to survive and develop in response to changing times, which, of course, has an impact on changes in competition. That is, changing an organization's culture is expected to lead to improved organizational performance and achievement. Quality educational institutions organizations are formed by the culture or culture that exists within these institutions (Pardede, 2019).

Head of STAI Al-Hikmah Medan for making a breakthrough in improving lecturer performance through the implementation of organizational communication. To put it another way, in order to provide quality education, an educational institution must foster a positive culture among all school members. The culture is the implementation of positive values in all aspects of the school, including teachers, employees, students, and parents of students. Positive values will create a positive school culture, while negative values will create a negative school culture. To change and shape organizational culture for the better, effective communication is required. STAI Al-Hikmah Medan creates a culture with a moral college in this case (Pardede, 2019).

The perspectives of lecturers and employees on Islamic work ethics at Medan City's private Islamic universities. Lecturers and employees assume that the Islamic work ethic at private Islamic universities in Medan City is quite good, because the Islamic work ethic values are all used to carry out Allah SWT's commands. All of these values must be followed by lecturers and employees in order for leaders to be properly imitated.

Leaders' perspectives on Islamic work ethics at Medan City's private Islamic universities. Being a leader must be grounded in the Koran and Hadith. As a result, in order to carry out Islamic work ethics in organizations or companies, one must be fully prepared and understand the characteristics of the Prophet Muhammad, so that he becomes a leader with Islamic ethics and carries out leadership in accordance with Islamic guidelines and procedures, obtaining halal benefits that are blessed by Allah. Allah SWT to create an organization that moves to achieve a goal with Allah SWT's permission and pleasure.

Model of Islamic work ethics The Islamic work ethic model for private Islamic universities developed is input (religion, human, and social environment), process (religion, human, and social environment), output (religion, human, and social environment), output (religion, human

(practicing values, namely managing time, clean morality, sincerity, discipline, consequence, online to face challenges, trusting attitude). self, creative, responsible, happy, have self-respect, leadership spirit, future oriented, frugal, independent desire, seeking knowledge, tough, productivity oriented, friendship, honesty or shiddiq, intelligence or fathanah, trustworthy or tabligh), and output (performance, job satisfaction, and commitment) (Jufrizen & Parlindungan, 2018).

Interpersonal communication that is intensive and balanced in terms of quantity and quality will build strong interpersonal relationships between superiors and subordinates as well as among employees, so that the openness and trust gained from the communication process can also determine changes in attitudes and behavior in the organization. Communication requires openness, honesty, trust, and empathy (Wijaya, 2013). In practice, changes in attitudes and behavior resulting from an organization's interpersonal communication process can take the form of employees realizing an expected attitude, namely high work motivation.

Communication satisfaction is linked to job satisfaction; job satisfaction is a person's reaction to the various work environments he encounters, such as coworkers, policies, promotions, and so on. To achieve job satisfaction, the importance of a supportive climate in organizational communication is emphasized. Leaders, as those in charge of the organization, can help to foster a positive communication climate within the organization (Kertamukti, 2013).

## **CONCLUSION**

Interpersonal communication is quite effective at private Islamic colleges in Medan, so that most employees are satisfied and have an appropriate portion of work. Furthermore, personal communication has the ability to increase employee productivity and satisfaction, which has an impact on employee performance. However, there are some negative tendencies in the communication process, such as some employees believing that management is unfair and that awards and promotions are inappropriate. The leadership must conduct an evaluation immediately so that there is no prolonged miscommunication that degrades the agency's quality.

However, there are some flaws in this study, such as employee dissatisfaction with receiving awards and promotions. The dissatisfaction with the award is due to a lack of communication and socialization, which has resulted in a chasm. The problem with promotion is the same; most employees believe their tenure is long enough, but the position they are given does not correspond to their length of service. This problem must be resolved immediately, and the leadership must conduct an in-depth understanding so that this type of problem does not take root.

Every leader must be able to implement a communication strategy that is open and transparent in all aspects of work and institutional matters. This is done in the interest of mutual interest and progress, although open communication is not always the best guarantee for the institution. Furthermore, leaders must be able to see, understand, and follow up on situations and conditions that employees face at work. As a result, if a leader does the aforementioned, namely open communication with all parties, there is a strong likelihood that employee performance will improve.

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