

IKLIM KOMUNIKASI ORGANISASI DI LINGKUNGAN CIVITAS AKADEMIKA
UNIVERSITAS BHAYANGKARA SURABAYA

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ORGANIZATIONAL COMMUNICATION

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RINGKASAN

Salah satu sumber daya yang terdapat dalam organisasi adalah karyawan. Karyawan merupakan salah satu anggota organisasi yang dapat menentukan keberhasilan sebuah organisasi dalam mencapai tujuan-tujuannya. Tanpa adanya dukungan yang baik dari para karyawan maka organisasi akan sulit dalam mencapai tujuan-tujuannya. Begitu juga dalam suatu instansi atau lembaga pendidikan seperti Universitas Bhayangkara Surabaya, untuk memberikan citra yang baik dimata publik harus dapat memberikan pelayanan yang baik, untuk memberikan pelayanan yang baik dibutuhkan karyawan yang berkualitas atau berkinerja tinggi. Karyawan dapat berkerja dengan baik apabila di dalam organisasinya terdapat bentuk hubungan dan komunikasi yang baik antara perusahaan yang diwakili oleh pihak manajemen sebagai atasannya dan para karyawan sebagai bawahannya. Dengan adanya komunikasi yang baik tersebut dapat mewujudkan hubungan harmonis antara karyawan dengan pihak manajemen suatu organisasi sehingga akan dapat meningkatkan loyalitas karyawan terhadap organisasi dan saling menguntungkan satu sama lain. Kemudian pada akhirnya tujuan organisasi dapat tercapai, tidak hanya keuntungan tetapi juga kesejahteraan karyawan juga akan meningkat. Agar sistem organisasi dapat berjalan dengan lancar atau terkoordinasi dengan baik, maka unsur komunikasi sangat berperan penting dalam kehidupan organisasi di Universitas Bhayangkara Surabaya, dimana setiap individu dalam organisasi dapat menyampaikan apa yang menjadi kepentingannya. Tetapi komunikasi yang mengambil peranan sangat vital dalam kehidupan berorganisasi ini hanya akan berfungsi dengan baik bila didukung oleh iklim komunikasi organisasi yang baik pula. Iklim komunikasi organisasi merupakan suasana komunikasi yang tercipta oleh pola hubungan antar pribadi yang berlaku dalam organisasi. Karena iklim komunikasi merupakan refleksi kolektif suasana perasaan pegawai, maka kondisi ini pada akhirnya akan sangat berpengaruh, baik terhadap peningkatan kemampuan kerja masing-masing individu maupun terhadap efisiensi kerja di lingkungan instansi secara keseluruhan. Disini peneliti mencoba melihat bagaimana kondisi iklim komunikasi organisasi di lingkungan civitas akademika Universitas Bhayangkara Surabaya. Komunikasi internal yang selama ini berlangsung di Universitas Bhayangkara Surabaya, lebih banyak mengalir dari atas ke bawah saja, sehingga tercipta iklim komunikasi yang defensif, yaitu cenderung bersikap tertutup dalam menyampaikan informasi, tidak merasa bebas berkomunikasi, berhati-hati atau takut dalam mengeluarkan pendapat atau pernyataan. Tujuan penelitian ini untuk mendiskripsikan iklim komunikasi organisasi di lingkungan Universitas Bhayangkara Surabaya, dengan cara menganalisa iklim komunikasi organisasi yang sedang berlangsung di dalam organisasi Universitas Bhayangkara Surabaya, yang pada

akhirnya memberikan rekomendasi kebijakan sebagai masukan bagi organisasi di Universitas Bhayangkara Surabaya. Jenis penelitian ini adalah penelitian kuantitatif, yakni penelitian yang menganalisis fakta-fakta melalui survey atau kuesioner. Penentuan pengambilan sampelnya menggunakan teknik pengambilan sampel probabilitas (*Probability Sampling Design*), artinya penarikan sampel didasarkan atas pemikiran bahwa keseluruhan unit populasi memiliki kesempatan yang sama untuk dijadikan sampel. Dengan demikian, dalam rancangan ini tidak terdapat diskriminasi unit populasi yang satu dengan yang lainnya. Dari hasil perhitungan nilai total iklim komunikasi organisasi di Universitas Bhayangkara Surabaya diperoleh nilai sebesar 3,09 poin, menunjukkan bahwa iklim komunikasi organisasi di Universitas Bhayangkara Surabaya kurang dapat mendorong motivasi kerja dan kinerja karyawan. Menurut nilai ambang batas dari Pace dan Faules (2005: 502), yaitu dalam skala 3.80 untuk batas atas yang dianggap dapat mendorong motivasi kerja dan kinerja karyawan, dan skala nilai 2.80 untuk batas bawah yang dianggap tidak dapat mendorong motivasi kerja dan kinerja karyawan. Hal ini dikarenakan dalam organisasi di Universitas Bhayangkara Surabaya belum terdapat tingkat kepercayaan yang tinggi, begitu pula dukungan, keterbukaan, mendengarkan dengan penuh perhatian, keterlibatan dalam pengambilan keputusan dan perhatian pada standart yang tinggi. Oleh karenanya organisasi dalam Universitas Bhayangkara Surabaya seharusnya melibatkan setiap karyawan, baik dalam proses pengambilan keputusan dan penetapan tujuan organisasi, disamping itu juga mengajak karyawan untuk bisa berdiskusi dan berkomunikasi serta bertukar pikiran baik mengenai pekerjaan, kedudukan dan kebijakan organisasi. Dan yang penting adalah lebih memperhatikan kesejahteraan pegawai dan diberikannya penghargaan (*reward*) bila kinerja karyawan meningkat.

SUMMARY

One of the resources contained within the organization are the employees. Employee is a member organization that can determine the success of an organization in achieving its goals. Without the generous support from the employees, the organization will be difficult in achieving its goals. Likewise, in institution like the University of Bhayangkara Surabaya, to give a good image in the eyes of the public should be able to provide good services, to provide good service quality required of employees or high performance. Employees can work well within their organizations if there is a relationship and good communication between the companies represented by the management as a supervisor and the employees as subordinates. With good communication can create harmonious relations between employees and the management of an organization that will be able to increase employee loyalty to the organization and mutually benefit each other. Then at the end of organizational goals can be achieved, not only profit but also the welfare of employees will also increase. System for the organization to run smoothly or well coordinated, then the elements of communication very important role in the life of the organization at the University of Bhayangkara Surabaya, where every individual in the organization can deliver what becomes of importance. But the communication that takes a very vital role in the life of this organization will function properly only if supported by a good organizational communication climate. Organizational communication climate is

a communication environment created by the pattern of personal relationships prevailing in the organization. Because the organizational communication climate is a reflection of the collective feeling of employees of the atmosphere, then this condition will eventually be very influential, both to increase the working ability of each individual and to the efficiency of agencies working in the environment as a whole. Here the researchers tried to see how the environment of organizational communication climate conditions academicians University of Bhayangkara Surabaya. Internal communications that had been held at the University of Bhayangkara Surabaya, more flowing from top to bottom only, so as to create a defensive communication climate, which tends to be closed in conveying information, not feel free to communicate, be careful or timid in issuing an opinion or statement. The aim of this study was to describe the climate of organizational communication at the University of Bhayangkara Surabaya, by analyzing the organizational communication climate ongoing communication within the organization University of Bhayangkara Surabaya, which in turn provides policy recommendations as input for the organization at the University of Bhayangkara Surabaya. Type of this research is descriptive. This research utilize a quantitative methodology that used are survey to analysis results with questioner. Determination of samples collection is by Probability Sampling Design, its mean that determination of samples collection has the same of opportunity to become the responden. From the calculation of the total value of organizational communication climate at the University of Bhayangkara Surabaya obtained value of 3.09 points, indicating that the climate of organizational communication at the University of Bhayangkara Surabaya less to promote work motivation and employee performance. According to the threshold value of Pace and Faules (2005: 502), namely the scale of 3.80 for the upper limit which is considered to promote work motivation and employee performance, and scale to lower limit value of 2.80 which is considered not to promote work motivation and employee performance. This is because the organization at the University of Bhayangkara Surabaya not have a high confidence level, as well as support, openness, listening attentively, involvement in decision making and attention to a high standard. Therefore, the organization in the University of Bhayangkara Surabaya should involve every employee, both in decision-making and goal-setting organizations. Besides that it also invites employees to be able to discuss and exchange ideas and communicate well about jobs, positions and policies of the organization. And the point is more concerned with the welfare of employees and gave an award (reward) if the employee's performance increases.

ABSTRACT

Employees is one of the members of the organization that can determine the success of an organization in achieving its goals. Without the generous support from the employees, the organization will be difficult in achieving its goals. In the organization of University of Bhayangkara Surabaya, needs a good quality and support a working motivation of employee to give a good image. Employees can work well within their organizations if there is a relationship and good communication between the companies represented by the management as a supervisor and the employees as subordinates.

Besides the organizational chart was also changed the alteration was showed in form of sections narrowing in the University of Bhayangkara Surabaya. In order that the organization would run smoothly and will be coordinated, a communication aspect plays a role in the organizational life in University of Bhayangkara Surabaya, where every individual in the organization could convey his/her personal interest and its solution was collectively solved. The communication that plays an important role will be needed as long as it is backed up by a climate of good organizational communication. The researcher tried to find out how the organizational communication climate in the University of Bhayangkara Surabaya. The aim of this research is to describe the climate of organizational communication in University of Bhayangkara Surabaya and its benefits could be applied and implemented during the study of theory on organizational communication climate. The theory used is organizational communication, organizational communication climate, the importance of internal communication in organization, and the relation of organizational communication climate with supporting the working motivation of employees. The type of this research is descriptive. This research utilizes a quantitative methodology that uses a survey to analyze results with questionnaires. Determination of sample collection is by Probability Sampling Design, which means that determination of sample collection has the same opportunity to become the respondent. The result of this research is the developed communication climate in the University of Bhayangkara Surabaya is still unable to build a foundation to support the working motivation of employees. Based on characteristics of most of all employees in University of Bhayangkara Surabaya, many of them do not provide a higher value than the standard value mentioned in organizational communication climate. Because the organization in University of Bhayangkara Surabaya has not the higher trust, support, full attention, and quality.

Key Words : Organizational Communication Climate; Work Motivation And Employee Performance, University of Bhayangkara Surabaya.