

The Effectiveness of Organizational Communication in Improving the Performance of Educators: A Review of Management Psychology

Efektifitas Komunikasi Organisasi Dalam Meningkatkan Kinerja Tenaga Pendidik: Tinjauan Psikologi Manajemen

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About Article



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ABSTRAK

Komunikasi organisasi memegang peran krusial dalam meningkatkan kinerja tenaga pendidik di lingkungan pendidikan. Artikel ini mengkaji efektivitas komunikasi organisasi melalui pendekatan studi literatur, dengan fokus pada strategi komunikasi, faktor pendukung, dan hambatan yang memengaruhi kinerja guru. Penelitian ini menggunakan pendekatan kualitatif dengan metode studi literatur (literature review). Analisis data yang digunakan dalam penelitian ini adalah analisis isi, yaitu dengan mengkaji, menginterpretasikan, dan mensintesis berbagai literatur yang telah dikumpulkan untuk menemukan pola, tema, dan hubungan yang relevan mengenai efektifitas komunikasi organisasi dalam meningkatkan kinerja tenaga pendidik. Hasil penelitian menunjukkan bahwa komunikasi organisasi memainkan peran penting dalam mendorong kinerja tenaga pendidik melalui penyampaian informasi yang jelas, motivasi, dan koordinasi kerja yang efektif. Strategi komunikasi seperti komunikasi vertikal, horizontal, dua arah, serta pemanfaatan teknologi mampu menciptakan lingkungan kerja yang harmonis dan produktif. Dengan demikian, efektivitas komunikasi yang dikelola secara strategis dan sistematis terbukti berkontribusi signifikan terhadap peningkatan profesionalisme, loyalitas, dan kinerja tenaga pendidik di lingkungan pendidikan.

ABSTRACT

Organizational communication plays a crucial role in improving the performance of teaching staff in the educational environment. This article examines the effectiveness of organizational communication through a literature study approach, focusing on communication strategies, supporting factors, and obstacles that influence teacher performance. This research uses a qualitative approach with a literature study method (literature review). The data analysis used in this research is content analysis, namely by reviewing, interpreting and synthesizing various literature that has been collected to find relevant patterns, themes and relationships regarding the effectiveness of organizational communication in improving the performance of teaching staff. The research results show that organizational communication plays an important role in encouraging the performance of teaching staff through the delivery of clear information, motivation and effective work coordination. Communication strategies such as vertical, horizontal, two-way communication and the use of technology are able to create a harmonious and productive work environment. Thus, the effectiveness of communication managed strategically and systematically is proven to contribute significantly to increasing professionalism, loyalty and performance of teaching staff in the educational environment.

1. INTRODUCTION

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Organizational communication is one of the key factors that determine the success of various activities in an institution, including educational institutions. In the context of education, educators have a strategic role in shaping the quality of human resources. Therefore, the effectiveness of communication in the educational organization environment is a crucial aspect that needs to be considered to support the optimal performance of educators. (Robbins & Judge, 2017)

The effectiveness of communication not only facilitates the flow of information, but also plays a major role in building the performance of professional and committed educators. According to Purnomo (2020), in the context of madrasas, the head of madrasas must be able to manage communication both verbally and non-verbally to realize the vision and mission of the institution. This emphasizes that communication is not just an activity of conveying messages, but an important strategy in strengthening educational organizations..

According to Rohmah (2023) also shows that organizational communication strategies, both vertically and horizontally, can increase the loyalty and productivity of organizational members. The application of effective communication in the work environment encourages the creation of harmonious working relationships, mutual respect, and oriented towards achieving common goals. Based on several of these definitions, it can be concluded that the effectiveness of organizational communication is one of the determining factors for success in improving the performance of educators. This study aims to examine in more depth how effective organizational communication can be implemented in an educational environment to support the improvement of professionalism, loyalty, and performance of educators optimally.

2. METODE

This study uses a qualitative approach with a literature review method. According to Cahyono et al. (2019) a literature review is a scientific study that focuses on a particular topic and provides an overview of the development of a topic. This method aims to identify, analyze, and synthesize various relevant literature related to the role of effective communication in conflict resolution. The data analysis used in this study is content analysis, namely by reviewing, interpreting, and synthesizing various literature that has been collected to find relevant patterns, themes, and relationships regarding the effectiveness of organizational communication in improving the performance of educators. This article is the result of a review of the previous article. The literature review of this article is based on:

1. Muhammad Sidiq Purnomo (2020) in his research at Madrasah Tsanawiyah Al Amiriyah Blokagung emphasized that the verbal and nonverbal communication of the madrasah principal plays a central role in realizing the vision and mission of the institution. Verbal communication is carried out through meetings, letters, and reports, while nonverbal communication is manifested through body language and the use of voice intonation. This study shows that the success of achieving institutional goals is highly dependent on the effectiveness of interpersonal communication..
2. Fatimatus Sahro (2019) in her study at SMP Nurul Islam Jember showed the importance of the communication process between the principal and library staff. This study distinguishes primary communication, which is carried out directly through verbal language and gestures, and secondary communication through mass and non-mass media. This study highlights that the success of collaboration between educational staff is highly dependent on openness and smooth communication.
3. Rofiatul Hasanah (2021) through her study at MAN Bondowoso, focused more on communication management as a systematic effort to improve the quality of education. She found that communication planning, implementation of direct and indirect communication, and periodic communication evaluation are the keys to increasing work effectiveness in the madrasah environment. This study shows the importance of routine planning and evaluation in the organizational communication process.
4. Nuria Fina Maulida (2021) studied the communication strategy of the religious moderation house in instilling moderate Islamic values at UIN KHAS Jember. The results of the study showed the communication strategy of the religious moderation house at UIN Khas Jember in instilling moderate Islamic values. In accordance with the data that has been obtained in the field, in the communication strategy there are several stages, the first is formulation, where this formulation or planning includes how the strategy is carried out by the religious moderation house.
5. Alviani Rohmah (2023) studied organizational communication strategies in the context of the business world, namely at UD Sri Rejeki Banyuwangi. The results of the study showed that the use of vertical and horizontal communication was able to build employee work loyalty. Supporting

factors such as close family relationships and positive feedback strengthen the effectiveness of organizational communication in the business place..

Overall, these four studies confirm that the effectiveness of organizational communication is a crucial factor in achieving good goals in educational environments. Good communication planning, appropriate communication media, and ongoing evaluation are important elements that support the creation of effective communication.

3. RESULT AND DISCUSSION

The Role of Organizational Communication in Improving the Performance of Educational Personnel

Effective organizational communication is the backbone of improving the quality and performance of educators. Purnomo (2020) stated that the success of the madrasah principal in communicating the vision and mission of the institution verbally and nonverbally is able to create a clear direction and work goals for educators. Through official forums such as routine meetings, briefings, and informal communication, educators feel more involved and understand their responsibilities. Communication strategies that prioritize openness, clarity, and continuity of information can form a positive organizational culture. When educators understand the goals of the institution well, they tend to show loyalty, innovation, and high work enthusiasm.

The Role of Organizational Communication in Improving the Performance of Educators communication, as a channel for information and direction organizational communication functions as a channel for conveying information, orders, tasks, input, directions, and rules from leaders to educators (Mira Dewi & Poernomo, 2022). This helps teachers understand their roles and responsibilities clearly so that they can carry out their duties properly to achieve educational goals. Encouraging teacher motivation and responsibility effective communication between the principal and teachers can increase teacher work motivation. This communication includes downward communication to provide assignments and motivation, upward communication for reports and input from teachers, and horizontal communication for coordination between teachers.

These three types of communication help improve teachers' sense of responsibility and work enthusiasm. Improving the effectiveness and productivity of good organizational communication performance can improve teachers' work effectiveness by creating a healthy and conducive communication climate in the school environment (Fauzah & Nurhayani, 2024). A good communication climate accelerates the performance and capacity of educational organizations, so that teachers can work more optimally and productively. Building a spirit of togetherness and smooth communication cooperation among educators and between teachers and school leaders can build a spirit of togetherness in carrying out educational tasks. This is important to create a harmonious and collaborative working atmosphere that has a positive impact on teacher performance. So, organizational communication acts as the main link in delivering information, motivation, direction, and coordination that are needed to improve the performance of educators. With effective communication, teachers can be more motivated, responsible, and work productively in achieving educational goals. Therefore, developing communication skills in educational organizations is the key to the success of improving teacher performance.

Communication Strategies That Encourage Teacher Performance

Rohmah (2023) stated that the communication strategy implemented in an organization must include vertical communication (superiors to subordinates) and horizontal communication (between members). Effective vertical communication helps in providing instructions, directions, and motivation, while horizontal communication strengthens collaboration between educators. The application of various communication media, both conventional such as circulars, reports, and modern such as WhatsApp, Instagram, and websites, further facilitates the exchange of information. That way, communication barriers can be minimized, and the responsiveness of educators to changes or new policies increases. Communication strategies that encourage the performance of educators, especially teachers, focus on the role of the principal as an effective communication facilitator to create a harmonious and productive work environment (Majid, 2024). The following is an explanation of the communication strategy based on the results of research and literature related to the principal's communication strategy in encouraging teacher performance in delivering clear and inspiring messages. The principal must be able to convey the school's vision, mission, and goals clearly and in a structured manner so that teachers can align their efforts with the school's goals. Inspirational messages motivate teachers to improve their performance.

The use of various communication methods communication strategies include regular meetings, personal consultations, the use of digital media such as WhatsApp groups, and other communication platforms. This ensures that information is conveyed effectively and reduces the risk of miscommunication. Encouraging two-way communication the principal creates an open discussion forum that allows teachers to express opinions, share ideas, and feel heard. This two-way communication strengthens working relationships and increases teacher engagement. Providing constructive feedback and rewards specific and regular feedback helps teachers understand their strengths and areas for improvement. (Hirzi, 2024) In addition, rewards and recognition for teacher achievements increase their motivation and performance. Involving teachers in decision-making involving teachers in discussions, planning, and evaluating school strategies increases teachers' sense of ownership and commitment to their duties, thereby encouraging improved performance. Utilizing communication technology using digital applications and social media as a means of communication accelerates the dissemination of information and facilitates coordination between teachers and the principal.

Psychological support and policy transparency provide empathetic support to teachers who are stressed and explain school policies transparently to help create a positive work atmosphere and reduce conflict. The principles of effective communication that support teacher performance provide respect and empathy to teachers convey messages clearly and understandably become humble and trustworthy communicators ensure messages can be heard and understood. (Putri, 2021)

So the effective communication strategy of the principal plays a very important role in encouraging the performance of educators by creating a conducive work environment through clear message delivery, two-way communication, constructive feedback, appreciation, and utilization of communication technology. This approach not only increases teacher motivation and engagement but also supports the improvement of the overall quality of education

Supporting and Inhibiting Factors of Organizational Communication Effectiveness

Several factors that support the effectiveness of organizational communication include a culture of cooperation, openness of information, and adequate support for communication facilities. Sahro (2019) emphasized that the effective use of verbal and nonverbal communication media by leaders contributes to the smooth operation of the organization. However, there are also inhibiting factors that need to be anticipated, such as information gaps between organizational levels, lack of trust between members, and technical obstacles in the use of communication media.

Factors Supporting the Effectiveness of Organizational Communication Formal Communication Channels Clear and structured formal communication channels facilitate the flow of information, accelerate and facilitate communication between levels of the organization (Wahyuningrum, 2015). Clear Authority Structure An organized authority structure helps determine who communicates with whom and what can be communicated, thereby minimizing confusion and accelerating the communication process. Communicator Communication Skills The communicator's ability to convey messages clearly and effectively determines the success of communication in the organization.

Shared insight and knowledge shared insight and knowledge between members of the organization help reduce misunderstandings and facilitate communication. Management support and leadership style support from top management and an open leadership style that supports effective communication greatly influences the effectiveness of organizational communication. The use of information technology, the use of appropriate communication technology can increase the frequency and quality of interactions between members of the organization. Trust (credibility) trust between communicators and communicants is the main foundation for communication to run effectively without obstacles (Arlianti, 2024).

The context and situation of communication, environmental conditions and the situation when communication takes place, affect the success of communication. A conducive situation supports effective communication (Nurul, 2021). The right communication strategy, choosing the right communication media, using easy-to-understand language, and setting the right communication time can increase the effectiveness of communication. Active involvement and participation, active involvement from all parties in the communication process strengthens understanding and builds a culture of open communication.

Factors inhibiting the effectiveness of organizational communication human barriers (personal barriers) differences in personality, experience, ability to absorb information, and cultural and language backgrounds can cause misunderstandings and hinder communication. Technical barriers problems with communication media, unclear delivery procedures, and minimal information conveyed can hinder

smooth communication. Information filtering (filtering) manipulation or filtering of information by communicators to make it seem more comfortable to hear can cause message distortion, especially in hierarchical organizational structures (Bebek, 2025). Selective perception of communicants who only receive information that suits their own needs or views can hinder objective and comprehensive communication. Information overload. Too much information received exceeds a person's processing capacity can cause important information to be ignored or forgotten (Unairnews, 2021). Negative emotions such as anger or frustration can change the way messages are received and processed, thus hindering effective communication. Lack of trust mistrust between members of the organization, especially between employees and management, can damage communication and collaboration.

Complex and rigid organizational structures overly hierarchical and bureaucratic structures can cause information to be filtered, lost, or distorted when delivered through multiple levels. Lack of involvement and disengagement when the parties involved are not actively participating in communication, communication goals are not achieved and communication becomes ineffective. Language and cultural differences language and cultural differences in organizations can cause misunderstandings and hinder the flow of information (Akmal, Andi, & Putri, 2024).

So the effectiveness of organizational communication is greatly influenced by supporting factors such as formal communication channels, communicator skills, management support, trust, and the use of appropriate technology. Conversely, barriers such as individual differences, information filtering, information overload, negative emotions, and rigid organizational structures can hinder effective communication. Therefore, organizations need to manage supporting factors and overcome these barriers so that communication can run smoothly and organizational goals are achieved.

4. CONCLUSION

The role of organizational communication clear and inspiring communication from leaders (such as principals) helps teachers understand their vision, mission, and responsibilities, thereby increasing motivation, loyalty, and performance. Vertical (superior-subordinate), horizontal (between teachers), and two-way communication strengthen coordination, collaboration, and a sense of togetherness. Therefore, developing communication skills in educational organizations is the key to successfully improving teacher performance

Effective communication strategies for delivering clear messages, using a variety of communication methods (meetings, digital media), and providing constructive feedback encourage teacher involvement and productivity. The use of modern communication technology (WhatsApp, website) accelerates the exchange of information and reduces communication barriers. Teacher involvement in decision-making and psychological support create a sense of belonging and a positive work atmosphere.

Supporting and inhibiting factors, supporting formal communication channels, communicator skills, management support, trust, and appropriate use of technology. Inhibitors of individual differences, information filtering, information overload, negative emotions, and rigid organizational structures. Organizational communication has a significant effect on teacher performance, although there are other factors that also play a role. Overall, effective organizational communication not only improves the performance of educators but also supports the achievement of overall educational goals. Therefore, developing communication skills and managing supporting and inhibiting factors are the keys to success in creating a conducive and productive work environment.

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