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Analysis of the Role of Communication to Improve the Productivity and Efficiency of Employee Performance at the Mojokerto City Education and Culture Office

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Abstract

This research is motivated by the importance of communication as a basis in the world of work, which plays a vital role in achieving individual and organizational goals. The inability to communicate effectively can hinder organizational performance, causing coordination difficulties, misunderstandings between colleagues, and decreased productivity. This research uses a descriptive method with a qualitative approach. The primary and secondary data used were obtained through purposive sampling. Observation and interview techniques were used to collect data, while data analysis was conducted using the Miles and Huberman model. The results and discussion here convey that by using the SPAN LAPOR application and the results of interviews with employees armed with this application, communication can run effectively between reporters and officials, making communication easier.

Keywords: Communication, education, productivity, employee performance, organization

1. Introduction

In the realm of work, communication is an essential foundation that can affect everything everyone deals with. Communication plays a role in helping individuals or groups achieve goals, both personal and organizational. Ketut Murdana's (Murdana, 2022) research data findings show that based on questionnaire completion, 13 questions were answered with "YES," accounting for 6.25% of the total, indicating that internal communication has played its role well. However, five questions were answered with "YES/NO," or 5.25%, indicating that internal communication has not improved employee performance. Good internal communication is essential in leadership because it is directly related to a leader's duty to guide, influence, direct, and motivate employees to carry out their tasks and activities to achieve common goals. Influential leaders generally have good internal communication skills, which can increase employee participation and improve their performance. Employees' performance can be measured by how they carry out their duties. Good discipline in an employee reflects good performance; conversely, if an employee is less disciplined, this reflects less than optimal performance. In a hotel organization, a comfortable and friendly communication climate in the work environment is critical to creating a sense of family in the workplace so that employees feel at home and motivated to carry out their duties.

Effective communication within an organization can help improve overall performance, such as difficulties in coordination between units, misunderstandings among colleagues, and



decreased performance and productivity. Communication significantly impacts companies, especially maximizing and improving employee performance. For employees to achieve their best performance, organizational leaders are expected to be able to communicate well to create a supportive and friendly work environment, which will ultimately increase employee productivity (Wandi, 2022). Different people usually interact in the workplace; some people are easy to communicate well with, but others are difficult to communicate with—a person's ability to work with others depends on how they communicate (Sanjana, 2023). In daily life, one is expected to build relationships with people from different backgrounds, such as ethnicity, culture, and religion. As social creatures, humans need to fulfill their needs in a competitive world. In order not to experience difficulties, humans try to face social challenges by meeting the demands of reality and adapting to existing situations. Problems can arise due to miscommunication of messages to others when humans need to communicate with each other to interact with other people and society.

The main challenge in communication at the Mojokerto City Education and Culture Office is the lack of clarity in the delivery of information, which creates confusion among employees. However, with the increasing role of digitalization, there is a potential for significant improvement. Although applications such as SPAN LAPOR are available, reliance on non-digital communication, such as direct conversations, physical documents, and informal messaging applications, is still high. The use of official digital platforms for internal communication is minimal, reducing the efficiency and effectiveness of communication in this office. Differences in communication styles often cause problems and trigger ethnocentrism, so inter-ethnic conflicts often occur due to misunderstanding of the speech or intentions of a person or group (Zahara, 2018). In addition to problems in communication styles, individuals do not always have the same understanding of the meaning of messages conveyed and received, primarily if the message is conveyed nonverbally and through certain media, such as WhatsApp groups. According to (Goetsch & Davis, 1997), communication is the transfer of messages containing information, ideas, emotions, intentions, feelings, or others that are received and understood by both parties (sender and receiver of information). This message is delivered and received until both parties understand it, so it is called communication. Communication, whether oral, gesture, or writing, can be successful if the message is received, understood, and followed by action.

Furthermore, there is previous research by Boihaki et al (Boihaki, Halimah, and Rahmah 2022) which shows that there is a positive relationship between internal communication (X1) and employee work productivity (Y) at the Pidie Regency Environmental Service office. This is indicated by the results of statistical calculations with a t-value of 2.288 and a significance level of 0.027. This shows that the better the internal communication in the office, the higher the employee work productivity. In other words, quality internal communication can significantly increase employee productivity at the Pidie Regency Environmental Service. Another study by Fauzi et al (Fauzi et al. 2022) suggests that communication plays a vital role in improving employee performance at PT Multi Daya Bangun Mandiri by ensuring accurate and efficient information delivery, building harmonious relationships, increasing employee motivation and involvement, and helping conflict resolution. Effective communication creates



a work environment that is supportive, transparent, and encourages two-way dialogue, so employees feel valued, motivated, and work more productively. Through good communication, organizations can convey information in a timely manner, provide constructive feedback, and build trust, all of which contribute to improved employee performance.

This research is essential because digital transformation is vital in improving efficiency, transparency, and service quality in the public sector. Digitalization in the Education and Culture Office can overcome communication problems and strengthen employee collaboration. This study provides insights on optimizing digital technology to improve organizational performance, support the government's digitalization policy, and meet public expectations for responsive and transparent services. In addition, this study includes several focused research questions to provide clear direction, namely the extent to which communication in the Mojokerto City Education and Culture Office affects employee productivity, how digital communication, such as the SPAN LAPOR application, plays a role in improving communication and performance in this office, and what are the main obstacles faced in achieving effective communication in this office and how to overcome them. The novelty of this study lies in its focus on a specific public sector office, namely the Mojokerto City Education and Culture Office. This research also contains detailed issues and contributes to understanding communication dynamics in public administration.

2. Methods

The researcher chose a descriptive type of research with a qualitative approach. Qualitative research itself is a research approach that aims to understand the phenomena experienced by research subjects, such as behavior, perceptions, motivations, actions, and so on, thoroughly carried out through descriptions in the form of words and language in a natural context, and by utilizing various scientific methods (Moleong, L. 2010). By applying a qualitative descriptive approach, this research aims to evaluate the factors that increase productivity, the efficiency of employee performance, and interaction in the work environment.

The data sources in this study, carefully selected by the researcher, consist of primary data and secondary data. The researcher used primary data sources in the form of oral information obtained directly from informants of Mojokerto City Education and Culture Office employees, namely Masfubah, S.Pd as Head of the General and Personnel Subdivision. As for the secondary data, the author selected information from books, literature, and articles relevant to the object of research. The process of obtaining data sources was done through purposive sampling, where the researcher chose informants based on their understanding of the research topic.

In order to obtain relevant and comprehensive primary data, the research applied various techniques which involved :

1. Observation

The method of collecting data by direct observation involves direct observation of the role of communication in improving the productivity and efficiency of employee



performance at the Mojokerto City Education and Culture Office.

2. Interview

The interview approach applied by researchers in this study is a structured interview with reference to a pre-prepared interview guide that includes a comprehensive set of problems and questions related to the topic which are then asked to the respondent. The purpose of interviews in this study was to complement and verify data obtained from observations at the Mojokerto City Education and Culture Office.

After the data is collected, the next step is to arrange it in a structured manner and analyze it qualitatively. Researchers used the Miles & Huberman model data analysis process with several stages (Warsono *et al.*, 2022), included :

1. Data Reduction

The data analysis process is carried out by summarizing information, selecting key elements, focusing on relevant aspects, identifying themes and patterns, and eliminating irrelevant elements. So that researchers can form a more detailed picture and facilitate the next data collection process.

2. Data Presentation (Data Display)

The data that has been compiled through the reduction process is then presented by researchers in the form of narrative text to make it easier to understand.

3. Drawing Conclusions

At this stage, the researcher concludes the findings from the data, which is the author's interpretation of the results of interviews or documents.

3. Results and Discussion

Effective communication is a critical factor in the operational success of an organization, including in the public sector, such as the Department of Education and Culture. This department faces various challenges in ensuring that all employees receive information and instructions clearly and effectively. This study examines the impact of communication on employee productivity and performance efficiency and explores the factors affecting communication effectiveness within the workplace. Organizational and management communication theories provide a framework for understanding how communication influences organizational performance. According to these theories, transparent and open internal communication can enhance task understanding, inter-unit coordination, and job satisfaction, contributing to productivity and efficiency (Daft & Lengel, 1986).

In an era marked by dynamism and complexity in the education sector, the role of communication cannot be overlooked. Moreover, the education department, as a primary pillar in the administration of the education system, requires efficiency and productivity from its employees to achieve high-quality educational goals. According to Bernadin's theory (Sudarmanto, 2009), performance measurement is based on criteria including quality, which relates to the process or outcome approaching desired standards; quantity, which concerns what is produced; timeliness, which addresses the time taken to complete tasks; cost-effectiveness, which evaluates the resources used for organizational information; needs for supervision, which reflects an individual's ability to perform their job without managerial



oversight; and interpersonal impact, which pertains to an individual's ability to enhance self-esteem.

The findings of the study underscore the positive impact of effective communication within the Department of Education and Culture of Mojokerto City on employee productivity. Employees who perceive that they receive clear and timely information demonstrate higher levels of productivity. This highlights the potential for significant improvements in work efficiency through enhanced communication practice.

Based on direct interviews with employees involved, it was found that the role of communication among some employees still needs to align with previous observations made by researchers. The effectiveness of communication can be assessed through the performance of human resources within the organization. A crucial factor in enhancing organizational performance is the availability of high-quality human resources, productivity, a high work ethic, and the ability to make optimal contributions to the business. Organizations must ensure good coordination with all human resources through effective communication to obtain necessary information. Measurement of communication satisfaction is limited to individual satisfaction levels regarding informal communication within the organization, as reflected in each employee's performance (Rialmi & Morsen, 2020).

Adapted previous studies (Fachrezi & Khair, 2020) explain that the results of their research prove that there is an irrelevant influence between communication factors and performance and there is a relevant influence between work environment factors and performance. The results of this research relate to research at the Mojokerto City Education Office. Communication within the Mojokerto City Department of Education and Culture includes horizontal and vertical communication believed to align visions and direct collective efforts toward organizational goals effectively. The organizational structure at the Department of Education and Culture of Mojokerto City, which is relatively hierarchical, impacts communication flow. Vertical communication is often impeded by the numerous layers of administration, which can slow down decision-making processes and adversely affect operational efficiency. To enhance efficiency, it is recommended that the organizational structure be streamlined and that more communication tools be utilized to expedite the flow of information.

Horizontal communication (employee-to-employee) aligns with the employees' core tasks and functions. Vertical communication (employee to supervisor) typically occurs through directives or during staff meetings. For example, most employees state that regular meetings and digital communication platforms have helped them better understand assigned tasks and responsibilities. An organization cannot function without a leader, and all activities must be supported by effective communication, which plays a crucial role in achieving goals (Edbertkho and Sulaiman 2021).

Additionally, smaller groups (executive officials) are addressing policies that need follow-up actions. Naturally, employees continuously communicate with each other, superiors, subordinates, and colleagues to prevent information discrepancies (Indriyanti, 2020). External communication often involves meetings and Forum Group Discussions (FGDs). The importance of communication lies in delivering leadership policies and decisions,



meeting outcomes, or external findings presented by employee representatives to management. Another form of communication at the front office mandates the "3S" rule (Salam et al. - Greet, Smile, Greet) to provide customer service. This aligns with the theory proposed by Imron Arifin and Wahyudi that every organization possesses a set of beliefs, values, norms, and habits that characterize the organization (Arifin, 2018). Indirect communication in the secretariat involves complaints through the e-lapor website and the SP4N LAPOR application.



Picture 1. LAPOR Application

[Source: <https://www.lapor.go.id/>]

The observations and interviews show that effective internal communication and using the SPAN LAPOR application contribute positively to employee performance at the Mojokerto City Education and Culture Office. The following quantitative data show this data :

Table 1. Employee Performance Level at the Service Office

Performance indicators	Percentage
Timely Task Completion	85%
Internal Communication Efficiency	78%
Use of SPAN LAPOR Application	68%
Satisfaction in Team Coordination	82%

Source : Author's analysis 2024

The results show the performance of Mojokerto City Education and Culture Office employees based on several critical indicators. First, 85% of employees could complete tasks on time, indicating good discipline. Furthermore, 78% of employees communicate efficiently, indicating that most employees feel that communication in the office is adequate, although there is room for improvement. In addition, only 68% of employees use the SPAN LAPOR application as a communication and reporting tool; this suggests that more training and socialization are needed so that all employees can use this application best. However, 82% of employees are satisfied with team coordination, indicating that most employees work well together, contributing to overall productivity.

Table 2. Level of Public Satisfaction with Public Services



Service Aspect	Satisfaction Level (%)
Speed of Report Response	75%
Clarity of Information Received	80%
Ease of Use of Application	70%
Employee Service Attitude	85%

Source : Author's analysis 2024

The level of people's satisfaction with the public services provided by the office is shown in Table 2. The results show that 75% of people were satisfied with the speed with which staff responded to their reports; this indicates a quick and effective process of resolving reports. In addition, 80% of people considered the steps taken by the office to be straightforward to understand. However, only 70% of the community found the SPAN LAPOR application easy to use. This suggests that some communities face difficulties in using or accessing the application. Therefore, improvements in ease of access are needed. In contrast, 85% of people were satisfied with the staff service. This suggests that employees provide friendly, professional service.

Researchers found several problems behind the SP4N Lapor application's positive effect. Among these are differences in communication roles between employees, which cause different information needs. Problems such as information not being effectively conveyed through WhatsApp groups were identified. However, solutions were implemented where information would be re-communicated during assembly sessions. This is supported by Sahid's study (2021), which emphasizes that indirect communication poses various challenges. At the Mojokerto City Department of Education and Culture, communication roles are not formally divided. Instead, they are integrated into each department's tasks and functions, fostering a flexible and adaptable communication structure. Effendy (2013) defines vertical communication as reciprocal communication between superiors and subordinates (two-way traffic communication), while horizontal communication occurs among peers. Both forms are employed internally and externally to foster positive relationships with the community and authorities, directly supporting educational program implementation.

The results of improved communication practices, as seen in enhanced collaboration and idea exchange among employees, have positively impacted their performance (Sukmawati, Ratnasari, and Zulkifli 2020). However, several challenges were identified in the implementation of effective communication, including resistance to change, limitations in technology use, and a lack of communication skills training. To address these challenges, it is crucial to develop a culture of open communication and provide ongoing training. This proactive approach can significantly improve employee performance. Effective communication is crucial in enhancing productivity and efficiency within the Department of Education and Culture of Mojokerto City. Continuous evaluation and improvement of internal communication strategies, including streamlining the organizational structure and enhancing communication skills training, can significantly impact employee performance. The results of



the analysis obtained by the researcher are confirmed by the results of previous researchers' analyses (Julita and Arianty 2018). It was found that communication and work environment factors partially and simultaneously have a relevant influence on employee performance.

Therefore, effective communication between employees and superiors contributes to institutional well-being. Regular feedback from management to employees is also crucial in boosting their motivation and engagement in their tasks. In conclusion, based on these interview findings, efforts to enhance communication at the Mojokerto City Department of Education can significantly increase employee productivity and efficiency.

4. Conclusion

Based on the results and discussion above, Effective communication plays a key role in improving productivity and efficiency within the Mojokerto City Department of Education and Culture. Clear communication, both vertical and horizontal, helps enhance task understanding, unit coordination, and job satisfaction, ultimately leading to better employee performance. Although challenges in vertical communication arise due to the hierarchical organizational structure, efforts to simplify the structure and utilize better communication tools can improve operational efficiency.

The observations and direct interviews revealed various issues in information delivery, such as the ineffective use of WhatsApp groups for communication and differing informational needs among employees. However, regular meetings and digital platforms have helped ensure that missed information is communicated. Challenges like resistance to change, limited technology use, and a lack of communication skills training also need to be addressed through the development of an open communication culture and ongoing training.

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