THE COMMUNICATION CLIMATE OF AN ORGANIZATION IN ISLAMIC BOARDING SCHOOL FOUNDATION (A Case Study Of Department Of Infrastructures And Facilities In Wahid Hasyim Islamic Boarding School Foundation Yogyakarta)

IKLIM KOMUNIKASI ORGANISASI DI YAYASAN PONDOK PESANTREN (Studi Kasus Di Lembaga Sarana Prasarana Yayasan Pondok Pesantren Wahid Hasyim Yogyakarta)

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Abstrak. *Penelitian ini bertujuan untuk mengetahui Iklim komunikasi organisasi di dalam Lembaga Sarana Prasarana di Yayasan Pondok Pesantren Wahid Hasyim Yogyakarta. Iklim komunikasi organisasi yang baik sangat penting dalam sebuah organisasi. Dengan berjalannya iklim komunikasi organisasi kredibilitas dan kemajuan organisasi dapat tercapai. Iklim komunikasi di suatu organisasi berbeda dengan organisasi yang lainnya dari suasana atau atmosfer organisasinya. Metode yang digunakan dalam penelitian ini adalah penelitian kualitatif deskriptif. Penelitian mengungkap berbagai informasi kualitatif dengan deskripsi-analisis yang di teliti dan penuh makna. Hasil penelitian ini menunjukkan bahwa iklim komunikasi organisasi yang ada di lembaga sarana prasarana adalah iklim sosial yang terbentuk saling mendukung meskipun dalam pelaksanaan komunikasi belum berjalan secara maksimal. Komunikasi yang kurang maksimal tersebut menyebabkan informasi yang penting tidak didapatkan oleh seluruh anggota kelompok akan tetapi hanya segelintir anggota. Dampak yang paling berpengaruh akibat komunikasi yang tidak sehat adalah beban organisasi hanya bertumpu pada segelintir orang dan timbulnya sikap acuh terhadap pekerjaan anggota organisasi. Perkembangan informasi yang dinamis setiap harinya seharusnya dapat di bagikan melalui media sosial. Beberapa faktor yang mempengaruhi buruknya komunikasi antara lain, kurangnya kepercayaan antar anggota organisasi, kurangnya tanggung jawab, dan perubahan informasi yang terlalu dinamis. Upaya yang dilakukan untuk memperbaiki komunikasi dalam organisasi ini adalah dengan memberikan kepercayaan, tanggung jawab, dan membagikan informasi dengan teratur.*
Kata Kunci : *Komunikasi Organisasi, Iklim Komunikasi, Iklim Komunikasi Organisasi*

Abstract. The research aims at finding the communication climate of an organization in the Department of Infrastructures and Facilities of Wahid Hasyim Islamic Boarding School Yogyakarta. A pleasant communication climate of an organization is significant. A communication climate of an organization that works well will help it to achieve credibility and development. Communication climate, atmosphere, and environment, in one organization, are different from another. The method used in this research is descriptive qualitative research. This research explains various qualitative data with a careful and meaningful description analysis. This research shows that organizations' communication climate in the Department of Infrastructures and Facilities is supported by social climate. Although in the case of communication, there is still room for improvement. Since the lack of communication, some information might not access by all of the group members. The lack of communication can result in uneven workloads and lack of member responsibilities. Dynamic

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information changes should share via social media. Some factors that can affect poor communication are lack of trust between members, lack of responsibilities, and information changes that are too dynamic. Researchers found that giving trust, being responsible, and regularly sharing information can improve communication.
Keywords: Organizational Communication, Communication Climate, Communication Climate of an Organization.

INTRODUCTION

Technology facilitates everyone to convey information through various media. Nowadays, communication can be conduct via communication media in every circumstance. In this situation, the media should support an organization to improve its performance by using communication media. To achieve organizational goals of an organized unit that consists of individuals, it should support communication media presence.

Department of infrastructure and facilities Institution, which is the part of an Islamic Boarding School Institution, can classify as an organization. The department's responsibility to carry out the activities of providing facilities, such as development planning, worker supervision, and facilities maintenance, is challenging to do individually. The coordination of the department is often disorganized. Incomplete distribution of information causes miscommunication between members and employees. As a result, the work of the workers and the facilities of the department do not control.

The establishment of infrastructure and facilities department is an expectation of being a solution to improve the quality of education by fulfilling adequate infrastructure for all Islamic boarding school students so that activities can run smoothly. An institution should have a control center to remote the members to carry out their tasks according to their capacity. The organization's members should meet the organization's needs and give the most benefits for the organization and environment. Indeed, the process cannot be separated from the control of the leader to distribute the nutrients.

Lack of communication obstructs information that should be conveyed to the members, affecting the member's performance. Organizational communication that carried out correctly should be able to improve the member's performance of the organization. In this case, the organization means a place to interact and conduct productive activities among members. Sharing information through communication media, i.e., What's App Group, hopefully, can improve the members' performance of the organization.

The usage of various communication media has to be supported by the role of a leader. The lack of a leader's role and poor

communication within an organization dramatically influences its members' performance. Therefore, some factors need to be improved to produce hierarchical relationships among the organization. At last, every component of the organization understands what their job is.

According to the statements above, the researcher considers that all of the problems in this study are caused by poor organizational communication climate. The background of the research topic was the importance of organizational communication climate in an organization. The communication climate of an organization is using for organizational credibility and development. It would be the character of an organization that distinguishes it from others. Based on those descriptions, the research question of the study is "How is the organizational communication climate in the Department of Infrastructure and Facilities of Wahid Hasyim Islamic Boarding School Foundation," and the purpose of the study is to analyze communication climate in the department.

Research of organizational communication climate in Badan Kepegawaian Daerah Provinsi Sulawesi Tenggara (Apriyani Saenal, Muh. Najib Husain, 2018) stated that communication climate of an organization includes five supportiveness parameters: description, problem orientation,

spontaneity, empathy and equality, and leaders role.

The research (Nurlidia, 2018) aims at finding how important some factors: trust, decision making, honesty, bottom-up communication and dedication, influence employees' performances in Regional Economic Development Public Relations and Public Communication Unit - Bank Indonesia Representative Office Library Division, West Java Province. The research concludes that organizational communication contributes to employees' performances.

The result of a study conducted by Hutagalung & Ritonga (2018) explains the climate of an organization and interpersonal communication variables has a significant effect on job satisfaction, while the organizational commitment variable does not have a significant effect on it. Another research conducted by Sitorus et all, observing a Starbucks organizational culture which is one of the main factors in the secrets of the most successful coffee shops in the world. Kopelman, Brief, and Guzzo tend to agree when they say that organizational culture provides context for the concept of climate organization. The research aims to explain the communication climate of the Starbucks organization, as the highest level of sales store in Bali. This study's results indicate that the Starbucks Bali Discovery Mall's communication climate has been positive. It was because researchers

found that Starbucks Bali Discovery Mall can meet all six factors of organizational communication climate. The top-down, bottom-up, or the same communication process well implemented.

Intrinsically motivated individuals will consider a communication climate more flexibly than those who are extrinsically motivated (Krivonos, 1978). However, Zhu et al. (2018) say that a collaborative team has a direct positive relationship with creativity that operates through intrinsic motivation, moderated by the level of employee extrinsic motivation. The climate of a competitive team positively related to extrinsic motivation, but extrinsic motivation indirectly connected to creativity. Although extrinsic motivation certainly has a strong effect on creativity when intrinsic motivation is low.

Communication has a vital role in human life. Communication theories generally help us to recognize what and how it is. An organization is a place to realize our social needs and everything related to worth and favor. In this case, an organization's communication climate means a process of information delivery among members of the organization, which will be influenced by several factors.

The researcher considers that information in an organization should be accurate and credible. The credible source of information should be a leader of the organization. Thus, the role of the leader is significant in the information spreading process. Accurate information has a critical role in avoiding miscommunication. According to Deddy Mulyana (2006):

"Leaders, who are the top management in an organization must have information from all units in the organization, and must obtain information for all these units as well."

The information is spread out to the members of the organization. As stated by Redding and Sanborn (Arni Muhammad, 1995) on the concept of organizational communication:

"Organizational communication is a complex delivering and receiving the message of an organization, including internal communication, human relations, manager association, downward communication, upward communication, horizontal communication, communication, speaking, listening and writing skills, and program evaluation communication."

R. Wayne Pace and Don F. Faules state that an organization's communication climate is an ongoing experience. It is developed from the character of the organization and individual perception. However, Redding (Deddy Mulyana, 2006) explains that:

"Communication climate of an organization is a function of organizational activities to show the members of the organization that the organization trust and allow them to take risks, encourage them and give them responsibility for doing their tasks, including open and sufficient information about the organization; listen attentively and obtain information that can be trusted and forthright from the members of the organization actively; provide counseling to members of the organization. Thus, they can see that their involvement is important for decisions in the organization and they are expected to pay attention to high-quality and challenging work."

In summary, an organization's communication climate is an objective case of an organization's private setting. It is formed by the members' perceptions of the organization's components and the effects of the components to communication, including the relationship between information and the implication. Communication climate in an organization is essential because it will affect how the team works, includes how to interact among others, how to adapt, how the team works, how the development is, and what they want their goals are. As stated by Guzley,

"Communication climates guide individual decisions and behavior. Decisions are taken by members of the organization. To carry out their work effectively, commit themselves to the organization, to be honest at work, to seize opportunities in the organization vigorously, to support colleagues and other members of the organization, to carry out creative tasks and to offer innovative ideas for organizational improvement and its operation. "

According to the statement, the researcher concludes that the communication climate is significant to support effective productivity. It relates to effort patterns of members of the organization, such as activities, working procedures, results from a quality, and working timeline. Therefore, communication climate has an essential role in supporting the members' efforts in doing their tasks.

R. Wayne Pace and Peterson explain six factors of communication climate of an organization: 1) giving trust to maintain the relationship among members, 2) decision making should be carried out and agreed by all of the members, 3) honesty is a significant factor so that an organization can run well, 4) open downward communication to set conducive conditions, 5) having an open-minded leader in finding solutions of problems, and 6) keeping in the guideline to achieve goals of the organization (Deddy Mulyana, 2006)

Based on the statements, it can be concluded regarding the main problem of the communication

climate: A perception of communication source and its relationship in the organization. Perception of information available for the members. Perception of the organization itself (Masmuh, 2008)

The communication climate of an organization should relate organizational context to members' expectations and explain members' behavior. By knowing the organization's communication climate, they are expected to know the organization's behavior and the strategies to improve it (Deddy Mulyana, 2006). Some experts explain that

Organizations are characterized not only by formalized codes of conduct but also by their ethical climate (i.e., the prevailing attitudes about the firm's standards concerning appropriate conduct) (Victor & Cullen, 1987, 1988). The ethical climate is related to the employees' perception of their organization's ethical values and has been found to influence employee attitudes and behaviors (Trevino et al., 1998). ("Chicago: Sep 2007. Vol. 46, Iss. 3; pg. 304, 26 pgs," 2007)

In conclusion, an organization's communication climate is formed to influence employees' behavior, so that the organization's value can be seen from the individual behavior in the organization or company. In this case, it is adapting to an organization that

consists of employees with various backgrounds..

METHODOLOGY

The research method of this study is descriptive-qualitative. Qualitative research explains a phenomenon thoroughly and by the context through data collection from a natural context. The instrument of this study is the researcher itself. The data collected is qualitative data used to describe the process and communication climate and process of an organization. The primary source of this research is an informant who is an employee of the Department of Infrastructure and Facilities in Wahid Hasyim Islamic Boarding School Foundation Yogyakarta. The data is collected by conducting an interview and organizational discourse observation (van Hulst and Ybema, 2020).

The informants are purposively chosen from someone who was well knowing about the organization and being able to share the information objectively about communication climate and process. There are four informants in the research: a chairperson, a secretary, a treasurer, and a member. The study focused on five supportive communication parameters: trust and honesty, participation in decision making, open in downward communication, the Willingness of the leaders to listen

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to information from the members, and enhancement of HR. The data analysis procedure applied in this study is an interactive qualitative analysis model from Miles and Huberman (Sutopo, 2006), consisting of three activities that co-occur: data reduction, data presentation, and concluding.

RESULTS AND DISCUSSIONS

The communication climate of an organization is an experience regarding the organization's internal environment, which includes the perception of members of the organization about information and events that occur in the organization. In this case, communication is carried out to achieve goals that might not be achieved individually or, in a broader sense, is the employee's perception of the quality of relationships and communication within the organization. To achieve their goal, every organization, including the department of infrastructure and facility (DIF), wants its employee to feel comfortable working in the organization. Therefore, the organization is obliged to provide a comfortable working environment for their employee. One particular method to make a comfortable working environment is by opening communication from all channels, communicating from the leaders to

subordinates and vice versa, and communicating between members. Excellent communication can help solve a problem that may arise in the future. This is important so that there is no prolonged conflict which will disrupt the organization in reaching its goals

In this study, to find out the extent of organizational communication climate at the Wahid Hasyim Islamic Boarding School Foundation especially in the Department of Infrastructure and Facility, several indicators are used, namely Trust and Honesty, Participation in joint decision making, Openness in downward communication, Willingness of superiors to listen to information from subordinates, and Human resources development. Based o/n the data that researchers obtained from the field, the indicators can be explained below.

The trust and honesty discussed here are whether there is trust in an organization that includes the chairperson trust in the member of an organization or vice versa, while honesty refers to whether each act and speak sincerely. Muhammad Mahmud, a treasurer of the Department of Infrastructure and Facility, has his say on the amount of trust given by upper higher-ups towards members of the organization (Muhammad Muddangi, 2017):

"The chairperson of the department of infrastructure do not entirely trust the members of the organization, he sorts out the tasks that will be given, and sometimes he does not give credence to me about tasks that I have to do and which he is going to do, as a result, he always does his task alone, when he was overwhelmed with the task he did not delegate tasks to other members of the organization, which led into a chaotic situation in the organization. As a treasurer, I rarely do proper financial management because of the lack of coordination between the chairperson and me, the person in charge of the field and me, and the treasurer of the foundations and me. I communicated with the foundation treasurer when I carried out my duties as a person in charge of the field to disburse funding.

Responding to Mudangi's statement that the chairperson's low level of confidence in the members was by the conditions in the field, in the researcher observation, the chairperson often works alone in controlling all the development activities, only 2 out of 20 committees and field leader who participated in helping control the course of development. To improve organizational performance, the chairperson must make strategic and logical planning. The higher the organization, the higher the challenge for the chairperson, therefore, the chairperson must be aware of the dynamic capabilities of systems and processes, to be able to influence change through interaction and adaptability. The chairperson must spend time developing networks to enable collaboration and innovation (Pafford, 2018). As the chairperson's response on whether he fully believed in the organization's members, Ahmad Fahrudin explained (Ahmad Fahrudin, surat, 2017):

"Many times I have tried to trust members of the organization by giving them direction in the meeting, but due to several factors they could not keep the commitment that was formed, which led to lack of supervision for the worker and as result, I have to be directly involved to supervise the worker. Regarding funding, I immediately coordinated with the treasurer of the foundation because I knew the conditions in the field and I had to immediately follow up to prevent worker stopped working because of inadequate materials. ".

From the results of interviews and observations in the field, it cannot be denied that the two statements made by the two figures in the Department of Infrastructure and Facility are very accurate. In every

critical and daily meeting, a clear division of tasks has been carried out. There is also communication through WA, SMS, and Telephone, which has been done very well. However, what happens in the field is that members of the organization did not carry well the trust they have been given to, they tend not to take part in the implementation of tasks that result in the accumulation of tasks in the chairperson. It cannot be blamed if the chairperson is actively delivering the organization's plans. The statement was supported by research (Muzyczka et al., 2019), which revealed that modern culture influences information dissemination, decision making, and protocol compliance.

Participation in a joint decision making in this research refers to a situation where all member of the organization is free to voice their opinion and ideas regarding a problem that is by their position. Opportunity to voice opinions and ideas should also be given to the employee to contribute to the decision-making.

Managing an organization where the field leader is neglecting their job is a very demanding task for a chairperson; thus, the chairperson often does not have time to submit plans and dividing tasks. Feedback from members of the organization is expected to ensure open communication between the organization and the higher-up. Therefore, it can be concluded that the chairperson has trusted the organization's members, but the lack of honesty and commitment from subordinates will harm the organization's system. It is necessary to increase competencies that have a positive effect on employee motivation. Numidia states in her research, motivation has a positive influence on employee work performance, and trust has a negative effect (Nurlidia, 2018)

In this case, all members, who are college students, are very active in finding information and seeking consultations. This is especially so when they get new tasks that they did not have mastery over, such as operating and repairing electronic devices and planning budgets. In gathering information from the experts, members prefer personal discussion rather than forum discussion. An expert is a person who truly understands the information needed, namely a senior in the organization. Seniors give direction so that it can be emulated and followed by junior members. Like the following Imam Nawawi's explanation (Imam Nawawi, surat, 2017):

"When I accept assignments that I have never received, I tend to seek information from seniors who is

more competent in those fields; seniors also provide direction and assistance when they have free time."

Mustafa, Farudin, and Mudangi confirmed this opinion. They are always open in giving help to cadres so that the organization's vision and mission can be achieved. Participation from various parties will create a comfortable atmosphere for its members in the organization. Therefore, members will feel at ease when they face a problem. Moreover, members will not worry when they encounter problems in the future. This is the kind of atmosphere that is expected for the sustainability of the organization.

Openness in top-down communication refers to the easiness for all members of the organization, especially members of the organization, to obtain all information that is supposed to be known or related to their work and improve their work performance. As explained by Imam Nawawi below (Imam Nawawi, surat, 2017):

"As long as I am in the organization, I can receive information that can improve my ability to work and broaden my relationships with the organization. It is implicitly embedded in information through daily practices, which can increase my experience and knowledge in various fields such as electricity, water, or organizing. If I am not in this organization, I may not know how to fix my Sanyo at home. Only with practice, can information be adequately absorbed. When I succeed in doing my task, my senior will praise me and motivate myself to study harder, when I fail, they will give me suggestions and give me explicit instructions on how to do it properly.

Information, opportunities, and motivation from seniors is a matter of pride for a member of an organization, and this provides a pleasant atmosphere for all members who are trying to find information. A member who did not utilize the information properly will regret it later. Moreover, this atmosphere is beneficial for the well-being of the organization. This opinion is supported in research by (Reneh Abokhoza & Sherehan Hamdalla Mohamed, 2019), which states that it is essential to understand the general attitudes and characteristics of individual communities sure the individual needs the information given in the communities.

The readiness of superiors to listen to information from subordinates refers to the Willingness of superiors and seniors to receive

information received from members and their Willingness to give solution to solve the problem. According to the explanation given by Imam Nawawi (Imam Nawawi, surat, 2017):

> "The seniors are always willing to listen to information from members and are willing to accept and provide input for the common good."

The readiness of seniors to help the junior will create a pleasant atmosphere in the organization. Embracing each other, working hand in hand, and providing solutions to problems in need makes this department a cut above the rest in the foundation. Even with limited personnel, they can still coordinate the task to complete the task. Helping each other and continuously developing a new way to solve a problem is one way to make a pleasant atmosphere. Also, the ideas provided can be used as a reference and motivate members to express their ideas. Ideas are meaningless if there is no follow-up. Without precise planning, the ideas could confuse the member of the organization, which will lead to members not participating in the execution of the ideas. Member shortcomings are indeed a problem for the organization. Fahrudin revealed that the members' interest in forum discussion was shallow, as the following interview excerpted

(Ahmad Fahrudin, 2017): "Members tend to be silent during meeting, they only talk when we do the practice and implementation."

This is already good, but it would be even better if the members were more active in expressing their ideas in the forum to produce clear consensus. There will be many new ideas when all members are actively voicing their ideas and opinions during the meeting. Ideas should be voiced during the meeting or formulating a plan so that there will be no sudden change of plan during the implementation of the plan, which will hamper the work's progress. This statement is supported by the results of research (Tripathy, 2018), which states that many organizational problems worldwide are related to the fact that members of organizations tend to ignore the importance of communication. Excellent communication skills are also accompanied by creative thinking skills, critical thinking, and emotional tendencies to solve problems in an organization.

Improving the human resource here refers to the attention of the company or institution to the welfare of its members to increase bureaucratic capacity and professionalism. According to the research, workshop-class training was never carried out. Instead, the organization is opting for more

practical teaching/training. A significant increase in human resource quality will occur when everyone in the organization is active, voicing their ideas or opinion during meetings. High enthusiasm in building organizations, cooperation, and high dedication can also help improve human resource quality. As stated by Mustofa. (Mustofa, surat, 2017):

> "We used to conduct training directly for the cadres and successors, for example how to plan the building material, how to deal with pipe damage, how to fix broken fans, how to weld, how to fix short circuit. By conducting training directly in the field, we hoped that in the future our human resources will be adept and skillful in their fields. "

The attention of the institution to the welfare of its members to improve the quality of efficiency of bureaucracy and professionalism is in line with the observation that the training as a workshop class was never carried out, instead of training such as practice is preferred. Moreover, with enough training, members will get new experience which will improve their knowledge.

With this knowledge, members will be able to improve their work, which will be useful in their future,

when they have finished studying in the Pesantren. A study by (Wulani & Lindawati, 2018) found that management impressions of coworkers have a positive impact on leadership spirits, and the relationship between the leadership of colleagues and their interpersonal deviations depends on each other. Therefore, with an improvement in human resources and when all members of the organization are present and active, they will be able to develop their abilities and benefit the organization and itself. However, it cannot be denied that the members' lack of enthusiasm about the empowerment of human resources is deplorable, and new strategies are needed to be able to attract members to be active in the interests of the Pesantren and itself.

CONCLUSION

The climate of organizational communication is very dependent on organizational actors. How actively they contribute to the organization and how perceptions they create. An excellent organizational climate will create maximum organizational achievement and vice versa. Based on the results of data analysis, it can be summarized that the organizational climate the management try to create at the Department of Infrastructure and Facility is satisfactory. By using mutual support, but mutual support only occurs when members are active

in the organization. Implementing a comfortable working climate has not been maximized because not all members of the organization have high responsibilities and commitments. They tend to be silent and reluctant to help, which results in the resulting climate, not running optimally. Therefore there needs to be an effort to increase the awareness of its members to help each other.

Various efforts have been maximized to create a better organizational climate. One proper way is to provide hopes for a better future by improving human resources quality through a more exciting process by conducting training and seminars and providing soft skills and hard skills so that members of the organization get high self-motivation.

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