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ORGANIZATIONAL COMMUNICATION STRATEGY IN SHAPING THE LEADERSHIP CHARACTERS OF THE LEADERS IN OIL AND GAS ACADEMY (AKAMIGAS), INDRAMAYU

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Abstract: Communication acts as an instrument for everyone to interact both in formal and informal matters in daily life. The purpose of this study was to analyse organizational communication strategies in shaping the leadership character of the leaders of the Indramayu Oil and Gas Academy (AKAMIGAS). This study uses a qualitative approach, by determining the informants using purposive sampling and snowball sampling. Data collection techniques are using observation and interviews. Based on the results of research and discussion that structured information dissemination using the institution's primary online media as a communication strategy, team work, and leadership competency training are strategies used to form leadership characters that must be nurtured by the organization. Based on the results that the author has carefully examined, by conducting observations and interviews in the organization of communication strategies conducted using downward communication and upward communication. With these two ways communication strategies can be carried out with leaders and subordinates as the creation of communication that influences the organization's progress.

Keywords: Strategic character of Leadership, Organizational Communication

INTRODUCTION

Human is a social being that are interacting to one another. Successful social interaction must be supported through effective communication process. Communication is a process of delivering messages (ideas, thoughts, or substantial matters) from one party to another which

enables them to form mutual understanding among them. Communication can be done verbally (through oral or written communication), or non-verbal, through the use of symbols, pictures, movements and gestures such as smiling, shaking head, shrugging shoulder and nodding. Communication is not only done between two parties but also a group of people or even in an organisation, involving a lot of people which have common interest and goal.

Communication is very important because communication is the process of transferring and receiving symbols containing the meaning that the communicator is trying to deliver to the communicant. Organizational communication greatly helps the leadership character of everyone in an organization.

Unhealthy communication pattern can cause various problems in an organization, such as disputes, misunderstanding, and objective differences. Those things can cause ineffective communication pattern. According to effendi (2003: 301), there are several alternative strategies that can help seamless organizational communication, so that the process runs without any obstacle, which can be done verbally or non-verbally.

Organizational communication strategy can be done effectively and efficiently with the application of certain management concepts, including: planning, organizing, actuating, and controlling. These management concepts can be used as organizational references to conduct communication in order to achieve the expected organizational communication strategy goal in shaping the leadership characters in Oil and Gas Academy (AKAMIGAS), Indramayu. Planning includes setting goals and standards, decision making process and procedures and predictions of future events that are expected to occur in Oil and Gas Academy (AKAMIGAS), Indramayu. Organizing is covering the process of assigning tasks, allocating resources and encouraging activities in a coordinated manner to each individual or group in Oil and Gas Academy (AKAMIGAS), Indramayu. Actuating is a process to foster morale or motivation and guide them to achieve the goals of Oil and Gas Academy (AKAMIGAS), Indramayu. Controlling, a measurement of performance, is comparing actual results with initial plans and taking action in accordance with the things that are necessary in the process of communication in Oil and Gas Academy (AKAMIGAS), Indramayu.

The leadership character is a unique way of thinking and behaving of every individual who has the traits of a leader who can influence other people's behaviour and able to inspire others. The organizational communication strategies in the previous research can be implemented where the distribution of information emphasises on the messages that are delivered formally or informally and also on the work assignments distribution and leadership training (Hendra, 2017).

The purpose of this study is to represent the organizational communication strategy that is expected to shape the leadership characters in each individual that are required to achieve the planned goals.

RESEARCH METHODOLOGY

This research was conducted with qualitative research. This research is considered appropriate in this study because it relates to the purpose of the research objective to analyse Organizational Communication Strategies in shaping the Leadership Characters of the Indramayu Oil and Gas Academy (Akamigas) leaders. The qualitative approach was chosen because it was considered capable to provide synergy along with the research process (Shaw & Gould, 2001).

Qualitative research is based on the philosophy of post positivism or interpretive paradigms through purposive and snowball data sampling techniques. Sampling is a research sample collection technique which corresponds to certain considerations. For example, a research that investigates food quality must involve food experts as the research data samples or a social research that analyses a local political situation must involve political experts as the research samples. And snowball sampling is a sampling technique that determines a small number of research sample at first then the sample number grows overtime. The research sample size that builds up overtime is like a rolling snowball. In the snowball sampling process, initially the technique will determine one or two samples, if the samples are not enough to provide sufficient information for the research, then new samples can be added to complement the information provided by the previous samples. Therefore, in the end the number of research samples is growing bigger (Sugiyono, 2017).

RESULT AND DISCUSSION

Information distribution as a communication strategy

This research was conducted in the Oil and Gas Academy (AKAMIGAS) Indramayu, which was established by Bina Islami Foundation. It is a higher education institution that has 3 study programmes, namely: 1. Petroleum Engineering, 2. Fire and Safety and 3. Chemical Engineering.

The study on Organizational Communication Strategy in Shaping the Leadership Characters of the Leaders in Oil and Gas Academy (Akamigas), Indramayu focuses more on how communication can form leadership characters in the leaders of the organisation. Based on a research conducted by Krisna Mulawarman and Yeni Rosilawati entitled *Komunikasi Organisasi Pada Dinas Perijinan Kota Yogyakarta Untuk Meningkatkan Pelayanan* (Organizational Communication of the city of Yogyakarta Licensing Office in order to Improve their Services). (Mulawarman & Rosilawati, 2014).

1. The city of Yogyakarta Licensing Office is optimising their downward and upward communication as well as horizontal and vertical communication. The specific efforts are made regularly, for example: conducting regular meetings to exchange information, coordination and controlling. Starting from the information on how to do the job properly, the rationale of doing the job to developing a sense of duty, conveying information on the things that require immediate actions by all employees, delivering general information, delivering company directions or orders, giving positive compliment to employees for their work performance and giving warnings to employees for negligence in their work. Upward communication is intended as a feedback

communication pattern, delivering work progress to supervisors (Mulawarman & Rosilawati, 2014).

2. The city of Yogyakarta licencing office optimises informal communication as a counterweight to their formal communication.
3. Socialising their service culture.

Information distribution as a communication strategy

The recent distribution of information has been very quickly accessed by multiple organizations which have different organizational goals. In this context, the distribution of information is required by all parties, whether it's a leader or team members, to coordinate with each other and contribute to elaborate every problem faced by organizations. Consequently, to a large extent, leaders and team members with a daily habit of conducting good communication pattern will contribute to the growth of the leadership character of everyone in the organisation (Borgatta et al., 1954).

Team work

Team work in an organization is very crucial in achieving a goal or target that has been agreed upon and planned by the organization. The indicators that support team work include team togetherness, unified collaboration of work, active communication and open and transparent in all necessary matters in order to achieve the desired targets.

Leadership competency training

Leadership competency training which is organized by the Indramayu Oil and Gas Academy (AKAMIGAS) in shaping the character of leaders and improving organizational communication strategies is beneficial for everyone. The relevance of this training is aimed at the management process; it requires the ability of leadership traits including strategies and how to communicate properly and correctly with others. Several empirical studies stated that training activities are the main practices of human resources management in both the business and organisational sectors (Suryanto, 2018)

This training teaches them to have positive characters such as:

1. Individual or Self Awareness to view themselves objectively as well as the awareness of others.
2. Basically, a dominant leader treats other teams in an organization on the basis of a person's legitimate position. Without any discrimination, collusion and such actions that can cause negative impact to an organization.
3. Own a high curiosity trait, and can provide a sense of security for others in expressing any ideas and feedbacks honestly, respectfully and clearly to the leader.
4. Be accountable, professional and respectful, and willing to learn from anyone within the context of leadership role or business conditions.

According to the Koran, the requirements of becoming a leader are:

1. Have a faith and religious (Surah Al-A'raf (7): 96)
 "And if only the people of the cities had believed and feared Allah, We would have opened upon them blessings from the heaven and the earth; but they denied [the messengers], so We seized them for what they were earning."
2. Knowledgeable (Surah Al-Mujadilah (58): 11)
 O you who have believed, when you are told, "Space yourselves" in assemblies, then make space; Allah will make space for you. And when you are told, "Arise," then arise; Allah will raise those who have believed among you and those who were given knowledge, by degrees. And Allah is Acquainted with what you do.
3. Having the ability to plan and evaluate (QS. Al-Hasyr (59): 18)
 O you who have believed, fear Allah. And let every soul look to what it has put forth for tomorrow - and fear Allah. Indeed, Allah is Acquainted with what you do.
4. Having a tough mental strength to carry out leadership role (QS. Al-Baqarah (2): 147)
 The truth is from your Lord, so never be among the doubters.
5. Having moral awareness and responsibility, and willingness to accept criticism (**QS. Ash-Shaff (61): 23**)

O you who have believed, when [the adhan] is called for the prayer on the day of Jumu'ah [Friday], then proceed to the remembrance of Allah and leave trade. That is better for you, if you only knew. [**Al-Jumu'ah (62) : 9**]

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