The Influence of Organizational Communication Toward the Quality of Employee's Service at Office of Gorontalo City

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Abstract: This research aims at analyzing the extent of organizational communication influence on the quality of service that provided by the employees at office of Gorontalo City. This research uses quantitative method. The data are analyzed using path analysis and observation, documentation and questionnaire as data collection method. This questionnaire has previously tested its validity and reliability. The number of respondents in this research is 32 respondents. The analysis shows that organizational communication that comprises of internal communication (X_1) and external communication (X_2) simultaneously influence the quality of employee's service (Y) at the office of Gorontalo City by 0.757. This means that the quality of service provided by the employees is largely determined by the clarity of organizational communication at the sub-district office and that the effectiveness of the communication such as the information of sub-district programs to the community. In addition, internal communication (X_1) partially influences the quality of service provided by the employee (Y) at the office of Gorontalo City by 0.662. Internal communication will be able to influence the quality of service if ideas are exchanged horizontally and vertically within the organization that directly causes the jobs and tasks to be regulated and well controlled. Meanwhile, the external communication (X_2) partially influences the quality of employee's service (Y) by 0.215 (21.5%). This external organizational communication is the communication among the leader, employees and community in which the organizational programs are clearly articulated and communicated with the community to gain their support as service users.

Key words: Organizational communication, quality of service, communication, respondents, influence, articulated

INTRODUCTION

The implementation of public service by the government employees related within the civil rights and fulfilment of basic needs has not met the public expectation. This is evident in the number of complaints submitted either directly to the head of the service units or through reader's letters in newspaper. On the other hand, community as service beneficiaries has not yet exerted effective control to increase the quality of public services. Therefore, public service delivery has to be improved through total improvement in the institutionalization aspect, human resource aspect and governance and accountability aspects. Hence, it is expected that the quality of public service delivery will be better, quick, affordable, secure, accountable and fair. The absence of those conditions can make the community's future gloomy because they are heavily dependent on the provision of these public services by the government (Wahyndi, 2010).

Based on my observation, the problem above is related to the lack of effective communication. Effective communication within an organization related to the communication of its leader to the followers, communication among employees or members of the organization and communication from the employees to the community as user of their services. Communication within an organization is very crucial to prevent misinformed among the members of an organization and synchronize the efforts to achieve the objectives and goals of organization. An interaction intended to unite and synchronize all aspects of common interest is needed to achieve the common goals. In other words without a good interaction, an organization would not be able to achieve its goals.

These interactions are related to the delivery of information, tasks instructions or tasks delegation. Interaction actually is a process related to communication between two or more people in which on act as the information bearer and the other as the information recipient. In short, there has to be a correlation that involves and focus on people within the organization. Communication is considered as a process of delivering the information to coordinate the environment and other people for the achievement of the organization's objectives and goals.

The same also applied in the activity of the employees at the office of Gorontalo which main function is to deliver public services. However, based on the observation, there are still many people complaining

about the service provided by this sub-district office. Often, the people are told to wait for other employees who are more knowledgeable on the procedure or requirement that has to be prepared by the people. In addition, there are also no information on the length of time spent to finish one service. Hence, the community feels dissatisfied.

This phenomenon is due to the lack of good organization communication, both internal and external communication of the office organization. Despites, a communication within an organization that gives many direct benefits such as easing the employees to work from instructions given from the leader and to minimize the misunderstanding that commonly happen in an organization.

MATERIALS AND METHODS

The object of this research was the influence of organizational communication that consisted of internal communication (X_1) and external communication (X_2) toward the quality of employee's service (Y) at office of Gorontalo City. This research was conducted for three months. This research is a quantitative research with descriptive method. The data for this research were collected using questionnaire as its primary data. The population in this research is all the employees at the office of Gorontalo City that comprises of 32 people (18 civil servants and 14 non-civil servants employees). The entire population is made as samples.

The data collection methods are observation, questionnaire and documentation. To ensure that the instruments are valid, the instruments were tested their reliability and validity, hence they produced objective data. Based on validity and reliability, all items are pronounced valid and reliable. To ensure that the sub variables in the research, whether there is an influence of organizational communication that comprises of internal communication (X_1) and external communication (X_2) toward the quality of employee's service (Y) at the office of Gorontalo, the path ways analysis was conducted by converting the data from ordinal scale into interval scale.

Hypothesis:
- Organizational communication that comprises of internal communication (X_1) and external communication (X_2) simultaneously influenced the quality of employee's service (Y) at the office of Gorontalo City
- Organizational communication, internal communication (X_1) partially influenced the quality of employee's services (Y) at the office of Gorontalo City

- Organizational communication, external communication (X_2) partially influenced the quality of employee's services (Y) at the office of Gorontalo City

RESULTS AND DISCUSSION

The hypothesis test was made using the pat analysis based on the correlation coefficient for each X variables and Y variable. The result of this hypothesis tests are as follow.

First hypothesis test: The first hypothesis tested was "internal communication (X_1) and external communication (X_2) simultaneously influence the quality of employee's service (Y) at the office of Gorontalo. The correlation matrix calculation between X_1 and X_2 variables it was found that the path ways coefficient of variable X_1 and X_2 toward Y variable can be seen in Table 1. The path coefficient value for internal communication (X_1) toward the service provided by employee's (X_2) was 0.662 (66.2%).

The path coefficient value for external communication (X_2) toward the service provided by the employee's (Y) at the office Gorontalo City was 0.215 (21.5%). To be clearer it can be seen in the following Fig. 1. The structure of path analysis above, it is clear that organizational communication of internal communication (X_1) and external communication (X_2) simultaneously influenced the quality of employee's service (Y) at the office of Gorontalo as seen in Table 2.

From this analysis, it is evident in Table 2 that organizational communication that comprises of internal communication (X_1) and external communication (X_2) simultaneously influenced the quality of service provided by the employees (Y) at the office of Gorontalo City by 0.757 (75.7%).

Therefore, the first hypothesis which stated that organizational communication that comprises of internal communication (X_1) and external communication (X_2) simultaneously influenced the quality of employee's services (Y) at the office of Gorontalo.
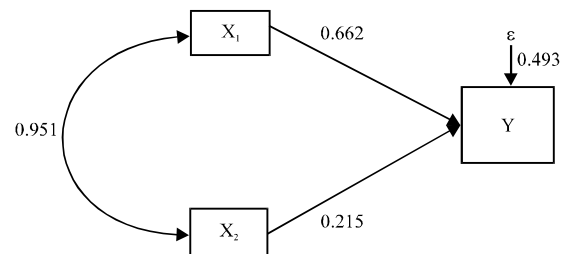

Fig. 1: Structure of path analysis

Table 1: Path coefficient for X_1 and X_2 variables toward Y variable

Path coefficients	Values	Percentage
Path coefficient of X_1 toward Y (Py, X_1)	0.662	66.2
Path coefficient of X_2 toward Y (Py, X_2)	0.215	21.5
Path coefficient of X_1 toward X_2 (P X_1, X_2)	0.951	95.1
Multiple correlational coefficient Ry, X_1, X_2	0.870	87.0
Multiple determinant coefficient R2y, X_1, X_2	0.757	75.7
Determinant coefficient of outside variable toward Y variable P2Y, ε	0.243	24.3
Path coefficient of outside variable toward Y variable Py ε	0.493	49.3

Table 2: Path coefficient, direct influence, total influence and simultaneous influence of X_1 and X_2 toward Y

Variables	Path coefficients	Influence		Simultaneous influence (R^2YX_k)
		Direct	Total	
X_1	0.662	0.662	0.662	-
X_2	0.215	0.215	0.215	-
ε	0.493	1-0.757 = 0.243	-	-
X_1 and X_2	-	-	-	0.757

Table 3: Path coefficient, direct influence, total influence and the influence of X_1 toward Y variable

Variables	Path coefficients	Influence		Simultaneous influence (R^2YX_k)
		Direct	Total	
X_1	0.662	0.662	0.662	-

Table 4: Path coefficient, direct influence, total influence and X_2 influence toward Y

Variables	Path coefficients	Influence		Simultaneous influence (R^2YX_k)
		Direct	Total	
X_2	0.215	0.215	0.215	-

Second hypothesis test: The second hypothesis tested was: "partially, the internal communication of the organization (X_1) influenced the quality of employee's service (Y) at the office of Gorontalo". This hypothesis was tested using the path analysis through SPSS Version 21 Software program (Table 3). And the result is as follow in Table 3: from this result, it was clear that partially, the influence of internal organizational communication (X_1) toward the quality of employee's service (Y) at the office of Gorontalo City was 0.662 or 66.2%. In total, internal communication (X_1) partially influenced the quality of employee's service (Y) by 0.662 or 66.2%. Thus, the proposed hypothesis which stated that: internal communication (X_1) partially influenced the quality of employee's service (Y) at the office of Gorontalo City was accepted.

Third hypothesis test: The third tested hypothesis was: "the external communication (X_2) partially influenced the quality of employee's service (Y) at the office of Gorontalo City". The path analysis also used in testing this hypothesis as shown in Table 4.

It was found that the direct partial influence of external communication (X_2) toward the quality of employee's service (Y) was 0.215 (21.5%). Meanwhile, in total, external communication (X_2) partially influenced the

quality of employee's service (Y) by 0.215 or 21.5%. Hence, the proposed hypothesis: the external communication (X_2) partially influenced the quality of employee's service (Y) at the office of Gorontalo City was accepted. Public service provided by the government can be categorized into two main categories, basic needs services and public services (Mahmudi, 2010):

- Basic service needs is a type of basic services that has to be provided by the state which comprises of health care, basic education and basic commodities for public
- Public services is a type of service in addition to the basic service that has to be provided by the state namely: administrative services, goods services and services

Further, Sadu (2008) states that public service is the provision of services either by the government or private sector on behalf of government or private sector to the community with and without payment in order to fulfill the needs of the community.

Communication is a crucial part in a job's life of an organization. This can be understood since ineffective communication has wide severe impact on the life of an organization such as conflicts among employees. In reverse, an effective communication can increase understanding, cooperation and job satisfaction. As Tubbs and Moss by Daryanto (2011) propose that effective communication at least has to yield five things namely, understanding, enjoyment influence on attitude, better relationship and real actions.

Effective communication with other people will help ease the process of obtaining information needed in tasks implementation. Even with effective communication, a leader can clearly explain the objective of an organization, both internally and externally to communicate the organization programs.

Within an organization, communication is an important factor to socialize the organization's policy, organization's objectives, programs, both for internal and external stakeholders of an organization. It also encompasses activities that have to be implemented, interaction within a job's environment, internally and externally. Referring to this, it can be said that organization's communication is an important and related factors related with the employee's quality of service as Schuler and Blank write by Arni (2009) that there is a positive correlation between appropriate communications related to tasks, humanity and refreshed communication with the work satisfaction and workers achievement.

The result of this research on the influence of communication toward the quality of employee's service (Y) at the office of Gorontalo City showed that internal communication (X_1) partially influenced the quality of employees service (Y) at the office of Gorontalo City by 0.662 (66.2%).

Further, external communication (X_2) partially influenced the quality of employees service (Y) at the office of Gorontalo by 0.215 (21.5%). Simultaneously, internal communication (X_1) and external communication (X_2) influenced the quality of employees service (Y) at the office of Gorontalo by 0.757 (75.7%).

Bambang (2009) argued that quality of service focuses on the following things: customer focus, identification of customers (internal, external and/or middle men) is main priority. Following this the identification of costumer's needs and expectations are the next step. Next, a system that can generate services to fulfill that needs is to be designed. In addition, organization also needs to create partnerships with key stakeholders on the basis of win-win situation.

Total involvement: Total involvement means a total commitment. Management has to give opportunity for quality improvement for all employees and shows quality of leadership that can give positive inspiration (through active participation and real action) for the organization that he/she lead. The management has to delegate responsibilities and authority to improve their quality of work.

Measurement: In this case, the main needs is to compose basic line, internally and externally for the organization and customers. The measurement indicators composed of, developing the indicator for measuring process and result, identifying the output and critical work processes and measuring its suitability with public demand, correcting mistakes and improving performance. Systematic support, management is responsible in managing the quality through: developing quality of infrastructure that related to the structure of internal management. Connecting the quality with the current management system such as:

- Strategic planning
- Performance management
- Acknowledgement, reward and employee's promotion
- Communication

This research showed that organizational communication both internal and external communication contributed toward the quality of employee's service. This research agreed with Edward and Gaspersz's opinion that the meaning of services according to Djuarsa (2007) can be classified by referring to the relative and absolute concepts. In line with this Sianipar (2008) classified services into all forms of activities that are able to fulfill the needs or demands of the customers (Rasmadi, 2012).

In any organization, communication is important because it has two pillars, members and environment. It would only succeed to exist if it could manage its members and environments. Communication is an effective medium to manage those pillars. The importance of communication within an organization is visible within each organization. For instance, an organizational success is largely depend on many stakeholders such as community, employees and environment, each with their diverse background. Through a good communication strategy, problems can be solved and averted (Ainur, 2010).

Through a good communication, one can transfer ideas, manage subordinates behaviors. A good communication also can resolve conflicts, anxiety and misunderstandings. A leader of an organization has to have good communication's skill. Leader has to make effective communication with his or her subordinates for them to have satisfactory achievement. In addition, a top leader has to communicate the objectives and goals of organization to all its followers and employees as part of the efforts to achieve those objectives and goals.

CONCLUSION

Organizational communication that comprises of internal communication (X_1) and external communication (X_2) simultaneously influenced the quality of employee's service (Y) at the office of Gorontalo City by 0.757 or 75.7%. This means that the quality of generated service was largely dependent on the clarity of internal communication within the sub-district organization and the effectiveness of communication through socialization of sub-district program's to the community.

Internal communication (X_1) partially influenced the quality of employee's service (Y) at the office of Gorontalo City by 0.662 or 66.2%. It implies that internal communication would be able to influence the quality of service, if the horizontally and vertically exchanged ideas within the organization are regulated and well-managed to produce effective results from tasks and jobs. External communication (X_2) partially influenced the the quality of employee's service (Y) at the office of Gorontalo City by

0.215 or 21.5%. This external communication is communication among leader, employees and community in which the programs of the organization are clearly informed to the community to gain their support as service users.

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