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**Original Article: Qualitative Study**

**COMMUNICATION SKILLS AS ACHIEVEMENT OF ORGANIZATIONAL GOALS (STUDY ON STAFF AT THE COLLEGE OF HEALTH SCIENCE OF HUSADA JOMBANG)**

Risha Setyowati <sup>1\*</sup>, Vendi Eko Kurniawan <sup>1</sup>, Warda Anil Masyayih <sup>1</sup>, Rista Dian Anggraini

<sup>1</sup> College of Health Sciences of Husada Jombang

**Correspondence:**

**Risha Setyowati**

College of Health Sciences of Husada Jombang

e-mail: [rierisha@gmail.com](mailto:rierisha@gmail.com)

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**ABSTRACT**

**Background:** Communication is a vital aspect of human activity and organizational processes, especially within higher education institutions. The effectiveness of internal communication directly influences the achievement of organizational goals.

**Objectives:** This study explores the communication patterns at STIKes Husada Jombang and their impact on organizational performance.

**Methods:** A qualitative approach using the Information System Approach theory was employed. Data were collected from staff at STIKes Husada Jombang through interviews and documentation of institutional practices.

**Results:** Communication patterns were found to be highly personal and unstructured. Key issues included passive staff behavior, lack of follow-up on decisions, ineffective sanctions, and leadership that was not responsive to changes. These conditions hindered the achievement of the organization's vision and mission.

**Conclusion:** Organizational goals at STIKes Husada Jombang are hindered by weak communication structures. Enhancing communication management is essential to foster innovation and organizational growth.

**Keywords:** Communication, Organizational Goals, Information System Approach, Higher Education, Human Resources.

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**INTRODUCTION**

Communication is one of the most essential aspects of human interaction, present in every dimension of individual and organizational life. In the context of higher education, communication is fundamental to ensuring coordination, clarity, and progress in institutional operations. According to social science literature, communication is not only a tool for information exchange but also a central component of human behavior within institutional frameworks.

In institutions like STIKes Husada Jombang, communication is expected to support the coordination between different work units to achieve shared objectives. However, there is a growing concern that the actual communication practices deviate from formal protocols and are overly personalized, leading to inefficiencies and operational stagnation.

The Information System Approach theory is used in this study to examine the enactment, selection, and retention of communication practices. This theory helps in understanding how communication systems are formed and maintained within organizational settings.

The study aimed to analyze how communication skills influence the achievement of organizational goals at the College of Health Science of Husada Jombang.

## **METHODS**

### ***Study Design***

Qualitative case study design.

### ***Setting***

STIKes Husada Jombang, data collection conducted in early 2024.

### ***Participants***

Staff members from various departments participated. Selection was based on availability and relevance to administrative communication processes.

### ***Data Collection***

Interviews were conducted using open-ended questions focused on communication experiences, barriers, and organizational coordination. Supporting documentation from institutional procedures was also reviewed.

### ***Data Analysis***

Thematic analysis was applied using manual coding aligned with the Information System Approach.

### ***Trustworthiness***

The study ensured credibility through direct observation and triangulation with institutional records.

### ***Ethical Considerations***

Informed consent was obtained, and ethical approval was granted by the relevant research board.

## **RESULTS**

### ***Communication Patterns at STIKes Husada Jombang***

Findings from interviews and institutional analysis indicate that the communication system at STIKes Husada Jombang is characterized by three main themes according to the Information System Approach theory: enactment, selection, and retention.

#### **1. Enactment**

Communication among staff frequently occurs in a reactive rather than a proactive manner. A prime example includes the student attendance process using barcode scanners. Despite the presence of rules regarding the use of student IDs, many students circumvent the system by using friends' cards, which undermines data accuracy and institutional discipline. Staff responses vary widely due to a lack of clear policy and consensus. Some staff initiate sanctions without coordination, such as identity card

blocking or warning issuance, but these are inconsistently applied and not systematically reviewed (Nandini et al., 2024).

Staff confirmed the absence of cross-departmental meetings that could synchronize disciplinary measures. There is no standing committee or unit tasked specifically with monitoring enforcement, and as a result, miscommunication often arises about what constitutes a violation and the steps to take thereafter.

## 2. Selection

Routine staff meetings lack follow-through and frequently revisit unresolved issues. Staff explained that many agenda items discussed during meetings are repetitive and seldom result in actionable decisions. The passive culture is further reflected in how communication flows—from top-down leadership, with little space for bottom-up input. Suggestions made during meetings are often met with silence or minimal acknowledgment. This tendency to maintain the status quo contributes to information stagnation and low innovation output (Zahara, 2018; Wahyudi et al., 2023).

Staff hesitation is compounded by the head's overly permissive leadership style. Although described as approachable, the head rarely enforces institutional updates or initiates process changes, which leads staff to feel unsupported in proposing improvements.

## 3. Retention

Organizational memory, in this case, hinders adaptation. Some rules and habits have remained unaltered for over a decade. There is no rotation of roles, resulting in skill stagnation. Staff internalize previous routines as fixed norms, making them reluctant to accept new ideas or technologies. For example, although digital record-keeping systems have been introduced in other institutions, STIKes continues to rely heavily on paper documentation for routine processes (Goleman, 2006; Imtinan, 2021).

Several staff shared frustrations about repeated proposals for digital upgrades being ignored. They attribute this to the institutional culture shaped by long-standing leadership and a reluctance to disrupt familiarity. Additionally, new staff often assimilate into this passive system rather than challenge it, which reinforces inertia.

These findings collectively demonstrate that weak communication systems and leadership inertia limit the ability of STIKes Husada Jombang to adapt and innovate, ultimately hindering goal achievement.

## DISCUSSION

The findings align with Weick's Information System Approach, demonstrating how weak enactment, unclear selection, and rigid retention mechanisms inhibit the institution's adaptive capacity. The highly personalized communication style leads to inefficiencies, delays, and diminished staff morale.

This situation is not uncommon in hierarchical or bureaucratic organizations, especially in Indonesian higher education institutions, where leadership often avoids confrontational change (Hermana & Barlian, 2004; Raharjo, 2014). Staff at STIKes tend to avoid proactive communication, fearing that their input will be disregarded or lead to conflict. This passive culture is reinforced by leadership that emphasizes harmony over performance.

Comparative studies have found that effective organizational communication contributes to trust and performance (Gerungan, 2010; Yusup, 2009). The current communication system at STIKes lacks the transparency and responsiveness necessary for high-functioning teams. The absence of structured feedback mechanisms and follow-through undermines decision implementation and innovation.

Moreover, a lack of professional development and rotation hinders the infusion of new ideas. According to Melliasari et al. (2024), digital leadership and communication training are crucial for institutional responsiveness, especially in service-oriented sectors.

Future institutional improvement at STIKes must begin with leadership training, regular feedback cycles, and encouragement of staff participation in governance. Implementing communication strategies based on the Information System Approach can help facilitate a more responsive and adaptive organizational culture.

## CONCLUSION

The quality of communication at STIKes Husada Jombang is inadequate to support its organizational goals. Weak structures and passive attitudes prevent the institution from responding effectively to internal and external challenges. Organizational change must begin with improved communication strategies and leadership responsiveness.

## SUGGESTION

To improve communication and organizational performance at STIKes Husada Jombang, it is recommended to implement structured communication management systems that ensure information flows effectively across all organizational levels. Enhancing transparency and accountability through documentation procedures will help institutionalize decisions and follow-ups. Leadership and communication skills training for staff and executives can foster a more open and proactive culture. Furthermore, rotating staff roles and encouraging broader participation in institutional planning are necessary steps to build a more dynamic and innovative workforce capable of responding to evolving challenges.

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