



## Improving Interpersonal Communication Skills In Forming Organizational Commitment At Telekomedika Vocational High School In Bogor

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**Abstract.** *Interpersonal communication is communication between a communicator and a communicant. This type of communication is considered the most effective in changing someone's attitude, opinion or behavior, because of its dialogic nature in the form of a conversation. Commitment to the organization means the level of trust and acceptance of the workforce towards the goals of the organization and the desire to remain in the organization which is ultimately reflected in the problems above. This research has several objectives, namely to analyze interpersonal communication skills between school principals and Telekomedika Vocational School teachers and to analyze the organizational commitment of Telekomedika Vocational School teachers. This research uses descriptive qualitative, with the data collected mostly in the form of words or images rather than numbers. The subjects in this research were leaders, teachers and staff at Bogor Telekomedika Vocational School. The research carries out analysis of the data obtained through interviews and other documents by combining and selecting data that is close to suitability related to the research study. The results of the research show that interpersonal communication can be done by improving communication so that they are more motivated to complete the work given by the organization, developing a positive attitude and attention to work in each teacher, setting work goals and trying to improve teachers' work knowledge. It is known that teachers' organizational commitment at Telekomedika Vocational Schools means that teachers as educators and instructors should have a commitment to the organization as a process that is not only limited to creating new ideas or thoughts. The idea must be implemented through an adoption process, and adoption is the decision to use commitment to the organization as a whole as the best course of action.*

**Keywords:** *Communication, Interpersonal, Commitment, Organization.*

### 1. INTRODUCTION

The education system and management in Indonesia are still poor due to frequent changes in the education system. It has become a tradition in this country that when there is a change in the national education minister as a consequence of a cabinet reshuffle, there will also be a change in our national education policy. Referring to the contents of the National Education System Law No. 20 of 2003 article 3 regarding the objectives of national education and the explanation of article 15 which states that vocational education is secondary education that prepares students primarily to work in certain fields. This definition conveys the message that every institution that organizes vocational education must be committed to making its graduates able to work in certain fields. Vocational High Schools or SMKs as a sub-system of national education should prioritize preparing their students to be able to choose careers, enter the workforce, compete, and develop themselves successfully in a rapidly changing and developing workforce.

Vocational High School (SMK) is one level of secondary education with the specificity of preparing its graduates to be ready to work. Vocational education has various meanings, but

a common thread can be seen. Vocational education is part of the education system that prepares a person to be more capable of working in one group of jobs or one field of work than in other fields of work. With the understanding that each field of study is vocational education as long as the field of study is studied more deeply and that depth is intended as a provision for entering the world of work.

SMK Telekomedika is one of the health schools located in Bogor City with several majors, namely Health Services, Pharmaceutical Technology, and Office Management and Hospital-Based Business Services. One of the main indicators of SMK Telekomedika's progress is the quality of its human resources, so that human resource development often becomes the main target of SMK Telekomedika's goals. Superior quality human resources will contribute significantly to more systematic thinking patterns, more effective action patterns, and ethics that support the appearance of excellent performance, effective interpersonal relationships with others, and contribute to environmental improvement.

In the interpersonal communication process or interpersonal communication, the flow of communication that occurs is circular or rotating, meaning that each individual has the same opportunity to become a communicator and communicant. Because in interpersonal communication, effects or feedback can occur immediately. Interpersonal communication is a way of exchanging information between a person and at least one other person or usually between two people who can immediately know the feedback. Interpersonal communication is the delivery of messages by one person and the reception of messages by another person or a small group of people, with various impacts and with opportunities to provide immediate feedback. Interpersonal communication is communication between communicators and communicants, this type of communication is considered the most effective in efforts to change attitudes, opinions or behavior of a person, because of its dialogical nature in the form of conversation. The flow of feedback is direct, the communicator knows the response of the communicant at that time. When communication is delivered, the communicator knows for certain whether the communication is positive or negative, successful or not, if it can provide an opportunity for the communicant to ask questions as widely as possible. Commitment to the organization has the meaning of the level of trust and acceptance of the workforce towards organizational goals and has a desire to remain in the organization which is ultimately reflected in the problems above. If these conditions are allowed to continue, it will cause very complex impacts, including affecting overall performance and productivity.

One of the problems that have occurred so far at the Telekomedika Vocational High School is related to commitment to the organization as seen from the level of attendance and

tardiness of employees as well as the number of employees who leave work from the foundation. This reflects that employee commitment to the organization has not been able to achieve organizational goals well.

There are three forms of organizational commitment. Namely continuance, affective, and normative. Continuance commitment can be caused because employees have no choice but to stay in the company and will suffer losses if they leave the company. Affective commitment is the strength of employees' desire to work for the organization because they agree with the organization's goals and values. Normative commitment is the strength of employees' desire to continue working for the organization because they feel obliged to stay in the organization, this is due to pressure from others.

Problems related to organizational commitment are the lack of a sense of belonging of employees towards the organization. Employee involvement in an organization shows the strong desire of someone to continue working for an organization or company, but according to information provided by the foundation's leadership, employees are not involved in various decision-making or policies so this causes employees' sense of belonging to the organization to be low.

A commitment and loyalty to the work they do will bring a sense of comfort and enjoyment to that person. When commitment to work and loyalty can be done well, then the key to success is already in hand, it only depends on effort and prayer in achieving that success. With a commitment to the work being pursued, self-dedication is the next step to be taken and every person who has high dedication will obtain trust and success more easily.

It can be concluded that commitment is an important thing for someone to have towards anything and anyone. When commitment has become the basis for decisions or relationships that are carried out, then these things will be able to help him in gaining happiness.

So far there have been problems in the SMK Telekomedika environment, namely the low interpersonal communication skills between leaders and subordinates and the lack of teacher commitment to the SMK Telekomedika organization, so that with this problem, it is very interesting to research.

Based on the description above, the researcher is interested in conducting further research with a study on improving interpersonal communication skills in forming organizational commitment at the Telekomedika vocational high school in Bogor.

## **2. LITERATURE REVIEW**

Human Resource Management (HRM) is part of management that focuses on the role of human regulation in realizing the goals of an organization or company. Humans always play an active and dominant role in every organizational activity because humans are the planners, actors, and determinants of the realization of organizational goals. According to management experts, Human Resource Management (HRM) is the utilization of human resources within the organization, which is carried out through the functions of human resource planning, recruitment and selection, career development, compensation and welfare provision, occupational safety and health, and industrial relations. (Marwansyah, 2020: p.3).

According to Ali (2020: p.82), interpersonal communication is a way of exchanging information between a person and at least one other person or usually between two people who can immediately know the feedback. Its indicators are a. Openness, which is an honest and humble attitude in accepting any opinion; b. Empathy, which is the ability to understand other people's feelings; c. Support, which is a form of appreciation or assistance received by an individual from another individual; d. Positive feeling, which is being positive in doing things, for example in expressing opinions, and e. Equality, which is accepting all people or other people's opinions equally or equivalently.

Furthermore, Luft (2019: pp.97-99) states that interpersonal communication is usually defined as primary communication and describes participants who are interdependent and have a shared history. It can involve a conversation or individuals interacting with many people in society. It helps to understand how and why people behave and communicate in different ways to build and negotiate social reality. While interpersonal communication can be defined as its own area of study, it also occurs in other contexts such as groups and organizations. Indicators of interpersonal communication consist of a. Openness. An open-minded attitude has a very big influence in fostering effective interpersonal communication.

Colquitt et al. (2019: p.39) state that commitment to the organization is an individual's desire to remain a member of the organization. Commitment to the organization is one of the determining factors whether someone wants to remain a member of the organization or tries to leave (looking for work in other organizations). Indicators that can measure commitment to the organization are: a. Affective Commitment, which is the desire to be a member of the organization due to the individual's emotional involvement with the organization (emotional-based reasons) for example: having many friends in the organization; b. Continuance Commitment, which is the desire to remain a member of the organization because it is realized that it will incur many 'costs' if leaving the organization (cost-based reasons), for example:

other organizations are located further from their current home, so if the salary is the same, then transportation costs are higher, and c. Normative Commitment, which is the desire to remain a member of the organization because of feeling obligated (obligation-based reasons) for example: feeling indebted to the organization.

From the theories of several experts above, it can be synthesized that commitment to the organization is an individual's psychological state, namely wanting to work hard for the organization so that it makes individuals still want to stay in the organization for the sake of achieving the goals and continuity of the organization.

Here's the English translation of the "METODE PENELITIAN" (RESEARCH METHOD) section:

### **3. METHODS**

This research uses a qualitative descriptive approach, with data collected mostly in the form of words or images rather than numbers. Qualitative research is research that intends to understand phenomena about what is experienced by research subjects, such as behavior, perception, motivation, actions, and others. It is holistic and descriptive in the form of words and language, in a specific natural context and by utilizing various natural methods (Moleong, 2021: p.6). Moleong (2021: p.132) describes the research object as an informant, which means people in the research setting who are used to provide information about the situation and conditions of the research background, the selection of research objects or informants in qualitative research.

Several data collection techniques carried out by researchers are as follows: Sugiyono (2021: p.57) mentions that an interview is a conversation directed at a particular problem and is a process of oral responsibility between two or more people facing each other physically. According to Gunawan (2021: p.58), the definition of observation is a deliberate and systematic study of social phenomena and psychological symptoms through observation and recording. Furthermore, it is stated that the purpose of observation is to understand the characteristics and extent of the significance of the interrelationships of elements of human behavior in social phenomena and complexes in cultural patterns.

A large number of facts and data are stored in documentation materials. Usually in the form of letters, diaries, reports, artifacts, photos and so on. The main nature of this data is not limited to space and time, thus giving researchers the opportunity to know things that have happened in the past. In detail, government or private document materials, server data and flash drives, data stored on websites, and others (Gunawan, 2023: p.175).

Data analysis is a process that aims to systematically compile data. The collected data is then processed, organized, categorized and sorted according to its units, synthesized, searched for and found patterns, and interpreted to obtain alignment between the problem and the research results (Sugiyono, 2022). The research was conducted at the Telekomedika Vocational High School (SMK) in Bogor, which is located at Jalan Raya Cifor Gang Cemara Bubulak, West Bogor. The research time is 5 (five) months, starting from March 2024 to August 2024.

#### **4. RESULTS**

SMK Telekomedika is a health school that is in high demand by SMP/MTs graduates both in urban and regency areas, so with this condition, the school can cover all areas in Bogor. The economic condition of students' parents/guardians is classified as middle class, so support for school programs in implementing quality learning runs well and needs to be improved in management. The teaching staff on average have S1 qualifications and some S2, so they can support and be able to provide adequate educational and teaching services to achieve the school's vision and mission. SMK Telekomedika students in the 2023/2024 academic year have 577 students.

Based on school document sources and interviews with the principal, the vision and mission of SMK Telekomedika Bogor are as follows:

- a. Vision: Excelling in Work, Competing in Achievement.
- b. Mission
  1. Realizing adaptive and proactive curriculum development;
  2. Realizing an active, creative, innovative, effective, varied, and fun learning process to optimally develop students' potential;
  3. Realizing intelligent and competitive graduates;
  4. Improving the quality of cooperative relationships with school stakeholders to optimize school programs;
  5. Realizing a school with environmental awareness and national character

The role of interpersonal communication between leaders and teachers of SMK Telekomedika is based on the previous discussion above, so the things that need to be improved are:

- a. The nature of openness, which has a very large influence in fostering interpersonal communication at SMK Telekomedika;
- b. Empathy that needs to be improved in communication among leaders, teachers, and staff of SMK Telekomedika so that they can empathize with each other in any situation;

- c. Supportive attitude among fellow leaders, teachers, and staff of SMK Telekomedia, because openness and empathy do not run optimally if a supportive attitude is not implemented;
- d. Positive attitude that refers to the communication aspect between leaders, teachers, and staff of SMK Telekomedia. It is hoped that this positive feeling can be felt by others to participate in feeling this positivity.
- e. Similarity/equality which is explicitly expressed to work together to solve certain problems if problems occur that need to be resolved. This is expected to contribute thoughts between leaders, teachers, and staff of SMK Telekomedia.

Based on the explanation above regarding interpersonal communication, interpersonal communication is carried out as a forum for information exchange activities and message delivery by one person and message reception by another person or a small group of people, with various impacts and with opportunities to provide immediate feedback, through conversations in a more personal atmosphere with face-to-face or mediated interactions.

Commitment to the organization among SMK Telekomedia teachers is the desire of teachers to remain teachers at SMK Telekomedia. Commitment to the school is one of the determining factors whether someone wants to remain a teacher or try to leave (looking for work in other schools). Indicators that can measure teachers' commitment to the school organization are: a. Affective Commitment, which is the desire to work as a teacher due to the individual's emotional involvement with the school organization (emotional-based reasons) for example: many fellow teachers with high kinship in the school environment; b. Continuance Commitment, which is the desire to continue working as a teacher because it is realized that it will incur many 'costs' if leaving this school and moving to another school (cost-based reasons), for example: other schools are located further from their current home, so if the honorarium is the same, then transportation costs are higher, and c. Normative Commitment, which is the desire to continue working as a teacher at the school because of feeling obligated (obligation-based reasons) for example: feeling indebted to the school that has given appreciation and convenience in various ways.

## **5. DISCUSSION**

The study on SMK Telekomedia in Bogor explores strategies to enhance interpersonal communication and organizational commitment among teachers. Improving communication can be achieved by encouraging work completion, fostering positive attitudes, setting clear goals, and enhancing teachers' work knowledge. The research emphasizes that organizational

commitment should extend beyond idea generation, encompassing implementation through adoption processes and influencing both students and school partnerships. This commitment may involve gradual, radical, or transformational changes in products, services, and processes.

The importance of refining interpersonal communication skills is highlighted, focusing on aspects such as openness, empathy, support, positive feelings, and equality. These skills are crucial for creating a more personal atmosphere in the school environment and facilitating effective feedback mechanisms. The study also underscores the role of teachers in forming organizational commitment, which involves creating psychological bonds with the school, demonstrating work involvement, loyalty, and trust in organizational values. This commitment is categorized into affective, continuous, and normative dimensions, all contributing to a comfortable work atmosphere and the achievement of school goals.

## **6. CONCLUSION**

The study contributes valuable insights into improving interpersonal communication and organizational commitment in vocational schools. It suggests that enhancing these aspects can lead to a more effective and harmonious educational environment. The research provides a foundation for understanding the interconnection between communication skills and organizational commitment in the context of SMK Telekomedika, potentially serving as a reference for further research in this area. The findings emphasize the importance of holistic approaches to school improvement, focusing on both individual skill development and broader organizational dynamics.

## **LIMITATION**

The study on interpersonal communication and organizational commitment at SMK Telekomedika in Bogor, while informative, presents several limitations that should be considered when interpreting its findings. Primarily, the research's narrow focus on a single vocational school in Bogor limits the generalizability of its results. This specificity, while providing deep insights into the particular context of SMK Telekomedika, may not account for the diverse factors influencing communication and commitment in other educational settings, thus restricting the broader applicability of the findings.

The apparent qualitative nature of the study poses another limitation. While qualitative research offers rich, detailed data, it inherently limits the ability to quantify the impact of interpersonal communication on organizational commitment. This approach, though valuable for exploring nuanced experiences and perspectives, makes it challenging to measure the



effectiveness of proposed strategies or to draw comparative conclusions across different educational institutions.

Furthermore, the research is constrained by a lack of methodological transparency. The absence of clear information regarding the study's timeframe, sample size, and specific data collection methods affects the comprehensiveness and reliability of the findings. This omission not only impacts the study's replicability but also makes it difficult for readers to fully assess the depth and breadth of the research. Additionally, the study does not address potential biases or challenges encountered during the research process, which could significantly influence the interpretation of results.

Lastly, the absence of quantitative metrics and measurable outcomes presents a notable limitation. Without concrete, quantifiable data, it becomes challenging to assess the tangible impact of the proposed strategies on improving interpersonal communication and organizational commitment. This lack of measurable results may hinder the practical application of the study's findings and limit its usefulness in informing evidence-based policy or practice changes in educational settings.

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