

Communication Pattern and Skill of Leaders in Private University Management

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Abstract. Communication strategies and skills supported by mutually supportive management tools are one of the managerial skills that must be mastered by private university (PTS) leaders. Leadership communication skills and style will form organizational communication patterns that will become the foundation for a healthy and effective organizational climate to develop its vision and mission. This research is done by using case study method at some PTS which is representation of PTS profile in West Java. The research results indicate that communication pattern of PTS leaders is still conventional, that is following the existing organizational structure, along with some informal communication form. Leadership communication skills are diverse, and include organizational communication skills, interpersonal communication, group communication, and social communication. All types of skills are required, but there are still some skills that have not been done optimally, such as group communication skills and social communication skills.

Keywords: communication skill, communication climate, effective organization

Introduction

The managerial and organizational communication skills of higher education managers in Indonesia, particularly among private universities (PTS), often receive less attention. Figures who became the manager of universities in the PTS, generally are some of figures of the lecturers who may be previously not be prepared or not prepare to become a leader or manager in PTS. Those who are elected may initially concentrate more on developing a functional career as a lecturer, not as a structural official or as a leader for an educational institution where he works as a lecturer.

Such general conditions lead to communication patterns and leadership skills of the PTS which usually less conducive and poorly honed. Informative, integrative, regulative and persuasive functions of organizational communication often do not run optimally and caused other management functions run stagnant.

Meanwhile, the leaders and managers of PTS now face very complex challenges as well as the quite tight and more open competition in the era of internationalization, especially through the agreement of the ASEAN Economic Community. The capacity of manager in private university (PTS) is expected to have a unique ability to synergize their potential capacity with their partner potential, in order to achieve the institution's vision.

The correct communication strategy and organizational communication pattern, supported by mutually supportive communication patterns, is one of the managerial skills that must be mastered by the private university (PTS) leaders. Ongoing communication, both internally and externally, will open up teamwork opportunities in running the college's principles of Tridharma. Based on interviews with one of the staffs in Kopertis (private university coordination) of Region IV, in some cases of problematic universities, after tracing, it was rooted from the lack of a

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