

## THE COMMUNICATION PROCESS IN THE SCHOOL COMMITTEE IN TERMS OF SUPPORTING THE DEVELOPMENT OF EDUCATION MANAGEMENT

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### ABSTRACT

*This reseach aims to analyze and describe the process of communication in the School Committee to support the management of education's development. This research uses quantitative approach as the survey's method. The datas were obtained through distributed questionnaires to 425 respondents from 148 public and private Elementary Schools and Junior High Schools in South Tangerang. The results showed that the process of communication in the School's Committee is considered quite good which is the best organizational communication, meanwhile the mass communication is still considered low. Simultaneous testing results shows that the characteristics of the board of the School Committee, the Board of Committee's Understanding toward the Management Role and Function of the School Committee, the support for the Board of School Committee; support a significant effect on the process of communication in the School Committee. While partially, the characteristic of the Board of School Committee has no significant effect in which the dominant variable is the support on the School Committee members. While supporting the implementation of school's quality, it is advised that the role of School Committee can be further more improved by increasing the communication process by prioritizing the dimensions of mass communication.*

**Keywords:** *Characteristics of Management Committee, the Electoral Board of the School Committee, support the Governing, Communication Process*

### 1. INTRODUCTION

Education plays a very important role in the process of improving the quality of human resources, and is a process that is integrated with the process of improving the quality of human resources itself. Education is an attempt to accelerate the development of human potential to be able to carry out the tasks assigned to them, because only humans can be educated and to educate. Recognizing the importance of the process of improving the quality of human resources, the Government has been trying to realize the mandate through various activities to build a better quality education through the development and improvement of curriculum and evaluation system, improvement of educational facilities, development and procurement of teaching materials, and training for teachers and other education personnel. But the

fact, is it is not enough to improve the quality of education. One of the form of it's actualisation is the establishment of an entity that is involving the participation of communities to the School Committee.

The School Committee is an independent body consisting of parents / guardians of students, school community, and community leaders that concerns about the education. The purpose of the establishment of the School Committee is to create a platform for all of the representation mentioned above to simultaneously improve the quality of education by providing services, consideration, guidance, support and supervision. The School Committee is a form of community participation that has the commitment and loyalty, and concerns to improve the quality of schools. School Committee typically can be developed and rooted in the culture, the value of

agreement, as well as trust that is built in accordance based on the potential of the local community.

By creating the School Committee, the community feels involved and is responsible to improve the quality of schools. On the other hand, the school can reduce its dependence on government's bureaucracy. The role of the School Committee has a strategic position in the development of the school to accommodate community's participation in education.

School Committee as an organization that supports education have the communication needs of both internal and external communication. Communication could support the educational process, Lavoie (2008) examined the schools that managed to be productive and responsive. Anything related to organizational communication always considered by two main concepts of communication and organization. The actual position of communication emphasizes on how an organization is constructed and maintained by a process of communication. (Thayer in Iriantara and Syaripudin 2013).

One of the aspects that mostly felt urgent is to streamline the organizational communication in schools with all local stakeholders that is facilitated by the School Committee. Thus, if the School Committee is capable and performing its duties and its role properly, it will create an educational system towards society civil; modern society, that is open in receiving numerous differences based on ethnicity, race, religion and gender in order to improve the welfare of society (Susanto : 2003).

### 1.2 Purpose of Research

This study aims to analyze and describe the process of communication in the School Committee to support the management of education development.

### 1.3 Research Question

How is the communication process on the School Committee in terms of supporting the management of educational development?

## 2. LITERATURE REVIEW

An organization will not be effective if the interactions between the members in it are not effective or less in communicating. Communication is very important in social life. The changes that occur are not separated from communication,

communication can play a central role in the changes, whether the changes brought into the bottomless negative changes or to the positive. According to Dilla (2007) It takes skilled workers and professionals; both individuals and groups who know their fields, through educated and skilled workers, that are expected to be the pioneer of making moves, and to open the minds or disseminate these changes. Those workers have the qualifications and ability to be called the "agents of change".

Parental involvement is designed to create a partnership. The collaboration between communities/parents and schools is to improve school's performance and student's achievement. Melvin Allena Jabar (2010) furthermore, in his research explained tht the involvement of The Parent Teacher Association (PTA) at the discussion of school's programs has an effect and is expected that they would participate the school to the implementation of the school's program.

The process of communication that takes place in the School Committee must be run efficiently and effectively to implement the organizational goals. According to Thoha (1990) in understanding the communication by organizational behavior, is a process of communication between people or between individuals that involves an attempt to change the behavior that occurs in an organization is an essential element in the communication process. If there is a good communication process in the School Committee, then the purpose of the School Committee is more likely to be more implemented properly and the process of development of education in Indonesia can be actualized well. The problems in this research are: What is the process of communication in the School Committee to support the management of education development. Based on the formulation of the problem of this research, the objective is: to analyze and describe the process of communication in the School Committee to support the management of education development.

Nakpodia (2010) in his research focuses on communication processes that are essential for building an educational organization. Without communication, any organization will not be as expected and will not achieve goals effectively. Based on his research Nakpodia (2010) the size of the schools often give rise to fears of a lack of communication amongst teachers and school stakeholders, so that teachers often feel isolated or small groups who have the same goals. That is why

the development of communication systems required a well-planned organization that runs efficiently.

Jafari, et al (2013) in his research explained that Schools to carry their mission properly and enjoy the support of the community are required to communicate effectively with all aspects of society. Furthermore, Parent-Teacher Association can be considered as an essential and impartible part of education since its main goals is improving social relations and creating appropriate and meaningful parental participation in education activities in schools so making communication with parents in school affairs could provide ground for their protection, participation and social assistance.

### 3. RESEARCH METHOD

This study used survey methods with quantitative approach. Bungin (2005) says that the quantitative study with descriptive format aims to explain, summarize a variety of conditions, various situations on many variables that arise in the community which is the object of research. The study used the paradigm of positivism that measures the objective facts through a concept that was revealed at the variables and elaborated on the indicators with the aspect of reliability.

#### 3.1 Data Collection and Data Analysis

The data used in this study are primary data related to the variables obtained through a questionnaire that is distributed to the board of chair, secretary and treasurer of the 148 School Committees in South Tangerang City. All 425 respondents came from primary and secondary public and private schools. To analyze the overall data, this study used path analysis (path analysis) on the basis of considerations to check or test the causal theorized model and not degrading the causal theory (Sudjana, 2003).

#### 3.2 Validity and Reliability Instruments Test

Based on the results of the validity test, it is earned that the whole item of the questions used to measure the variable characteristics of the Board of School Committee, The Understanding of the Board of Committee toward the Management Role and Function of the School Committee, the Support for the Board of School Committee and the Communication Process in the school committee, it has a correlation coefficient value greater than on the table values on  $n = 425$  is 0.1248. So it can be

concluded that the indicators that measure each of the variables is valid. While the test results show that the Cronbach alpha reliability values of variables X1 is 0.947, X2 is 0.953, X3 for 0.969 and the Y variable is 0.960. The results of the analysis showed that the four variables has a Cronbach alpha values above 0.7 so that it can be concluded that all indicators in the questionnaire have the nature of a consistent measurement tool in measuring the variables with a high degree of reliability.

## 4. RESULTS AND DISCUSSION

### 4.1 Communication Process in School Committee

To assess whether the process of communication in the School Committee or not it is necessary to analyse descriptively regarding the respond of the respondent. The Communication Process in the School Committee is measured through four dimensions, which are interpersonal communication, organizational communication, public communication and mass communication. Here is the distribution of the answered questions by 425 respondents, as presented in Table followed by the explanation.

Tabel 1. Percentage of responses regarding the dimensions of the process of communication in the School Committee

No	Dimension	Score	Ideal Score	%
1	Communication between Personal	5814	8500	64.40
2	Organization Communication	14277	20400	69.99
3	Public Communication	4669	6800	68.66
4	Mass Communication	27898	6800	46.15
Communication Process in School Committee		27898	42500	65.64

The communication process variable in the School committee is measured through four dimensions and 25 indicators questions and obtained the distribution

of scores as follows. The cumulative score is 27898 respondents, or 65.64% of the ideal score 42500 and in the medium category. It can be interpreted that the overall process of communication which are built into the school committee both at public and private elementary and junior public and private schools in South Tangerang quite intensive and effective. More specifically means that the administrators of the

School Committee has submitted and received messages both among fellow administrators, trustees and members, with the school management and other stakeholders fairly well.

Furthermore, based on the distribution of scores, partial dimensions of communication organization obtains the highest score of 69.99% in the medium category, while mass communication obtained the lowest score is 46.15 in the low category. Three of the four dimensions of the communication process obtained almost the same score and are in enough category; interpersonal communication (68.40%), organizational communication, (69.995), and public communications (68.66%). By observing scores partially, it can be interpreted that most or 3 of 4 dimensions are already running adequately, but for the mass communication it is still very alarming because it is still very less intensive and effective.

**4.2. Path Analysis**

To analyze the causal relationship and influence between the characteristics of the Board of School Committee, The Understanding of the Board of Committee toward the Management Role and Function of the School Committee, the Support for the Board of School Committee and the Communication Process in the school committee, this study used path analysis. This research used SPSS to calculate the calculation. The results of the analysis of the path are obtained as follows:

Table 2. Coefficient Path

Model	Standardized Coefficients
	Beta
(constant)	
X1. Characteristics of the Board of School Committee	.041
X2. The Understanding of the Board of Committee toward the Management Role and Fuction of The School Committee	.338
X3. The Support of the Board of School Committee	.383

a. Dependent Variable: Y1

The structural model based on the standardized coefficients is:

$$Y = X1 + 0041 * 0338 * 0383 * X2 + X3, \text{ with Errorvar} = 0.557$$

If the equation is pictured, that would be look like as in Figure 1 below.

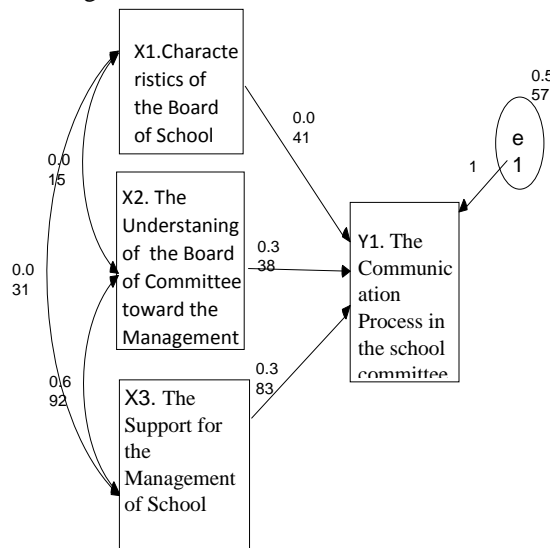


Figure 1. Path Coefficient

From the results obtained by using the path analysis, it implies that all the coefficients obtained had positive direction of the relations. That is, the better the characteristics of the board of the School Committee, the better understanding of the role and functions of the school committee and the better support on the School Committee, will have an impact on improvements in the communication process on the School Committee. Based on that meaning, in the election of the School Board's Committee it necessary to consider the individual characteristics of the board such as educational background, their understanding of the education system, and socio-economic status to ensure the quality of participation in the activities of the School Committee.

**4.3. Direct and Indirect Effect**

Based on the result of the calculation, the simultaneous influence is as follows:

Table 3. The Effect of Simultaneous Test

Model	R	R Square
1	.6666 <sup>a</sup>	.443

Based on table 4.17 it can be seen that the simultaneous effect of Characteristics School Management Committee, the Management Understanding the School Committee on the Role and Function of the School Committee, the Board

Support for School Committee Communication Process in the school committee has a coefficient R<sup>2</sup> = 0.443. This means that these results indicate that the variable characteristics of the Board of School Committee, School Committee Board of Understanding on the Role and Function of the School Committee, School Committee support the Board to affected by 44.3% toward the Communication Process in the school committee. While the remaining 55.7% is influenced by other variables outside the model are unknown.

To look for the effect of direct or indirect effect on each independent variable on the dependent variable we can see in Table 4 below

Table 4. Direct and Indirect Effect Between Variables

Sub Var	Path Coefficient	Direct Effect	Indirect Effect (trough) in 100%			Indirect Effect	Total(%)
			Y	X1	X2		
X1	0.041	0.17%		0.02%	0.05%	0.07%	0.24%
X2	0.338	11.42%	0.02%		8.96%	8.98%	20.40%
X3	0.383	14.67%	0.05%	8.96%		9.01%	23.68%
Total		26.26%	0.07%	8.98%	9.01%	18.06%	44.32%

Table 4 shows that the direct effect of each variable gives a bigger value more than the indirect effect, where the variable Support on the Management Committee of the School of Communication Process in the school committee make a greater contributions. That means, the fourth dimension of communication variables studied have directly contributed to the intensity and effectiveness of the communication process of the school committee both internally and externally.

**4.4 Hypothesis Testing**

Hypotheses are tested in accordance with the paradigm that reflects the hypothesis. Those are The Characteristics of the Board of School Committee (X1), The Understanding of the Board of Committee toward the Management Role and Function of the School Committee (X2) and the support to the Board of School Committee (X3) to the Communication Process in school committees (Y).

**4.5. Simultaneous Hypothesis Testing**

The simultaneous influence of the variable The Characteristics of the Board of School Committee (X1), The Understanding of the Board of Committee toward the Management Role and Function of the School Committee (X2) and the support to the Management of School Committee (X3) to the Communication Process in school committees (Y) used a statistical hypothesis as follows:

$$H_0 : \rho_{yx1} = \rho_{yx2} = \rho_{yx3} = 0$$

Simultaneously there is no significant effect in The Characteristics of the Board of School Committee (X1), The Understanding of the Board of Committee toward the Management Role and Function of the School Committee (X2) and the support to the Board of School Committee (X3) to the Communication Process in school committee (Y)



$H_1 : \rho_{yxi} \neq 0 ; i=1,2,3$

Simultaneously there is significant influence in The Characteristics of the Board of School Committee (X1), The Understanding of the Board of Committee toward the

Model	Sum of Squares	df	Mean Square	F	Sg.
Regression	55374.335	3	18458.112	111.834	.000 <sup>a</sup>
Residual	69485.783	421	165.049		
Total	124860.118	424			

Management Role and Function of the School Committee (X2) and the support to the Board of School Committee (X3) to the Communication Process in school committees (Y)

Table 5. Anova Simultaneous Test

- a. Predictors: (Constant), X3, X1, X2
- b. Dependent Variable: Y1

Based on the calculation, the value of the F-count is 111 834, while the value of F tabel is 2.6261 and a significance value of 0.000. Thus, the calculation of F value obtained 111.834 greater than the F table at a rate of 95% or  $\alpha = 0.05$  This means that the position of the point of significance test and F count on a distribution curve that are in the region of Ho rejection, giving the sense that simultaneously there is significant influence in The Characteristics of the Board of School Committee (X1), The Understanding of the Board of Committee toward the Management Role and Function of the School Committee (X2) and the support to the Board of School Committee (X3) to the Communication Process in school committees (Y).

**4.6. Parcial Testing**

Testing Criteria: Reject Ho if t-count is larger than t-table or  $t_0 > t\text{-table}$ , with  $dk = n - k - 1$  then the degrees of freedom =  $425-3-1 = 421$ ,

Table 6. The Test Results of Partial Variable The Characteristics of the Board of School Committee

(X1), to The Communication Process in the School committee (Y)

Structural	Path Co Efficient	t-Count	t- Table	Conclusion
	0,041	1.121	1.965	H <sub>0</sub> accepted H <sub>1</sub> rejected

The path coefficient for variable characteristics of the Board of School Committee (X1) to Process Communication in school committees (Y) is 0041, t-count is 1,121 by taking a significance level of 5%, then the value of the t-table is 1.965 so that due  $t = 1,121$  is smaller than 1,965 then Ho is accepted in other words, there is no significant effect Characteristics of the Board of School Committee (X1) to the Communication Process in school committees (Y).

Table 7. Variable Partial Test Results of The Understanding of the Board of Committee toward the Management Role and Function of the School Committee (X2) to The Communication Process in the school committee (Y)

Structural	Path Co Efficient	t-Count	t- Table	Conclusion
	0.338	6.715	1.965	H <sub>0</sub> rejected H <sub>1</sub> accepted

The path coefficient for variable The Understanding of the Board of Committee toward the Management Role and Function of the School Committee (X2) to the Communication Process in school committees (Y) is 0.338 t-count is 6.715 by taking a significance level of 5%, then the value of the t-table is 1.965 because the t-count = 6.715 is greater than 1.965 hence Ho is rejected meaning there is significant influence between The Understanding of the Board of Committee toward the Management Role and Function of the School Committee (X2) to the Communication Process in school committees (Y).

Table 8 Partial Test Results for Variable the Support on the Management of School Committee (X3) The Communication Process in the school committee (Y)

Structural	Path Co Efficient	t- Count	t- Table	Conclusion
	0.383	7.606	1.965	H <sub>0</sub> rejected H <sub>1</sub> accepted

The path coefficient for variable the Support on the Management of School Committee (X3) to The Communication Process in the school committee (Y) is 0.383, the t-count is 7.606 by taking a significance level of 5%, then the value of the t-table is 1.965 because the t-count = 7.606 is greater than 1.965 then Ho is rejected, in other words there is significant influence between the support at the Board of school Committee (X3) to the Communication process in the school committee (Y).

**5. CONCLUSION**

Based on the analysis of The Communication Process in The School Committee in Terms of Supporting The Development of Education Management in South Tangerang City, Banten Province, Indonesia, it can be concluded as follows:

1. Cumulatively, the organization's communications built by the school committee is quite good. This condition is caused by three of the four dimensions; characteristics of the board of the School Committee, the Board of Committee's Understanding toward the Management Role and Function of the School Committee, and the support for the Board of school committee has been quite good. But yet, there is one dimension that is less intensive and effective, which is mass communication.
2. Simultaneously there is significant influence in Characteristics School Management Committee, the Board of Committee's Understanding toward the Management Role and Function of the School Committee and the Support for Board School Committee toward the Communication Process in the school committee with a coefficient of determination of 44.3%. This means that there are unknown variables with 55.7% and the coefficient determination must be taken into account in improving the quality of the communication process of committee at the South Tangerang City. Related to that, it is necessary to conduct further research to determine and analyse the influence of the other variables.

3. The hypothesis testing gives the following results:
  - a. There is no significant effect from the characteristic of the board of Committee of the School to Communication Process in the school committee with a 12.17% direct effect which is greater than the indirect effect at 0.07% so that the total effect is 0,4%. This meant that all members have the eligibility to be elected as the school board committee without the need to consider differences in characteristics including educational background, gender, and socioeconomic.
  - b. There is an effect between the Board of Committee's Understanding toward the Management Role and Function of the School Committee to the School Committee Communication Process with a 11.42% direct effect which is greater than the indirect effect in 8.98% so that the total effect is 20.40%. That means, the empowerment of the board of the school committee needs to be done to improve the understanding of the function and role of the school committee. The education department snf school can organize various training together and provide reference material to be studied by the board.
  - c. There is a significant influence on the support for the Board of school committee to the Committee Communication Process in the school committee within a 14.67% direct effect, which is greater than the indirect effect that is 9.01% so that the total effect is 23.68%. The results of this test meant that the school committee needs the support from all parties, including members, schools, department of education, business and industry and other stakeholders to be able to play maximal in support of education with quality.
4. Although the results of a fourth-dimensional path analysis variables that is examined had described its significant influence on the communication process of the school committee, but the simultaneous effect analysis showed that those four had only contributed for 44.3% to the communication process in the school committee.

5. The school committee in supporting the development of quality of school's operations can be further enhanced by improving the communication process with the priority on the dimensions of mass communication. It is recommended that the committee publish a bulletin or other printed media and utilize electronic media such as the Internet to disseminate information about its activities to all stakeholders. It is expected there will be an increase in support for the various parties to the role and functions of the school committee.

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