

COMMUNICATION PATTERNS OF LEADERS OF THE FACULTY OF ECONOMICS IN RESPONDING TO UNCERTAINTY OF INFORMATION ON UNIVERSITY OF SOUTH SUMATRA

Riko Fardiansyah¹
Jamalullail²

¹Universitas Sahid Jakarta, Indonesia

*e-mail: rikofardiansyah@gmail.com, jamalullail@usahid.ac.id

*Correspondence: rikofardiansyah@gmail.com

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Abstract: The purpose of this study was to understand the communication patterns of leaders at the Faculty of Economics in responding to information uncertainty at the University of South Sumatra, and to find out the driving and inhibiting factors. The phenomenon of the transfer of leadership from one group of actors to another is a big enough problem, that between the Dean and subordinates in terms of organizational structure, there is no one-unit relationship within the organization. Types of qualitative research. The number of informants was 6 people, using a purposive sampling technique. The data collection tool is interview. Data analysis techniques according to iMiles and Huberman. This research uses Weick's organizational communication theory with 3 dimensions namely, Enactment, Selection, and Retention. The results of the study, (1) Enactment, show that communication between leaders and subordinates in informing campus policies is not optimal with the presence of miss communication, the delivery of information is still to certain members (2) Selection, showing the dean is not optimal in providing clarity of information so that the information received is less relevant to the task being performed. (3) Retention, that everyone working at the University of South Sumatra already has their respective duties and structures within the organization. Obstacle factors occur in the Faculty of Management organization such as miscommunication, bad weather causing difficulties to communicate from long distances. Besides that, things to support are the policies and work programs of the Dean so that he has the right to manage his subordinates, the facilities are given by the foundation, and a salary.

Keywords: Pattern of Communication; Leadership; Organizational Communication.

INTRODUCTION

Communication organization is a form communication inter-personal which has role very important in running wheel organization.

Organizational communication is carried out by formal group and informal from an organization. Communication formal is communication which approved by the organization itself and nature oriented interests organization. The content in the form of how work in in the organization, productivity, and various work that must do in the organization. As for informal communication is communication that approved socially. The orientation is not on organization, but more member individually (Romli, 2019).

The ideal Organizational Communication System in the economics faculty environment is the implementation of a good and comfortable organizational communication process among members which can be seen in honesty such as openness and togetherness. The process of honest communication can be seen in one's attitude by always saying the right thing, not subtracting, and not adding while openness can be seen in activities in Ramadan such as iftar together, going to Friday prayers together, takziah together, counseling, responsibility, cooperation, mutual understanding, respect for differences and tolerance. Responsible like not blaming others, cooperation by participating in working together to clean the prayer room, throw garbage without looking at the position.

Mutual respect, respect for differences and tolerance by not differentiating the

cultural background that exists in the organization, togetherness for example going together at the harvest of rice fields. In fact, organizational communication that occurs in the faculty of economics occurs friction in unhealthy organizations by blaming each other, maintaining distance, the absence of mutual understanding, knocking each other down, the absence of mutual respect for differences.

For example, when leaders have training or attend *workshops*, no one wants to replace leading meetings at the faculty, leaders who gather are not served or disbanded, leaders inform information in the faculty group is replied to with unnatural images, consider leaders as outsiders or not part of their group, there is no togetherness during the harvest event when the event all faculties are invited to attend.

As described above, that the transfer of leadership from group perpetrator to another becomes a problem that is quite large. There is an impression that between the Dean and subordinates in the organizational structure there is no one-unity relationship in the organization. So how do leaders carry out Communication Patterns in carrying out effective approaches in order to establish good relationships in new places, atmospheres, environments and cultures?

The leader's communication pattern is vertically and horizontally forming an all-channel pattern (all channels or all directions). This type of communication from top to bottom means from the leader to staff or subordinates. While the flow of communication from bottom to top means from subordinates to leaders. For example,

providing advice and criticism to the leadership.

In fact, the communication pattern built by the leader does not work well, there are still obstacles, especially in meetings, lack of positive feedback, there is still a distance between subordinates and superiors, certain groups do not want their territory to be disturbed. It can be seen from the attendance list matrix below.

**Table 1
Lecturer Attendance List**

Date	Activities	Attendance list of permanent lecturers	Number of permanent lecturers
19-Des-2020	Coordination meeting for the preparation of the form team and SPMI	15	16
23-Des-2020	Follow-up meeting for Acritation preparation	15	16
05-Mar-2021	Thesis Workshop Debriefing	2	16
06-Mar-2021	Thesis Worksop Briefing	1	16
06-Oct-2021	Odd semester coordination meeting for Academic Year 2021/2022	13	16
23-	Briefing of	11	16

Oct-2021	Field Work Lecture Activities (KKL) FY 2021/2022		
09-Nov-2021	Establishment of editorial board Journal Accreditation Preparation	9	16
27-Des-2021	Uas preparation meeting and MPA Seminar Preparation	15	16

Source: USS Administration, Year 2021

From the data above, in October 2021, many new lecturers actively participated in each leader's meeting. Meetings that want to provide instructions, instructions, information, explanations about thesis writing to become a better thesis many permanent lecturers are not present.

The problem interesting for to research. Therefore because of that, researchers are interested to do research. The magnitude of the organizational structure at the University of Sumatra Selatan so that in this research more focused on Faculty Leaders namely Dean and his subordinates. The hope is that from the results of research can be done customization on other parts.

The indicator communication organization used in this research according to Weick said that organization is an a events that Intertwined together and took place in area which real. The emphasis in this concept lies on activity and process. The process activity develop with parts, namely *enactment*, *selection*, and storage

(*retention*).

Literatur Riview

Carl Weick's Organizational Information Theory

The theory information organization developed by Karl Weick has a position which is very important in the science communication. This theory uses communication as the basis of the way organize and organize a group and give the way think yang rational in understand how man it organize. According to this theory, organization is not a structure which consists of number position and role but is communication activity, So that designation which more precisely is organizing or organizing (which indicates process) than on Organization or organization, because organization is an that want to achieve through communication process that continuous (Morissan, 2009:32).

In theory information organization, Karl Weick developed an approach to describe process when an organization collects, manage, and use information receive. From the approach that did by Karl Weick can see that the most important factor is on process organize (West & Tunner, 2009:335).

The concept of organization refers to a process organizing because according to Weick, process organizing this produces organization, is formed from activity and process. Organization has structure, but how an organization acts and perform is determined by structure is defined by The patterns of regular behavior. The behavior interlocking this is an system that is real in an organization,

and this is key for the functioning of The organization.

Organization is a system that adjusts and sustains itself by reducing uncertainty that face. In other words, the behavior of in the organization is said to be interlocking if the behavior of is an in organization depends on on behavior others (Pace and Faules, 2005: 78-79).

In study organization, study behavior organizing and core behavior is communication. Organization speak so that know talk constitute an intelligence and ability organizational adjustment. To know what think organization, very important check behaviors that interlock (multiple interactions) in Between of the organization. Weick see organization as a system that receives various information that confuse and multiinterpret from its environment and try to understand it. Thus, organization in its development undergoes evolution as organizational attempt to understand and the environment. (Morissan, 2009:32).

Wick likens organizing to information processing. According to him, information is a common raw material that is processed by all organizations. But the reception of information to organizations is often *equivocal*. That's because a given message has more than onelranian interpreter. Weick describes how humans understand verbal input. The members the organization carry out the process understand this by using *enactment*, *selection*, and *retention*. will succeed if they can reduce the lack of information through these means.

Here are the three stages.

1. Acceptance Information (*Enactment*)
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Enactment is process by which individual build, rearrange and destroy many objective features of environment enactment not just perception only. (Yohana, 2013:16). Definition enactment this see the existence of information from environment internal and environment external in the organization. can be seen in how the way information will be received and interpreted by organization. reduce ambiguity, stage receipt of information constitute initial stage required. In the stage enactment, man not only passive in response his environment. Man effectively and selectively interpret of his environment by see the existence of ambiguity in information that chas (Papa, Tom & Barry: 2008:113). to West & Tunner, give definition of enactment as interpretation of information received organization. In this stage i, organization conduct an analysis of the inputs receive. Berbased on input organization can determine the amount ambiguity occur at the same time give meaning against information. (West & Tunner, 2009 :347). In this stage, person give attention to stimulu or stimulu and know there is ambiguity. Weick believe that this stage of enactment important for success an organization. At stage receipt information or enactment, then someone give his attentio to information receipt cause to realize against there is ambiguity. With other words people focus on specific problem. (Morissan, 2013: 405-406).

2. Selection

Selektion is reduction ambiguity which second this as one process member organization in accept some information is considered relavan to problem and reject other information that is not relavan. (Morissan, 2013 :406). Regarding West & Tunner say that selection is selection method best get information. After stage enactement organization use and analyze various rules and cycle used for Interpreting Information is ambiguous, Stage Next is Selection. (West & Tunner, 2009:347). In stage selection, an organization do analysis information, then choose best method for got additional information.

3. Retens (Retention)

Retention is collective memory enable person to achieve goals (West & Tunner, 2009:348). Retention is stage end where organization engage with last reduce ambiguity. In this stage, information stored will be combined with other information that already exist used organization in carry out activities in future Morissan, 2013: 408). Aactivity an organization is the process understand an information is not clear and ambiguous. Stage an organization allow store information about how organize by give response in various.

MATERIALS AND METHODS

Research methods used qualitatively, namely research to describe and analyze phenomena, events, beliefs, attitudes, and social activities individually and in groups. Qualitative methods are a collection of

methods to analyze and understand more deeply about the meaning of some individuals and groups considered as humanitarian problems or social problems (Creswell, 2015).

The key informants in this study were 6 people who were deans, lecturers and staff at the Faculty of Management at the University of South Sumatra. Purposive sampling is a non-random sampling technique used by researchers to determine the number of samples according to the specified criteria. The data collection technique uses interview guidelines supported by questionnaire results for 22 respondents who are lecturers and staff in the Faculty of Management, University of South Sumatra.

RESULTS AND DISCUSSION

Description of the object of study

This aims to find out how the communication pattern of leaders at the faculty of economics in responding to uncertainty of information at the University of South Sumatra. Factors driving and inhibiting communication patterns of leaders in private university faculties in responding to uncertain information at the University of South Sumatra.

Researchers observed and went to the field at the Faculty of Economics, University of South Sumatra in Palembang. Data that researcher get more in the form of words researcher get from informant who interviewed and is the of the main data. Source primary data recorded in written or through device recorder that researcher use during process interview directly.

Other data that support the results of the interview are questionnaires distributed

to 20 respondents consisting of lecturers and staff in order to provide assessments to the leadership. In addition data in the form of words, in this research researcher use data from documentation that exist in the Faculty Economics University of South Sumatra in Palembang. S tud pustaka and documentation taken by researchers during observations also have a role in the success of research, by making field observations.

iResearchers also recorded to informants which consisted of six respondents, namely the Dean, Vice Rector, head of Study Program, lecturers and staff of the Faculty of Management, University of South Sumatra, Palembang. The documentation used for data completeness consists of campus vision and mission books, Renstra, Tr Dharma of higher education, statutes, absences and other supporting letters.

Results of Respondents' Responses

The results this research analyzed descriptively. descriptive analysis is done by way describe each point question, which aim to get an image Regarding variables that studied. Respondents consisted of lecturers, and staff at the USS Faculty of Management totaling 20 people. In measuring the communication pattern of leaders in the faculty of economics, an assessment classification is used for the statement of questionnaire results from respondents.

Based on results previous obtained results that index indicator relation to the communication pattern of leaders at the Faculty of Management found value index range from 71% to 75% which have statement category Good.

This indicates that the higher value index of leadership communication patterns, then will the higher value awareness of subordinates in responding to uncertainty of information at the Faculty of Management, University of South Sumatra which seen from 3 (three) indicators namely *Enactment* (75%) stated good, *Selection* (71.1%) stated good, and *Retention* (74.5%) declared good.

Enactment is the involvement of subordinates in the organization obtaining information that comes from internal environment and external environment in organization, and seen in how way information received and interpreted by organization. With the intensity communication between leader and subordinate so that create good cooperation. then need a communication which routine.

This also supported with the existence of a relationship work that have been long between leader and subordinate so that in an organization involvement work employee very play a big. Robbins (2013) that Involvement Work can see to what extent an employee participate with ability in make increase success organization.

As for the factor involvement work is active participate in work. Which say that active participation is person's concern towards something. From level attention this then can know how much a person employee attention, care and master Field becomes part. This show by giving input and opinion in in the organization.

Selection as one process member organization in receive amount of

information considered relevant to problems and Reject other information no relavan, and show level agreement member organization against assumption basis and of the organization. This show with the existence of employees make core values organization as guidelines in carry out actions, employee make core values organization as guideline in express thoughts, and organization provide Strict Sanctions For Employees Violate Regulations Organization.

From research that conducted that employee have consistent work and responsibility high and from results The value Index obtained of 71.4% was declared Good. Proven by existence of guidelines work Renstra (5 years), Renja (1 year), Juknis, Juklak and Guidelines lain yang already determined by the Foundation. In the implementation of work, the Faculty of Management also adjust to changes policy apply. The steps in strengthening the pattern of communication between leaders and subordinates are solidifying the basic values culture organization, conducting coaching to members organization, give examples and examples, make events, give assessment and awards, respond Against problems external and internal, and coordination and controlled.

Retention is the stage to which the organization engages by reducing ambiguity. In this stage, information stored later will combine with other information that already exist used In carry out activities in future. So, activity an organization is process perceiving an information is not clear and ambiguous.

So in this stage an organization allow to store information about way to organize with give esponse with various situations. This is shown by ability organization respond changes environment external do changes internal organization. With the implementation and activities work at the USS Faculty of Management based on foundation rules not trecento faculty policy. All provisions apply is a directive from the foundation. If have new policy correspond with task and function of the Faculty of Management then Dean must hurry Doing socialization so that quickly carried out in every unit work. This so that conform to vision and mission USS itself. Where USS have mission namely improve quality management, institutional and resources human in order realize governance higher education good based on *entrepreuner university*.

Findings Research

Communication pattern of leaders at the Faculty of **Economics in responding to uncertainty of information at the University of South Sumatra**.

Pattern communication can be understood as pattern relationship between two people or more in delivery and reception message in the way that is right so that message referred to is understood. As explained in the previous chapter that nature pattern communication is series activities planned and phased is done by leader with based on policy set by who authorized. praktis pattern communication required to see conformity and relevance model descriptive Was. The pattern

communication very much needed, because at stage that can see suitability various factors Success Leadership, Policy and Program Campus.

The results of the analysis of the Communication Pattern of Leaders at the Faculty of Economics in responding to uncertain information at the University of South Sumatra are divided into three dimensions, as follows:

Enactment

This enactment is the stage where between the leader and subordinates see the existence of an information comes from environment internal and environment external in organizational and ambiguous. this stage of enactment, members must be active in responding to information from the leadership, in order to reduce ambiguity in the information received.

The initial conclusion from the interview with the Head of the Study Program, Faculty of Management, University of South Sumatra that communication between leaders and subordinates in informing campus policies was not optimal with a communication miss, delivery of information still in the nature of certain members so still there are members who less respond to policy have done. From the results of several interviews with informants from the Faculty of Economics, University of South Sumatra, it was illustrated that subordinates felt that the dean was able to communicate well, and could inform policies, and work programs to subordinates, However, on the other hand, the leader is considered less optimal in providing work information because the dean has not long served as a leader at the

Faculty of Economics, so it requires time to establish more productive working relationships.

In organization try create relationship work harmonious between leader and subordinate, to maintain conditions leader must can influence and can support achievement goals organization, so that can more optimal performance. Leader effective must be able give direction, evaluation, and correction to efforts done by member in achieve goals organization. Leader effective must be able give direction, evaluation, and correction to efforts done member in achieve goals organization. In any organization will not achieve goal if in it no occur communication Both are between Leader and members and vice versa. Harmonious relationship between members is caused by communication reciprocal good. The importance of communication is not limited to communication personal but also in tatanan communication organization. With good communication, an organization can run smoothly and succeed so vice versa, lack or no the existence of communication, organization can jam and messy.

Selection

Selection is a process of reducing ambiguity, that is, the behavior members of the organization in receive a certain amount of information is considered relevant to the problem and reject information other rated no relevan. In stage selection, perform analysis information. then choose best method to get additional information. It is seen

that members can receive clarity of information. The clarity in question is how the Dean as the leader of the Faculty of Economics, University of South Sumatra communicates or conveys information related to campus policies and campus work programs so that can be understood and Understood well by all subordinates party related good elements of teaching staff, namely lecturers, deputy deans, and staff.

This can see the results of interview, it is known that the clarity of direction from the dean has been implemented subordinates from the beginning of the preparation of policies and activity programs, the implementation of policies and activity programs, delivery to all related parties, direction and guidance that are also carried out and pay attention to the availability of supporting human resources so that the delivery of policies and work programs can be well received and carried out smoothly even though in the field it is found that not all subordinates receive policy and program information well work delivered. From the results of several interviews with informants from the Faculty of Economics, University of South Sumatra, it was illustrated that subordinates felt that the dean was not optimal in providing clarity of information so that the information received was less relevant to tasks performed. Some members of the organization are elected by the dean and are able to implement policies and work programs clearly.

However, there are some members who cannot implement work programs and policies clearly because there is information that is not conveyed directly

from the leadership so that the direction becomes not clear in its implementation. For example, just instructions for accreditation, the dean told all lecturers to accredit, but in fact lecturers cannot participate in accreditation directly, so the leadership feel the information provided is ignored. Another policy that was also ignored was that exams were still online, while the dean issued a policy that exams must be face-to-face and cannot be *open book*, this is also not implemented by lecturers and ignored. The lack of communication carried out personally and in groups makes the relationship between coordination of work instructions unclear.

Communication carried out leader and subordinate took place informally not related to position because they discussed in the scope of as friend, so that able create a communication conducive as one effort advance institutions, that is with participating in both Internal and External.

The leader organization should provide to personally (*share*) with the members as means of paying attention and each other input. Because communication play an important role in increase morale work members. This strive so that communication in organization always intertwined with good. With so, organization can intertwined with well, will give rise to an success achieved.

Retention

Retention is the stage at which the organization can reduce ambiguity, i.e. information stored later combined with other information existing used organization In carry out activities in

future. So in this stage an organization allow to store information about how organize with give respond with various situations.

As a private university, of course have pattern communication in achieve goals. Purpose and purpose the existence of pattern to regulate and make effective tasks organization. In addition it is expected will not occur confusion siuran in carry out duties. The results of the interview can be explained that every person work at the University of South Sumatra already have tasks structured in organization. The process of communication took place at the Faculty of Economics, University of South Sumatra this not apart from cooperation that created. Direction flow message can take place in an organization , i.e. from top to down, from down to up, horizontally i.e. current communication between party which has level same organization. However mostly flow or pattern communication take place in organization is from top down or from leader to subordinate.

Communication in the form briefing, instruction, explanation, and so on. Communication that do at the Faculty of Management in the context work of meeting all people who involved in the organization From Dean to subordinate or meeting in faculty is not limited to talking about work only. Communication from top to bottom occurs eg in stipulates *jobs instruction*, i.e. execution commandments Work, gave explanation about Habits and Rule applies in the organization of the Faculty of

Management.

Communication from below to top can be in the form of criticism and proposal from the dean or subordinates. Based on the results of author did at the Faculty of Economics, University of South Sumatra, obtained picture pattern formal communication. Following the current authority is illustrated in the structure of the organization. Authority as system work provide channels where procedure work, instruction, and idea and bait Balik Regarding Implementation of Tasks Can Channel. The direction communication flows ie from the dean then forwarded to deputy dean, then to subordinate So that direction communication as direction communication to down, so also vice versa if dean want convey something to Rektor, can convey from bottom to top.

Formal relationship to down i.e. communication place from leader to subordinate, i.e. communication from Rektor, Dean, to to employee. Formal to suitable is used when decisions are instructions or briefing. Usually command or instruction becomes more detailed and specific because is interpreted by level lower. In addition to commandments and instructions, formal to relationship under contains information regarding objectives organization, Policies, regulations, and finally can receive feedback implementation tasks them.

Driving factors in the communication pattern of leaders in private university faculties in responding to uncertain

information at the University of South Sumatra.

Communication is a process delivery message or information from person to person to other to produce perception same, communication v things often do in everyday life. Things support communication impact on smooth implementation program work felt dean and employee over work.

Based on results interview that media very support in the establishment of communication in organization because now have era technology, communication can do anywhere and anytime anywhere through media. From statement of the staff of the faculty of management above explained that the existence of policy faculty very help build smoothly Program Work From Position Position Have.

If there is factor that supports communication in company then there is also factor that inhibits the occurrence of communication.

Here barriers communication between dean and employees build pattern communication strengthen relationship work at the Faculty of Economics: Barriers of Process Communication, these barriers like *miscommunication* or misunderstanding. If in an organization from the beginning communication is built between leader and employee experience interference or happen error build a communication, then confirmed organization it no will take place continue Continuous and Network are built into chaotic. Based on the results of interviews, show that communication also have an impact on

success achieved at the Faculty of Management. communication that good between leader and subordinate will create cooperation both and more Produce or develop so that it has an impact on the smooth running of the work program that do. In communicate, no less important anyway must pay attention is how the dean can understand subordinates in Communicate.

Inhibiting factors in the communication pattern of leaders in private university faculties in responding to information uncertainty at the University of South Sumatra

One of barriers in communicate is language, in communicate expected there *feedback* from communicant. Faculty of management is a higher education institution whose leader and subordinate come from different regions, different language will Inhibiting between . In general language must be used in organization is language Indonesian. The interview showed that barriers in terms of differences language can overcome with the existence of awareness change fast become word can easily understand interlocutor.

Other obstacles are physical barriers, hthis blockage occur due to weather and signal interference. As do in communicate between the dean and the lecturer will not be intertwined with good if have interference As a result of weather. Whatever obstacles occur between leaders and subordinates for example misunderstandings can be resolved quickly so that organization remain continue as usual.

In addition to that barriers in terms of language do not become problems because can prevent by fixing directly into language raw. So that organization not hampered and can develop

CONCLUSIONS

Based on results of research which have put forward in the previous discussion, then can drawn conclusions as follows: 1). Pattern communication leader which used in this research, consists of 3, namely: a). *This enactment* is the stage where between leaders and subordinates see the existence of an information comes from environment internal and environment external in organization and is ambiguous. this stage *of enactment*, members must be active in responding to information from the leadership, in order to reduce ambiguity in the information received. The results of research that communication between leaders and subordinates in informing campus policies is felt not optimal with the miss communication, the delivery of information is still to certain members so that there are still members who do not respond to the policies that have been carried out. From the results of the study showed that subordinates felt that the dean was able to communicate well, and could inform policies, and work programs to subordinates, however, on the other hand the leader was considered less optimal in providing work information because the dean had not long served as a leader at the Faculty of Management, so it took time to establish a more productive working relationship. b). *Selection is a process of* reducing ambiguity, that is, the

behavior of members of the organization accept a certain amount of information is considered relevant problem and reject other information its judged not relevan. The results of the study proved that the clarity of direction from the dean had been implemented by subordinates from the beginning of the preparation of policies and activity programs, the implementation of policies and activity programs, submission to all related parties, direction and guidance that were also carried out and paid attention to the availability of supporting human resources so that the delivery of policies and work programs could be well received and carried out smoothly even though in the field it was found that not All subordinates receive well the information on the submitted policy and work program. Research results that subordinates feel that the dean has not been optimal in providing clarity of information so that the information received is less relevant to the task being carried out. Some members of the organization are elected by the dean and are able to implement policies and work programs clearly. However, there are some members who cannot implement work programs and policies clearly because there is information that is not conveyed directly from the leadership so that the direction becomes unclear in its implementation. c). Retention is the stage at which the organization can reduce ambiguity, i.e. information stored later combined with other information that already exist will be used organization In carry out activities in future. The results of research show that every person work at the University of South Sumatra

already have assignment each that have structured in the organization. The process of communication took place at the Faculty of Economics, University of South Sumatra this not apart from cooperation that created. There is stage in decision making starting from faculty meeting to foundation meeting will make decisions together because all members of the organization have participated in university programs running now until the future. Communication carried out at the Faculty of Economics in the context of the work of the meeting of all people involved in the organization from Dean to subordinate or Meeting in Faculty is not limited to talking about work only. Communication from top to down occurs for example in establish *jobs instruction*, ie implementation Commandments Work, Give Explanation of Habits and Rule Applies in the Organization of the Faculty of Management. Communication from below to top can be criticism and proposal from dean or subordinate.

There are several obstacles that occur in the organization of the Faculty of Management such as miscommunication, namely the leader gives information and direction is not detailed so that subordinates are not in implementing the work program properly, the influence the original language of subordinates which do not understand the leader, bad weather cause difficult to communicate from distance far and misunderstanding between Dean and subordinates in delivery information Because use the intermediary of the deputy dean. In addition to that there also thing support

the communication pattern of leaders in work at the Faculty of Economics ie policies and work programs from the Dean So that have right to manage his subordinates, facilities are given foundation and salary.

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