

Internal Communication in Creating Performance Synergrity

Meiby Zulfikar, Putri Handayani, Achmad Nasrudin, Defika Lailatul, Olivia Putri Andini¹

Bina Bangsa University

meiby.zulfikar@binabangsa.ac.id

Received: 04 April 2023; Revised: 30 Mei 2023; Accepted: 15 Juni 2023; Published: Agustus 2023; Available online: Agustus 2023

Abstract

In supporting the quality of human life, it continues to develop and carry out communication activities. Communication activities have an important role for anyone who runs them. Communication activities within the organization also support the process of employee synergy. In the organizational communication order, communication patterns are used to achieve the same organizational communication goals, from what has been mutually agreed upon. Internal communication is a communication process that runs for each individual, determining the quality of performance for the individual within it.

Keywords: Communication, Organizational Communication, Work Quality

Introduction

Many perceptions state that communication studies are not important scientific studies because they occur and can be studied everyday. It cannot be denied that one of the supports of human life as a social creature is communication, communication is human activity in conveying information. Communication is the process of giving and receiving information to the understanding of meaning, functioning as: task coordination, problem solving, information sharing, and conflict resolution. In supporting the quality of life, humans continue to develop and carry out communication activities. Communication activities have an important role for anyone who runs it. The purpose of carrying out a communication is not only on the message or information conveyed but the output of the communication, but the meaningful view in a body is the base of human energy is that many people actively function in carrying out programming, application in performance and regulation in creating organizational body goals (Agustini et al, 2018).

In supporting various individual activities, communication is always carried out both verbal and non-verbal in various human activities. Regular communication occurs to solve a problem or vice versa. Communication is an activity that is very often tried in an organizational body is 75% - 95% of all activities of the organizational body. The purpose of making a communication philosophy is to bridge the valley of separation in the organizational body, as a result it can run in a good way and achieve goals (Syarifuddin, 2019) .

Companies or institutions or organizations are one form of organization because in each company has an organizational structure chart to carry out the objectives of their respective fields of work. In an organizational order in it there are individuals or humans who live the order.

Organizations are not created without a letter or legal deed, but organizations exist since certain interactions or communications between humans indicate that they are doing organizations Morissan, in (Agustini et al., 2018) . In various organizational activities. Organizations are generally required to be proactive in facing the development of the times, proactive

nature is done well if individuals in the organization are good and can determine the back and forth of an organization that can work optimally (Ningrum, 2013).



Figure 1 Communication in Organizations

Communication in an organization is carried out in several interaction patterns, in which there is vertical communication, lateral communication and informal communication. In the organizational communication order, communication patterns are used to achieve the same organizational communication goals, from what has been mutually agreed.

An important aspect in an organization is human resources, namely people who actively function in carrying out programming, application and control in realizing organizational goals. (Agustini et al., 2018) . Humans as one of

the important organizational resources in creating organizational goals through ability, artificial or work, inventiveness and position seem to achieve goals (Harsono et al, 2015).

The fulfillment of human resources for an organization does not always run well if the communication that is established does not create interactive relationships with each other. Communication patterns applied in an organization can determine the communication climate that will be created in the organization, so that it can provide content or value for the organization that runs.

The organization is responsible for providing policies that will directly affect the culture and behavior of individuals within the organization. This is inseparable from human nature. Nature shows a pattern or way that is relatively unchanged (consistent) about how a person thinks, feels and behaves in various situations he faces (Morissan, 2018).

In general, human behavior and nature as social beings cannot be separated from a system that runs, in this case the organization becomes a container that runs a social system in it which is regulated by the order in the organization in order to achieve a system

that supports the organization itself. A social system is a collection of functionally distinct units bound together to solve problems in order to achieve a common goal (Rogers, 1983)

The movement of information and interpersonal quality ties are seen as the basis of resources that allow organizations to have a greater perspective and allow organizations to coordinate in an efficient way and collaborate. Positive communication is formed on a strong bond between the body and the communication dimension of the organization is its members, two-way communication, which in turn is related to continuity, compassion and confidence and members feel they have their voices and thoughts taken seriously., Smidts et al (in Paul Hewwit, 2006) (Hasanah et al., 2018)

In the organizational communication space, internal communication is the communication interaction that occurs between members in the organization, for the smooth implementation of organizational activities (Harivarman, 2018)

CONCEPT

Organizational Communication

For R. Wayne Pace and Don F (in Ruliana, 2016) the functional meaning of

organizational communication as the performance and interpretation of messages among communication units that are part of a special organization. An organization, therefore, consists of communication units in a level bond between one another and plays a role in an area.

Organizational communication is the process of exchanging information, ideas, and views between various members in an organization with the aim of achieving organizational goals effectively.

Organizational communication involves sending, receiving, and processing information among various members of an organization, be it between different individuals, departments, or branches of the organization. Organizational communication can take many forms, such as face-to-face meetings, email, phone, mail, instant messaging, or social media. It is important to remember that organizational communication is not just about sending messages, but also about the way they are received and processed by recipients. Therefore, it is important to pay attention to aspects such as clarity, simplicity, and consistency in organizational communication. Effective organizational communication can help improve the efficiency, productivity, and

overall performance of the organization. Conversely, failures in organizational communication can lead to confusion, uncertainty, and disharmony within the organization. Therefore, it is important to ensure that organizational communication is carried out regularly and in an effective manner to achieve the desired organizational goals.

In addition, Greenbaum said that the field of organizational communication includes formal and informal communication in an organization. Greenbaum distinguishes between internal and external communication and views the role of communication primarily as personal coordination and organizational goals and the problem of intensifying activities.

Vertical Communication, Horizontal Communication, Informal Communication

Vertical Communication refers to the exchange of information between different levels of hierarchy within the organization, i.e. from bottom to top or vice versa. An example of vertical communication is a superior giving direction or feedback to subordinates or vice versa. Vertical communication is very important in organizations because it allows a clear and coordinated flow of

information between different levels in the organization.

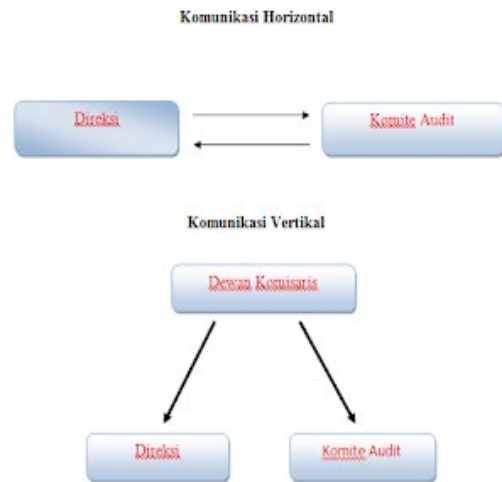


Figure 2, Vertical and Horizontal Communication Patterns

Horizontal Communication refers to the exchange of information between individuals or departments at the same level in the organization. Examples are project teams that communicate to complete tasks or different departments that need to work together to achieve a common goal. Horizontal communication is important for coordination and cooperation between departments and individuals in the organization.

Informal communication refers to the informal or structured exchange of information within an organization. Examples are casual chats between two people in the office or chat groups on social media. Informal communication can help build relationships and bonds between members of an organization,

but it can also be a source of problems if the information conveyed is inaccurate or incorrect.

These three types of communication are interrelated and important in maintaining a good flow of information within the organization. Good communication within the organization enables members of the organization to work in a coordinated and effective manner to achieve common goals.

Social Systems and Organizational Supervision

A social system is a number of activities or a number of people whose reciprocal relationship is relatively constant. The relationship of a number of people and their activities is continuous. The social system influences human behavior, because in a social system it also includes values and norms which are the rules of behavior of members of society. In every social system at certain levels always maintains boundaries that separate and distinguish from its environment (other social systems). In addition, in the social system there are also mechanisms that are used or function to maintain the social system (Widjajati, 2010).

In a social system there are social structures, individuals or groups of individuals, and certain norms. In this regard, Rogers (1983) mentions four factors that influence the innovation decision process in relation to social systems. The four factors are: social structure, system norms, the role of leaders and change agents.

Communication in organizations is important for an organization to run a social system that supports all members of the organization, human nature and behavior as social beings need to be observed in order to create the same goals as an organization is formed. Factors in this social system will support an expected achievement or target for the organization.

Internal Communication

Internal communication is the exchange of information, ideas, and views between members of an organization within a company or organization. It includes everything related to the exchange of messages and information between employees and departments within the organization itself.

The importance of internal organizational communication according to Effendy (quoted in Ruliana, 2016)

internal communication itself occurs in an organization that concerns the internal public. The internal public itself is all members of the organization. This is why internal communication concerns all the greatest resources in the organization.

Good internal communication is important to ensure that all employees have the information necessary to do their jobs effectively, help promote coordination and cooperation, and strengthen organizational culture.

Effendy (in Ruliana) explained that internal organizational communication can be supported in several forms of communication dimensions. The first dimension of communication is vertical communication, vertical communication from top to bottom. Tommy Suprpto (in Batubara, 2016: 81) said that downward communication in an organization means that information flows from higher authority positions to those with lower authority (Hierarchies). This flow of information is usually called the flow of information from superiors to subordinates.

Nature and Cognition

In life between humans, humans have a nature that cannot be denied to

have the nature of being a social being. Traits show relatively few patterns or ways changes that affect how humans think, feel and behave in various situations that humans accept (Morisson, 2015).

Generally, traits are related and often become a predictor of behavior. Human cognition is a part of the human mentality that absorbs information or knowledge processed thinking which results will form an understanding of the knowledge or knowledge received (Morissan, 2015).

Internal Communication Barriers

Internal communication barriers can hinder the good and effective flow of information in an organization. Effective communication, one of which has a distinctive characteristic, namely the free and open exchange of information. However, sometimes there are also organizations that apply a closed management style (Sutrisna, 2006).

In an organization, communication is also very important and often done. However, often communication in this organization also experiences obstacles due to various things. Whether it's because the material presented is too complicated, the amount

is large, or because of controversial material.

In addition to these things, communication barriers in organizations are most often encountered (Sutrisna, 2006), in the form of:

a. Overloaded with competing information and messages

Technology that continues to develop causes the number of messages in an organization to increase drastically and faster. An organization is often flooded with messages by post, *e-mail*, telephone and various other sources. Each of them also asked for attention early. This can result in the message being hampered, not responded to, considered unimportant or the response given becomes inaccurate.

b. Improper filtering

When we forward a message to others in an organization, there will usually be filtering done by cutting or abbreviating the message. Messages in this organization also often go through various filters. Starting from doormen, employees in the front office, secretaries to leaders. Therefore, the message conveyed may not arrive completely because there are parts of the message that are cut or discarded.

c. Climate of closed or inadequate communication

Effective communication, one of which has a distinctive characteristic, namely the free and open exchange of information. However, sometimes there are also organizations that apply a closed management style. This closed management style is what often hinders the exchange of existing information. In addition, too many channels in this communication also have the potential to change messages when moving, both vertically and horizontally within an organization. Identifying and addressing emerging internal communication barriers can help improve the flow of good information within the organization and improve overall organizational performance.

CASE

One example of an internal communication case is when a new manager is appointed to lead a particular department within a company. New managers experience a *culture shock* in an organization that is not commonly encountered in previous environments, challenges in building good relationships with employees and creating a positive work environment. Conversely, employees (companies) or members of the organization can also experience a culture shock and need to experience a

process of re-adaptation to a new leadership style.

Another case example, in an old organizational order without any renewal of leaders or members, in a company there may be disruptions or communication barriers in the organizational order, communication barriers that occur often occur in the communication patterns applied, in this case for example vertical communication, where the lowest member of the organization conveys a message and forwards it to the level of members above, and so on until the highest leader responsible will experience communication distortion or delivery of information that is not perfect or perfect, so that communication that runs imperfectly (*Bottle Neck*) which results in not running optimally from a communication system carried out.

Some problems that may arise include:

- a. Lack of understanding of organizational culture: New managers may not understand the organizational culture or prevailing norms within the company, and this can hinder their efforts to build good relationships with employees.

- b. Lack of openness and transparency: Employees may feel excluded from decisions or directions made by the new manager. This may happen if the new manager does not provide enough explanation or ignores feedback from employees.
- c. Uncertainty about roles and responsibilities: New managers may be unclear about their roles and responsibilities, or unsuccessfully communicate expected tasks to their employees. This can cause confusion and uncertainty among members.

DISCUSSION

Communication Channels and Organizational Supervision

An important process in managing an organization. Internal communication involves sending and receiving information between different departments, teams, or individuals within the organization. The goal is to ensure that all members of the organization have access to the relevant and necessary information to perform their duties effectively.

Internal communication can help improve organizational efficiency and productivity. In a good work

environment, internal communication should be part of the organization's strategy and culture. Effective internal communication can also help in building positive relationships between management and employees, increasing employee engagement, and improving the quality of services and products provided by the organization.

However, internal communication can also face some obstacles, such as lack of communication skills, cultural differences, lack of transparency, or unclear organizational structure. To overcome these barriers, organizations can develop communication skills training programs, build a culture of openness and transparency, and improve the technology used to support a good flow of information within the organization.

Therefore, supervision in an organization needs to support what has been agreed. Good internal communication is essential to organizational success. Organizations must continuously improve and develop their internal communications in order to create a productive, effective, and positive work environment.

The organization of supervision as a container and process needs to live up to five questions as follows, (Siagian, 2002):

- 1) Who does, does what?. Because in the organization there is always a division of tasks.
- 2) Who is responsible, to whom?. It needs to be said clearly because in the organization there is a hierarchy of authority and responsibility.
- 3) Who interacts, with whom?. This is considering that a well-managed organization is guided by the principle of synergy.
- 4) What communication patterns prevail within the organization? Related to the organizational culture adhered to.
- 5) What information networks are available and can members of the organization utilize?

Robbins (1994) mentions that there are three components of organizational structure, namely complexity, formalization and centralization. Complexity considers the degree of differentiation that exists in the organization, including the degree of specialization or the degree of division of labor, the number of levels in the organizational hierarchy, and the degree to which organizational units are geographically dispersed. While formalization concerns the degree to which an organization awakens itself to

rules and procedures to regulate the behavior of its employees. Centralization considers where the decision-making center is located. In organizations, the tendency is alternately to be used centralization or decentralization in the decision-making process.

Communication Interactivity Drives Individual Performance

Communication interactivity can be an important factor in driving individual performance in an organizational context. In communication interactivity, individuals have the opportunity to communicate and interact with each other, either horizontally with colleagues or vertically with management. Through these interactions, individuals can obtain more accurate and timely information, share knowledge and experience, and build better working relationships.

Interactive communication can also improve individual performance by:

a. Increase participation: Interactive communication can increase individual participation in decision-making and problem-solving. Individuals can provide input and new ideas, and work together to achieve organizational goals.

b. Increase motivation: Positive communication interactions can help increase an individual's motivation to work better. When individuals feel listened to and valued, they are more likely to contribute more actively and have a higher commitment to the organization.

c. Enhances creativity: Interactive communication can facilitate the exchange of new ideas and ideas, as well as allow individuals to think outside the box. This can increase creativity and innovation in organizations.

d. Improve team performance: Communication interactivity can help in building good relationships between team members, improving coordination and collaboration, and facilitating knowledge sharing. This can improve the overall performance of the team.

However, communication interactivity can also have some challenges such as lack of openness and transparency, or conflicts between individuals. Therefore, it is important for organizations to develop a positive communication culture and overcome obstacles that may arise in order to maximize the benefits of communication interactivity.

In conclusion, communication interactivity can drive individual performance in an organizational context by increasing participation, motivation, creativity, and team performance. Therefore, organizations must continuously develop and improve their communication interactivity to create a more productive, innovative, and collaborative work environment.

Lack of communication can lead to *bottleneck* (shrinkage of information)

Lack of communication in an organization can cause bottlenecks or narrowing of information flow that has an impact on work efficiency and productivity. Bottlenecks occur when there are parts in the work process that become obstacles to the flow of information, thus hindering decision making and task execution. When a lack of communication occurs in an organization, information becomes not conveyed clearly and on time, which can result in bottlenecks. An example is when an employee waits for a response or approval from their boss, but does not get a timely answer or feedback, resulting in a task or project to be completed becoming delayed or hampered.

These bottlenecks can lead to inefficient cost and time, as well as

increase the risk of errors and customer dissatisfaction. In addition, lack of communication can also affect the relationship between employees and management, and result in decreased trust and motivation.

Therefore, it is important for organizations to ensure open and clear communication between employees, between departments and between employees and management. This participation is critical to keeping organizational members at all levels of the organization—regardless of job role or responsibility—tapped, fostering a more genuine sense of community in companies large or small. Given these developments, communication should be a two-way process. Organizations can also use technology or information management systems that can help in overcoming bottlenecks and improving the efficiency of information flow. (Argenti, 2009).

Conclusion

An organization is thus a unit of conscious social entities with a relatively identifiable boundary, working on a *relatively* continuous basis to achieve a common goal or group of goals. This limitation seems very long and needs to be outlined in relevant important parts.

Lack of communication can cause bottlenecks in the flow of information that have an impact on work efficiency and productivity. Organizations must ensure open and clear communication, and use appropriate technology or information management systems to avoid bottlenecks and improve work efficiency.

This is in accordance with the results of research on motivation that states the internal communication of the organization to work motivation (Anis Safitri et al. 2019)

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