Organizational communication; a conceptual framework

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Abstract

Communication is a very important skill in human life, where we can see communication can occur in every human step. Humans are social beings who depend on each other and are independent and interrelated with others in their environment. The only means to be able to connect with others in their environment is communication both verbally and non verbally (body language and cues are widely understood). Communication is one important thing to support the success of the organization both in improving organizational performance and organizational adaptation to any changes in the existing environment. Through good communication between individuals and parties directly involved in organizations and outside the organization, organizations can obtain the necessary information.

Keywords: Communication, Organization, Behavior

JEL Classification: [I20](#), [L00](#), [Y50](#), [Z18](#)

1. Introduction

Organizational behavior is a field of study that investigates the influence of individuals, groups, and structures on behavior within the organization, which aims to apply science to improve the effectiveness of an organization².

Organizational behavior is a real field of study to be learned with a variety of forms of knowledge. Organizational behavior is essentially the result of interaction between individuals in the organization. Therefore, to understand organizational behavior, they should be known in advance as supporters of the organization. All individual behavior is essentially shaped by his personality and experience.

But in reality, the organization's climate is something that is felt real by the people who are part of an organization. What is perceived affects his behavior which will ultimately determine the level of productivity of the work. Labor productivity is closely related to the existing structure of the division of labor on the basis of the existing part, responsible for the personal assignment, group or organization; the communication created by the superior against his subordinates; respect for human resources; premiums and penalties applied. In that context, therefore, organizational communication has a role in the continuity of an organization.

Organizational communication becomes important and fundamental in relation to the interaction between individuals within the organization. Communication within the organization becomes important to create a common understanding of the information presented to each other. Communication can create satisfaction for people who do it. Corporate, social and personal satisfaction depends on a person's ability to communicate clearly to others, from his work, from what he wants and from what he believes.

According to Thoha, communication is a process of transmitting and receiving news or information from someone to others. From the above description, the way in which to transmit the intention is to formulate communication as behavior, actions or activities of delivery of symbols that contain meaning or meaning³.

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²Langton, N., Robbins, S. P., & Judge, T. A. Fundamentals of organizational behaviour. (Pearson Education Canada, 2013).hlm.10.

³ Thoha, M. Perilaku organisasi: konsep dasar dan aplikasinya. (Jakarta: Raja Grafindo Persada.2012)

Based on the above conceptions, if the urgency in the discussion in this article, the author tries to study the basics of a communication, the types of communication within an organization, the information technology as a means of communication and the concept of formal and informal in an organizational communication.

2. Basic Concepts of Communication

A. Definition of communication

According to Jerald Greenberg, communication can be interpreted as a process by which a person, group or organization (sender) transmits one type of information (message) to another person, group or organization (recipient)⁴.

Communication within the organization becomes important to create a common understanding of the information presented to each other. Communication can create satisfaction for those who do, as Stoner says in Bolarinwa and Olorunfemi, that communication as a process used by humans to seek common sense through the transmission of symbolic messages.⁵ Furthermore, Stoner states that the notion of communication is three important points, namely (a) that communication involves people and that understanding communication includes trying to understand the way in which human beings are interconnected; (b) that the communication includes the same meaning, in the sense that, for people to communicate, they must agree on the definition of the term they use; and (c) that communication which includes symbols, be it body, voice, letter, number, and words, can only represent or approximate the idea they intend to communicate.

According to Robbins ⁶ states that communication is a transfer of meaning and understanding of meaning to others in the form of symbols, symbols or certain languages so that people who receive information understand the purpose of the information. different from that. Communication is also a passage between a source and a recipient which translates into a transfer and an understanding of the meaning⁷. Correspondingly, Gibson, Ivancevich, and Donnelly have stated that communication as a process of transmitting information and understanding using the same signs ⁸.

According to James G. Robbins and Barbara S. Jones (1982), in his book Effective for today manager, that communication is a behavior, action or activity of delivering or operating symbols that contain meaning or meaning⁹.

Communication is the glue that unites the organization together. Communication helps members of the organization achieve both individual and organizational goals, implement and respond to organizational changes, coordinate activities and virtually interact with all behaviors relevant to the organization. When the effectiveness of organizational communication is less effective than it should, then the organization is not as effective as it should be¹⁰.

Organization as an open system can be seen as a homogeneous culture and a heterogeneous culture. The homogeneous culture emphasizes the professional culture and

⁴Greenberg, J. Behavior in Organization; Tenth Edition. (London: Pearson Education, 2011).hlm.323

⁵ Bolarinwa, J. A., & Olorunfemi, D. Y., Organizational Communication for Organizational Climate and Quality Service in Academic Libraries. (2009). Library Philosophy and Practice (e-journal). hlm.305. <http://digitalcommons.unl.edu/libphilprac/305>

⁶ Robbins, S. P.. Organizational Behavior, Englewood Cliffs. (New Jersey: Prentice Hall International Ltd.1996)

⁷ Robbins, S.P. Organizational Behavior. 11th edition. (New Jersey: Prentice-Hall Inc, 2005).hlm.6.

⁸ Gibson, J. L., Ivancevich, J. M., & Donnelly, J. H. Organizations: Structure, processes, behavior. (Business Publications, Incorporated,2003).hlm. 230–232

⁹ Robbins, J. G., & Jones, B. S. Effective communication for today's manager. (Chain Store Age Books,1974)

¹⁰ Ivancevich, J. M., Matteson, M. T., & Konopaske, R. Organizational behavior and management. (Boston: McGraw Hill, 2005).hlm.421.

the corporate culture, which together constitute a long-term commitment to organizational progress. While the heterogeneous culture is formed and developed by sub-cultures that grow in different units within an organization. The organization is an entity or association made up of people or parties in which there is a rule-based cooperation activity to achieve common goals¹¹.

The communication shows the correlation with the implementation of the organization as a whole. Communication within an organization can take the form of written or spoken words or symbols that determine changes in behavior within the organization, both between managers and employees involved in the delivery or exchange of information¹².

In particular, the organizational communication activities can be interpreted in three ways: 1) Operational-Internal, or organization of communication within an organization in order to achieve the work objectives. 2) Operational-External, which is the structure of communication within the organization that focuses on achieving the work objectives undertaken by people and groups outside the organization, and 3) Personnel, ie all changes in the information and feelings experienced from humans that occur at any time.

B. Communication Process

Organizations can work well if they also use good communication schemes. it is necessary to set up the communication scheme and the communication design program adapted to the needs of the organization. While the communication model itself is a process of providing information and understanding using the same signs¹³.

According to Jerald Greenberg, communication can use the media as an intermediary by sending messages from the sender to the recipient. Supports that can be used for example; telephone, radio, and television. The display of communication channels can be described as follows¹⁴.

The communication process is how to send messages to the recipient of the message, in order to create a meaningful equation between the donor and the recipient's information. This communication process aims to create an effective communication (in accordance with the purpose of communication in general).

In line with the concept, communication can also flow vertically or sideways. The vertical dimension is divided into two directions, ie downwards and upwards¹⁵.

¹¹ Pace, R. W., & Faules, D. F. *Komunikasi organisasi*. (Bandung, Remaja Rosdakarya, 2005).

¹² Sunarcaya, P. *Analisa Faktor-faktor yang mempengaruhi kinerja pegawai di lingkungan Dinas kesehatan Kabupaten Alor NTT* (Doctoral dissertation, Tesis MM. Jakarta: UT, 2008).

¹³ Gibson, J. L., Ivancevich, J. M., & Donnelly, J. H. *op.cit.*, hlm.230-232

¹⁴ Greenberg, J. *op.cit.* hlm.323.

¹⁵ Robbins, S.P. *op.cit.*, hlm.301-302

Communication that flows from one level of a group or organization to a lower level is downward communication.

Descending communication models are used by managers to communicate with their employees. This communication is used by leaders and group leaders to define goals, provide work instructions, inform employees about policies and procedures, indicate problems that require attention, and provide feedback on performance. This model of communication does not necessarily take the form of a verbal or face-to-face contact, such as by post or e-mail.

Upward communication models arrive at a higher level in groups or organizations. The communication model is used to provide upward feedback. This model of communication makes managers aware of how employees perceive their work, their colleagues, and organizations in general. Managers also rely on this model of communication to get ideas for improving things. For example, a report of economic performance formulated by the lower management for review by half and top management, the suggestion box, the surveys of employee attitudes, the discussions between superiors and subordinates, as well as informal "complaint" sessions in which employees have the ability to identify and discuss problems with the chief or deputy from the upper management.

The lateral communication scheme occurs when communication occurs between members of the same workgroup, between members of the workgroup at the same level, between managers at the same level, or between staff who are in the same way horizontally.

If horizontal communication is often done to save time and facilitate coordination, lateral communication has formal sanctions. This communication scheme is created informally to circumvent the vertical hierarchy and speed up the action. Lateral communication on the management side can be good or bad. Close compliance with a formal vertical structure for all communications can hinder the efficiency and accuracy of information transfers. Therefore, lateral communication models can be advantageous. In some cases, this communication occurs with the knowledge and support of supervisors, but, on the contrary, it can also create a dysfunctional conflict when vertical channels of violated formalities, when the members of the organization passed their supervisor so that anything that can be performed, or when his boss, knowing that the actions are taken or decisions made is without his knowledge.

Based on the functional flow of communication that occurs in the formal organization consists of vertical currents (from top to bottom and from bottom to top) and horizontal (lateral or transversal).

1. Vertical Communication Flow from Top to Bottom

This communication is the most used channel in organizations. This flow of communication sends messages from the leader (supervision) to subordinates (subordinates). This flow is used to send commands, instructions, policies, reminders to lower-level workers within the organization. The most basic problem of top-down communications has only one channel direction, ie it does not provide feedback from workers within the organization. The hypothesis is that if the workers know what the managers know, then they will force themselves to solve the problems of the organization or the company¹⁶.

2. Vertical communication flow from bottom to top

This communication is a communication that comes from subordinate (subordinate) to a supervisor (supervision) in order to provide feedback (feedback) to the management. Workers use this channel of communication as an opportunity to express ideas or ideas they know. The basic assumption of this communication is that workers should be treated as partners in finding the best way to achieve the goals.

¹⁶ Pace, R. W., & Faules, D. F. *Op.cit.*

Communication from scratch will attract ideas and help workers receive better responses to their problems and responsibilities and help facilitate the flow and reception of communications from subordinates to superiors¹⁷.

3. Horizontal Communication Flow

This communication is the flow of sending and receiving messages that occur between the leadership and the subordinates. The results of several studies reveal that about 2/3 of existing organizations use this flow of communication. Horizontal communication is known as transversal or transversal communication and is the most powerful flow of understanding in communication. This communication focuses on the coordination of activities, problem solving, information sharing and conflict resolution. Many messages will scroll across all the lines without going through the filtering. Horizontal communication is very important for lower-level workers to always communicate between superiors with subordinates¹⁸.

C. Communication Objectives

Communication plays a very important role in determining how effectively people work together and coordinating efforts to achieve goals. In general, communication objectives create mutual understanding or change perceptions, even behaviors.

According to Jerald Greenberg In reality, communication has 8 strategic functions. Starting from directing actions, connecting and coordinating, building relationships, explaining organizational culture, relations between organizations, building an image of an organization, generating ideas and promoting ideas and values of the organization itself¹⁹.

Communication is the process of transmitting information (explanation) from the sender to the recipient of the message. According to Tubs and More in Plenary & Gede, effective communication criteria should at least lead to five things²⁰, namely:

1. Understanding, this is the understanding and acceptance of the contents of the message carefully as a communicator.
2. Pleasure, that communicating will generate a sense of pleasure and satisfaction for the parties that communicate.
3. Able to change attitudes, in the sense that communication can influence the attitudes of the participants in the communication in accordance with the content of the message.
4. Good social relationships, which means that communication aims to grow and develop social relations towards a better direction.
5. An action is the end result of an effective communication process which gives rise to a concrete and positive action.

Furthermore, the achievement of communication is also a separate parameter. According to Kincaid and Schram in Plenary & Gede²¹, It is said that communication is effective when it is raised:

1. Understanding together, in the sense that the communicating parts can reach together mutual understanding and understanding.
2. Trust, means accepting and trusting that shared information is true and accepts those who use information as honest and trustworthy people.
3. Approval understood as mutual interpretation and mutual consent among the participants in the communication.

¹⁷ Mulyana, D. *Komunikasi Organisasi Strategi Meningkatkan Kinerja Perusahaan*. Bandung: PT Remaja Rosdakarya, 2005)

¹⁸ Sunarcaya, P. *Op.cit.*

¹⁹ Greenberg, J. *Opcit*.hlm.325.

²⁰ Paripurna, D., & Gede, I. (2013). Pengaruh Kepemimpinan, Lingkungan Kerja dan Komunikasi terhadap Kepuasan Kerja Karyawan. (E-Jurnal Manajemen Universitas Udayana, Volume 2 Nomor 5, 2013).hlm.62-63

²¹ Paripurna, D., & Gede, I. (2013). *Ibid*.hlm.62-63

Based on the above opinion, effective communication can be achieved if communication has achieved mutual understanding and mutual trust that causes the behavior to cooperate. According to Alex S. Nitisemito, to make a good communication within the organization, as an absolute requirement is a braid of understanding between the communicator and the receiver²².

Therefore, communication is important in every organization. Good communication will create a good sense between the transmitter and the recipient's information.

6. Types of Communication; Verbal and Non Verbal Communication

Definition verbal communication is a form of communication communicated to the communicator by written (written) or oral (oral). Verbal media that can be used in communication among others; newspapers, books, recruitment announcements, newsletters, e-mails, letters, telephones, videoconferences and face-to-face²³. Verbal communication occupies a large portion. Because of the fact, ideas, thoughts or decisions, more easily delivered verbally rather than non-verbal. The following forms of verbal communication and its characteristics and characteristics in reviewing the clarity/complexity of the messages transmitted.

The conception is the theory of media perfection (Media Richness Theory, abbreviated as MRT) is a framework used to describe the ability of communication media to reproduce information²⁴. This theory was introduced by Richard L. Daft and Robert H. Lengel in 1986 as an extension of the theory of social information processing. MRT is used to classify and evaluate the perfection of certain means of communication, such as telephone, video conference and electronic mail. For example, the phone can not reproduce visual signals such as movement in such a way that the average is not the perfect video conference that allows the transmission of movement and body language. Based on contingency theory and information processing theory, MRT explains that a more complete means of personal communication is usually more effective for communicating things more ambiguously than other less than complete means.

While non-verbal communication is the negligence of verbal communication is a communication process in which the delivery of information or messages does not use these words of communication is often referred to as sign language. This form of non-verbal

²²Nitisemito, A. S. Manajemen Sumber Daya Manusia dan Pengantar. (Jakarta: Penerbit Ghalia Indonesia, 1997).hlm.240.

²³Greenberg, J. *Opcit*.hlm.326-327

²⁴ Daft, R. L., & Lengel, R. H. Organizational information requirements, media richness and structural design. (Management science, Volume32 Nomor 5,1986).hlm.554-571.

communication uses movements such as body language, facial expressions, visual contact and so on²⁵.

In life, non-verbal communication is more widely used than verbal communication, in communicating almost automatically this communication is in use. Because non-verbal communication is fixed and always present. Non-verbal communication is more honest in expressing the things that will be disclosed because this communication is spontaneous. Many verbal communications are ineffective simply because the communicator does not use non-verbal communication at the same time. Through non-verbal communication, a conclusion can be drawn on a conclusion on the various Persian peoples, good feelings of love, hate, love, lack, and various other feelings.

Therefore, this communication will be effective if the actors in the communication process have a good competence. The concept of current competence continues to depend on the original criteria of Spitzberg and Cupach in Payne, (2005): appropriateness and effectiveness,²⁶. Jablin and Sias define communicative competence as a series of skills, later called resources, owned by a communicator for use in the communication process. This definition is a strategic, goal-oriented approach to competence that emphasizes knowledge and skill²⁷.

Obviously these definitions go beyond communication, which is a success only by underlining two main components: the knowledge of communication and the context and the ability to reach objectives (abilities). According to Wright in Payne (2005), the diversity of definitions and treatment of skills exists because of the diversity of what experts perceive as the most important issue for constructs: knowledge, behavior or goal achievement²⁸.

Characteristics of communicative competence within the organization. They define the characteristics of communicative competence as an essential capacity essential for carrying out the work, but which are not sufficient to produce a higher level of effectiveness in communication²⁹.

A more contextual definition of communicative competence within the organization will extend the original model of Spitzberg and Cupach (1984) which is the competence of organizational communication as an evaluative impression of the quality of interaction mediated by rules and organizational rules³⁰.

In other words, the competence of organizational communication is the judgment of a successful communication in which the objectives of those who interact are satisfied using messages deemed appropriate and effective in the context of the organization. The communication skills within the organization imply the knowledge of organization and communication, the ability to exercise a skillful behavior and the motivation of a person to perform in a competent way.

According to Payne³¹ the dimensions of communicative competence are among others as follows :

²⁵ Greenberg, J. *Opcit*.hlm.330-332

²⁶Payne, H. J. Reconceptualizing social skills in organizations: Exploring the relationship between communication competence, job performance, and supervisory roles.(Journal of Leadership & Organizational Studies, Volume 11 Nomor 2.2005).hlm.63-77.

²⁷Jablin, F. M., & Sias, P. M. Communication Competence. In Jablin, FM & Putnam, LL (Ed.) The New Handbook of Organizational Communication. Advances in Theory, Research, and Methods. Thousand Oaks: (Sage Publications,2001).

²⁸ Payne, H. J.*Opcit*.

²⁹Jablin, F. M., Cude, R. L., House, A., Lee, J., & Roth, N. L. Communication competence in organizations: Conceptualization and comparison across multiple levels of analysis. (Emerging perspectives in organizational communication,1994).Volume 4 Nomor 1.hlm.114-140. Lihat juga di Jablin, F. M., & Sias, P. M.Ibid. Lihat juga di Payne, H. J. *Ibid*.

³⁰Spitzberg, B. H., & Cupach, W. R. Interpersonal communication competence (Vol.4). (SAGE Publications, Incorporated.1984). lihat juga di Payne, H. J. *Ibid*.

³¹ Payne, H. J.*Ibid*

1. Communication motivation

Often associated with a person's will to approach or avoid interaction with others. Much of the research on the motivation of communication falls within the characteristic, medieval framework such as the fear of communication or shame³². The motivational scale is designed to measure a person's willingness to expand empathy, organize interactions, and adjust communication within the organization.

2. Communication knowledge.

To create an action plan, it is often referred to as a communication scenario³³. The competent communicators have the procedural knowledge to organize and manage these scenarios in different social situations and must have a perceptual ability to "read" the social situation. According to Spitzberg and Cupach, procedural knowledge is to know how not the content of knowing or knowing what. This knowledge is achieved through education, experience and with what observations Pavitt and Haight call prototypes of interpersonal competence - a role model. in addition to knowing the standards of the organization for communication.

3. Communication skills.

Includes actual behavioral performance. This is often a difficult part for communicators: turning motivation and the plan into action. Individuals are often motivated to communicate and have the knowledge but lack real communication skills. Many skill sizes include related variables such as other orientations, social morbidity, expressiveness, interactions management. Other skill approaches focus on psychomotor skills: the ability to speak, listen, see and express non-verbally messages in certain situations. The skills required by the organization include the promotion of relationships, listening, and instructions to follow, provide feedback, exchange information, find feedback and solve problems.

Based on these explanations, the indicators used to measure the level of competence of organizational communication are as follows: 1. Essay and courtesy 2. Receiving feedback 3. Share information 4. Provide information activities 5. Reduce the uncertainty of the task.

7. The Role of Technology; Computer as a Communication Media

Computer Generally it can be interpreted as a collection of electronic devices arranged in series to form a technological engine with operating system controls together with programs able to receive and store data, perform processing and provide results in the form of information according to the operating procedures formulated.

It is said that computers are a means of communication because computers can interact directly with humans, for example in data visualization. Data communication is transmitting data that has value and is formed in digital code. While the role of the computer in data communication is a means of data communication both as a source of information and transmission and as a connector and communication can occur if there is also a similarity in the language (format).

The Internet is a network program or an interconnected computer connection to disseminate data using the TCP / IP protocol. Data is one of which is information or messages. In the study of communication, the Internet has the feeling of being a structure of interaction with a network that can be connected globally. The Internet itself has provided some of the best advantages: wider sources of information or references, unlimited scope (much closer), effectiveness and efficiency over time in communication, inexpensive means of quality use and seamless transparency.

³² Richmond, V. P., & McCroskey, J. C. (Eds.). Power in the classroom: Communication, control, and concern. (Psychology Press,1992).

³³ Knowlton, S. W., & Berger, C. R.. Message planning, communication failure, and cognitive load further explorations of the hierarchy principle. (Human Communication Research, Volume 24 Nomor 1, 1997).hlm.4-30.

There are a positive impact and a negative impact on the use of computers as a means of communication. According to Caplan by Jerald Greenberg, computers, especially the Internet, can influence a person's interpersonal skills. If a person uses the maximum/wise features of the Internet, it can be used as a supplement to work and to meet the needs of life. Conversely, the Internet can also negatively affect interpersonal skills³⁴. The diagram can be displayed in the following figure.

8. Formal and Informal Communication in Organizations

Communication within the organization can be done in a formal or informal way. According to Jeremy Greenberg, a formal communication is made to provide messages/information in office work, while informal communication is the distribution of messages that are not associated with office activities³⁵.

Messages that cross official streets determined by the official hierarchy of the organization or by the job function are messages informal communication networks. Messages informal communication networks usually flow from top to bottom or from bottom to top or from the same level or horizontally.

In informal communication, communication takes place between the members of the organization on the basis of personal will, regardless of their position/position within the organization. The information contained in these informal communications flows up, down or horizontally, and this occurs if formal communication is less satisfactory for the members of the requested information. Informal communication, also called lives, tends to contain confidential relationships on people or events outside information flows whose information is informal, this life is advantageous for the organization. For the leadership of the vine can be an input on the feelings of their employees, while for other employees this informal communication can be a channel of their emotions. For communication to function effectively, a formal and informal (network) communication network was required.

According to Gibson, there are three types of communication within the organization³⁶. The three networks are as follows.

- a. Horizontal Communication (Lateral Communication/Side)

³⁴ Caplan, S. E. A social skill account of problematic Internet use. (Journal of communication, Volume 55 Nomor 4, 2005).hlm.721-736. Lihat juga Greenberg, J. *Opcit*.hlm.337.

³⁵ Greenberg, J. *Opcit*.hlm.337.

³⁶ Gibson, R. Intercultural Business Communication: An Introduction to the Theory and Practice of Intercultural Business Communication for Teachers, Language Trainers, and Business People. (USA:Oxford University Press,2002).hlm.57.

It is a form of horizontal communication in which there is a deviant message exchange performed by two parties sharing the same position, the same position, the same level of position or position within an organization.

b. Diagonal Communication

It is a continuous communication from one side to the other in different positions, in which both parts are not on the same structural path. Diagonal communication is used by two parties that have different levels but do not have direct authority for the other parts. Diagonal communication is a communication channel rarely used within the organization but is important in situations where members cannot communicate effectively through other channels.

c. Vertical Communication

It is a communication that takes place between superiors and subordinates within the organization. Communication that passes from a level within an organization to a higher level or a lower level to each other. In an organizational environment, communication between superiors and subordinates becomes an important key to the survival of an organization.

4. Individual Differences in Communication; Gender and Culture

Gender in the male and female communication styles and analyze the different styles of communication in the masculine and feminine cultures of the many experiences and observations around us that illustrate the complexity of communication between men and women.

The concept of male and female communication is like a cross-cultural communication that is sometimes confusing as when imagining two people speaking but coming from two countries and even two different planets. The role of gender in the style of communication can not be entirely the reason for the difference between male and female communication styles, but gender has contributed through the socialization process during the growth of a boy and a girl. Other roles can also be illustrated through the presence of sexism in the male and female languages of some cultures.

Regarding the comparison of communication styles between two different cultures - masculine (male) and feminine (female) cultures, does not indicate that the way men communicate is better than the way women communicate or vice versa. But these communication style differences can be observed through certain categories, such as differences in speech, topic selection, interruptions, use of words or sentences, using stories and jokes, and other categories

In actual communication men and women have differences³⁷, there are any differences such as the following.

First, the man communicates on the content and purpose of the conversation along with the mechanism, the man also attaches importance to the message in the communication can be transmitted, the man fewer questions and men tend to organize the speakers in a competitive manner. Men use more instrumental conversations, report information, solve problems and complete activities through the exchange of information.

Secondly, women stress how to relate and feel, women are worried about how they talk and how they convey their message, women use more questions. women tend to organize cooperation talks. moreover, women also use more expressive and oriented speeches with communicators.

³⁷ Greenberg, J. *Op cit.* hlm.346-347

5. Improve Communication Skill

The ability to communicate with others effectively, both horizontally and vertically over the bottom is indispensable in an organization. With intelligent and effective communication skills can achieve Goal and Goal of the communication itself.

There are several efforts needed to improve communication skills. According to Jerald Greenberg, efforts that can be made include; 1) Using efficient "jargon", 2) Be consistent with what you say and do, 3) Be an active and caring listener, 4) Measure the flow of information to avoid overloading in communicating, 5). Giving and receiving feedback in opening communication channels, 6) Being a supportive communicator in improving relationships.

Based on the concept, is expected to be the basis for building organizational communication skills. There are several things to note, for example as communicators (messengers) evidence-based competence contributes effectively to the qualities of communication skills. This is in line with the results of research Henry, Holmboe, & Frankel³⁸ that the need for 12 evidence-based communication competencies can be taken by medical program directors as a framework for teaching and evaluate citizen/community communication skills.

In addition, communication competence can also be done through training strengthen emotional intelligence. Training model used eg interpersonal communication training. Learning by way of discussion and the provision of opportunities for all learners in providing feedback contribute positively to interpersonal and communication skills of a person³⁹.

9. Conclusion

Communication helps members of the organization achieve both individual and organizational goals, implement and respond to organizational changes, coordinate activities and virtually interact with all behaviors relevant to the organization. If organizational communication is less effective, the organization is not as effective as it should be.

Communication is the process of transmitting information from one person to another in a corporate environment. In organizing organizational communication, it is necessary to communicate positive things such as the emergence of competence in work, the emergence of the spirit in work and the emergence of cooperation.

With the positive things mentioned above, so in an organization, communication must be maintained correctly and effectively. It can be said that communication works well and effectively if every member gets clear explanations in the execution of his work. Through communication, curiosity can be channeled, it is able to encourage morale. Furthermore, communication also helps to unite the members of the organization to work together. Therefore communication is absolutely necessary for the achievement of organizational objectives.

But culturally and gendered, the communication pattern between men and women has a difference. So, it needs a regret in setting the strategy and communication techniques for messages/information can deliver. so maturity for the organization to create an effective and efficient communication. There are several

³⁸ Henry, S. G., Holmboe, E. S., & Frankel, R. M. Evidence-based competencies for improving communication skills in graduate medical education: a review with suggestions for implementation. (Medical Teacher, Volume 35 Nomor 5, 2013).hlm.395-403.

³⁹ Lin, E. C. L., Chen, S. L., Chao, S. Y., & Chen, Y. C. Using standardized patient with immediate feedback and group discussion to teach interpersonal and communication skills to advanced practice nursing students. (Nurse education today, Volume 33 Nomor 6, 2013).hlm.677-683.

efforts that must be made so that communication can be well established. These efforts can come from superiors or subordinates.

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