

A Great Communication Organization Make a Perfect Organization: Case Study at Government Public Relations

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Abstract: This article aims to collect, summarize and conclude scientific events written by previous researchers to be studied. It can be helpful for future organizational life. This research studies organizational communication and creating a strong, healthy, perfect organization. Researches use ethnography methods a form of research that focuses on the meaning of sociology through closed field observations of sociocultural phenomena. Usually ethnographic researchers focus their research on a society. Ethnography is a method of social science research. The author uses ethnography methods by google scholar to search for data using the keywords Communication organization, Government Public Relations, organization and e-book. The core topic is elements in organizational communication that can create a healthy, precise and perfect organization. In this scientific journal, the author has found a link between organizational communication and the creation of an organization. Better organizational communication in an organization, can create a more substantial, healthier and more perfect organization. So, it is necessary to hold special training for existing human resources to establish good communication within the scope of an organization. It is also helpful in efforts to interact socially with the communities.

Keywords: communication organization, government public relations, organization.

Introduction

Each organization should have a goal of organization itself. It has lots of members who have various wills. That is why a communication organization is needed to keep the organization's continuity. In this way, we need a communication organization which consists of some approaches, direction, how communication intertwined, style of communication and climate of organization—that condition related to one's of organizations with familiar called Government PR (Public Relations). Public relations is a strategic communication process that companies, individuals, and organizations use to build mutually beneficial relationships with the community. A public relations specialist draws up a particular communication plan, using direct and indirect media to create and maintain a positive brand image and strong relationships with the community. In simple terms, public relation is a strategic process of managing the release and dissemination of

organization-related information to the public to maintain the organization's good reputation.

Public relations plays a vital role in organizations and also implied to government organizations. Public relations held fundamental acts to organizations that maintain the organization's image and development (Gassing, 2016). Mordecai Lee (2012) states that public relations can help a public administrator do a better job by being better at (1) implementing the agency's central mission and (2) fulfilling the democratic responsibilities inherent in government. Public Relations at government organizations have a very strategic and vital position, primarily to communicate the interests of the government and the interests of the society so that the society can support the Government policies. Of course, making that condition is not easy because it involves social and is more complex inside. So, to create that iclim it is essential to communicate well both within and out of organizations. So, how actually make perfect organizations in Public Government and what kind of elements that the government Public Relations must behave? Before discussing organizational communication elements, we should know what organizational communication is (Tkalac Verčič, 2021).

Organizational communication can be defined as the performance and interpretation of messages among communication units that are part of a particular organization. An organization consists of communication units in hierarchical relationships with one another and functions in an environment (Pace dan Faules, 2013) (Mahardika et al., 2020). Redding and Sanborn in Muhammad (2005) say that organizational communication is the sending and receiving of information in a complex organization. While the elements within the organization that influence the course of the communication itself are approaches. There are six communication organization approaches:

1. Classical Approaches

This classic approach emphasizes that there is a need and nothing to discuss in the organization. This principle suggests that employees should focus on organizational goals, not on their individual needs and wants. The direction of communication in a classical approach based on Katherine Miller is: "in these classical theories, the vast majority of communication in the organization flows downward in the form of orders, rules, and directives" (Miller, 2012:30). (in this

classical theory, most of the organization's communication flows downward in the form of orders, rules and directions).

Based on this explanation, it is shown that in the classical approach, the direction of communication in organizations is vertical, primarily from top to bottom, which usually takes the form of orders, rules, and directions from organizational leaders to organizational members. In the classic approach, it is infrequent to find communication in organizations unrelated to the task (Hakim, 2019).

2. Human Relations Approaches

Human Relations Approaches (the interpersonal approach) does not eliminate this need for vertical information flow but instead emphasizes horizontal communication. As discussed earlier in this chapter, interpersonal theorists believe that an essential aspect of need satisfaction is communication among employees, so the interaction of lateral flow among employees is as essential to achieving organizational goals as the interaction that follows downward communication (Kriyantono et al., 2022). Based on the above explanation, it can be interpreted that in an organization, not only is there a need for oversight, bureaucracy and task sharing as described in the classical approach, but it is also imperative to take a more humane approach to the organization because no matter how the activities in the organization are performed is a person. Therefore, social relationships or relationships between people in an organization also play an essential role in the organization's existence, as described in the interpersonal approach. Note the following points regarding the exchange of content in this interpersonal approach; it is stated that task-related communication still exists in interpersonal organizations, but it accompanies communication designed to maintain the quality of interpersonal relationships in organizational culture communication (Miller, 2012).

The explanation above shows that *the human relations* approach in an organization is about the content of the communication. However, have the same content as the classical approach, but *the human relations* approach is the core of it established because of its closeness in improving human relations among the members of the organization. So, the importance of human relations in an organization with good human relations will create mutual understanding and cooperation between personnel, which will further facilitate the organization's achievement of predetermined goals. Then human relations regarding the direction

of communication is also stated, that Interpersonal refers to interpersonal relationships or interpersonal relationships. In this theory of interpersonal relationships, organizations emphasize the importance of personal and social relationships in the organization's life. People as members of organizations are the core of social organizations, and people participate in organizational behaviour. There is no organization without people, so the human element in organizations must be valued and not ignored, as in classical theory. (Miller, 2012).

The interpersonal approach does not eliminate the importance of the vertical flow of information, but instead emphasizes horizontal communication. Human relations theory believes that an essential aspect of satisfaction needs communication among employees, so horizontal flowing interactions among employees are as crucial as decreased communication in achieving organizational goals.

The interpretation of the above citation can be interpreted that the interpersonal approach in an organization is viewed from the direction of communication, and the interpersonal approach does not eliminate the need *for* information direction. Vertical communication from top to bottom increases horizontal communication (Dany, 2017).

1. Organizational and individual employee satisfaction
2. Maximization of productivity and satisfaction is achieved through the smart of human resources

In the interpersonal approach, it is assumed that communication between employees requires a vital aspect of achieving company goals in addition to downward communication. At the same time, people are also talking about interpersonal relationships about communication channels that:

On the other hand, the interpersonal approach focuses on face-to-face communication. This interaction channel allows for more direct feedback and consideration of non-verbal cues. Therefore, face-to-face communication is better suited to address the human needs highlighted in the interpersonal approach (Miller, 2012)

(On the other hand, the interpersonal approach focuses on face-to-face communication. This type of communication allows for more direct feedback interactions and non-verbal cues. Therefore, face-to-face communication is better

suited to address the human needs highlighted in the interpersonal approach) (Firdaus et al., 2021).

The explanation of the above quotation can be that the communication channel is more face-to-face because face-to-face communication can make it possible to receive feedback more quickly and can be strengthened by the non-verbal language of the person being communicated.

Regarding the human relations approach, we can conclude communication styles; it is also stated that a human relations organization is likely to want to break down the status differential between managers and employees to satisfy social needs. Thus, it is likely that informal communication—with less emphasis on titles, "business" dress, and bureaucratized language—will be emphasized (Miller, 2012). Interpersonal organizations aim to bridge the status gap between managers and employees to meet societal needs. So, focus more on informal communication by putting less emphasis on the position. (Fathollahzadeh et al., 2022).

3. Human Resources Approaches

Workers are seen as assets that can support the achievement of the organization. What must be realized is:

- a. The individual workforce is an essential element for meeting organizational goals
- b. Individuals in the organization have feelings that need attention
- c. Emphasis on the cognitive contributions employees make with their thoughts and ideas to organizational functioning
- d. System Approaches

Organizational Systems Approach as a complex interaction of system components and Organismic Metaphor processes: organizations as complex organisms must interact with their environment to survive.

Emphasize the description and understanding of culture:

- a. Culture is very complex
- b. Built socially through communicative interaction of organizational members
- c. Consist of subculture units which fragmented
- d. Full of ambiguities
- e. Cultural approaches
- f. Critical approaches

An understanding that emphasizes the strengths and ideals of the organization's emancipation of marginalized voices in organizational contexts (Atmaja & Dewi, 2018) states that organization as a place of domination Karl Marx that the relationship between owners and workers in a capitalist society imbalance.

g. Two approaches in critical communication:

- 1) Conservative control theory
- 2) Feminist organizational theory of communication

The author reveals the journals she has read for the communication approach; we must see the form of the organization being led before. To give an order, policy or punishment, the average researcher uses a classic approach, while to achieve goals in an organization, researchers mostly use the Human Relations, Human Resources and culture approaches. A large organization can not escape from the Communication Style that it has. Based on Steward L. Tubbs dan Sylvia Moss (1996), there are two ways of communication: The Controlling Style and The equalitarian style of communication.

The existing limit of a will characterizes the Controlling Style, coerces and regulates people's behaviour, thoughts and responses. People who use this style of communication are better known as one-way communicators. Individuals who use this controlling communication style focus on sending messages more than their efforts to receive messages. They tend to have not a sense of interest and concern for other messages. They are not interested in feedback, but it would be different if they were used for personal gain. These one-way communicators do not worry about having a wrong view of themselves but will instead use authority and power to force others to comply with their views. The messages come from this one-way communicator, not trying to discuss ideas together but rather trying to explain to others what they will do. The controlling style of this communication is often used to persuade others to work and act effectively and generally in the form of criticism. This communication often has negative names causing other people to respond negatively (Pangumpia, 2013).

The following style of communication is the Equalitarian style of communication. In this communication style, communication activities were done openly. Every organization member has a chance to show ideas or opinions in a relaxed, relaxed and informal atmosphere. In such a condition, each organization

member can reach mutual agreement and understanding. An essential aspect of this communication style is the existence of common principles. This equalitarian style of communication is marked by the flow of verbal, oral and written messages, which are two-way communication. People who use this communication style have a high solidarity attitude and the ability to build good relationships with others in a personal context and the scope of work relationships. The equalitarian style will facilitate communication in organizations because this style is effective in fostering empathy and cooperation, especially in decision-making on complex problems. Arif Sehfidin & Fuad Mas'ud (2011) (Siregar, 2012) prove a relationship between communication styles and work motivation in a company. This structured communication style utilizes verbal messages in writing to emphasize orders that must be carried out, schedule arrangements for tasks and work and organizational structure. The sender of the message pays more attention to the desire to influence others by sharing information about the organization's goals, work schedules, rules and procedures that apply in the organization. This communication style is more aggressive because the sender understands that his work environment is action-oriented.

The dynamic style of this communication is often used by campaigners or managers who carry salespeople. The primary purpose of this aggressive communication style is to stimulate employees to work faster and better. This communication style is effectively used in overcoming critical problems, but with the requirement that employees or subordinates have sufficient abilities to solve a problem. This style reflects a willingness to accept others' suggestions, opinions or ideas rather than to give orders, even though the sender of the message has the right to give orders and control others. Messages in this communication style will be effective when the sender is working with knowledgeable, experienced, conscientious people and have integrity for all tasks or jobs assigned to him (Miller, 2012). The result that arises if this style is used is the weakening of the act of communication, meaning that the desire of people who use this style to communicate with others without exception, because of some problems or interpersonal difficulties faced by these people. Therefore, this style is not appropriate to be practised in organizational communication. Safruddin Wahid (2014) added that the communication style is adapted to the existing situation and conditions. In a condition where there is a high level of trust in the organization, a communication

style that tends to give rewards in the form of praise is needed; on the other hand, in an organization that tends to reduce loyalty, an authoritarian style is often needed to enforce discipline (Thelen & Formanchuk, 2022).

The Barriers to Communication are often the leading cause of the failure of harmonious relations between employees and company leaders. In communication science, this failure has reached a secondary communication breakdown, so it makes the recovery of this failure requires long, complicated, and needs a long time (Farid & Saputra, 2021). Therefore, before a communication breakdown occurs, preventive actions must be taken by placing communication as one of the essential aspects of the organization. As Chester Barnard said, who believed in the power of communication in organizations: "Every complete organizational theory, communication will occupy the central place, because the structure, breadth, and scope of the organization as a whole is determined by its communication techniques"(Barnard, 1958: 8) (Krisyantono, 2007).

Next, Barnard saw that communication determines an organization's dynamics: "Communication is the main force for shaping organizations and communication to makes dynamic a system of cooperation in organizations and connects organizational goals to the participation of people in it" (Tantivejakul, 2019). An organization can be defined as a relatively stable system of individuals who work together to achieve common goals through a hierarchical structure and division of labour. The arrangement of relationships among members of the organization is relatively stable; The stability of the organizational structure makes the organization function effectively in achieving its goals. Organizational structure can predict communication between all members in it and therefore facilitate the achievement of organizational goals (Dwihasrianti, 2020).

The difference between organizational communication and communication outside the organization is the hierarchical structure which is a characteristic of every organization. For example, as the head of a textile company, if I ordered a travelling greengrocer to fill out an invoice for the sale of goods if he released his merchandise, perhaps the merchant would accuse me of being a strange person. It will be different if the request is submitted to the Head of the Sales Section under my subordinates, namely by instructing that the release of goods from the textile company must be written in the sales invoice. Traditionally, an organizational

structure is seen as a network through which information flows. Therefore, concerning a network, the content of communication (information) will consist of: (1) Information containing instructions, orders to do or not to do is always communicated down through the chain of command from one person to another who is under direct hierarchy. (2) Information containing reports, questions, and requests, is always communicated up through the chain of command from a person to his immediate superior. Both forms of information are included in the vertical dimension (Panuju & Narena, 2019). That is, a dimension of communication between superiors and subordinates describes the organizational structure through the working relationship of superiors and subordinates. Another dimension is the horizontal dimension, namely how information flows between members of the organization who have the same position, for example, between marketing and production managers. The goal is to coordinate. The third dimension is the external dimension of the organization or the external dimension, namely how the exchange of information between the organization and its environment (with other organizations or the wider community). The goal is to build community relationships.

Processing Process and Amount of Information It is not a form of simplification if there are only two main problems of the organizational communication process that determine the organization to run effectively, namely first, message processing (information), and second, organizational communication style (Siregar, 2012). The primary information processing process is the process of meaning and the amount of information it contains. The process of meaning is how a message received by individuals involved in the organization is interpreted according to their perception. The message has no meaning if the people involved in the communication (communication participants) do not give the same meaning to the message. In other words, the meaning of a message does not lie in the message itself but in the people who receive and deliver the message (the word does not mean, but people mean). An instruction (top-down) or report (bottom-up) will be meaningful if the person receiving the information conveys the same meaning as the person conveying the message. Problems arise if there is a difference in meaning between the sender and the recipient of the message. Because information is arbitrary (interpreted at will), then in the organizational communication process, what is important is how to make

the meaning of information the same between the giver of information and the recipient of information (Filemon, 2013).

Primary communication failure (misperception or meaning) will affect the personal relationships of the communication participants. The strike incident described at the beginning of this paper shows an example of a secondary communication failure, where disharmony occurs between the leadership and employees. In addition to the message meaning process that will determine the behaviour of communicators and communication participants in the organization, the number of messages will also determine the behaviour of the people involved in the organizational communication process. Information overload can cause adverse reactions from communication participants. Miller (1956) mentions that there are seven reactions of people to this information overload: (1) Failing to take into account the information (Cartono & Novianty, 2021). This reaction pattern occurs when a person is too busy with many activities. For example, he has so many appointments on his work calendar that he forgets the information he receives. This person has failed to calculate how much information he must receive for all the work to be done correctly. (2) Many make mistakes. Because he received too much information, he often made mistakes in completing his work. For example, someone came to the meeting place, while the meeting was held yesterday. Alternatively, the employee is supposed to bring the annual sales report of goods; he or she brings the employer's travel expense details instead. Instructions that come and go to subordinates will not make subordinates more skilled in completing tasks but will confuse and make many mistakes. (3) Postponing or piling up work. This reaction is common, and many people do it. During the production season, busy factory employees use the motto, "Put until tomorrow the things that do not have to be done today, and postpone things forever if possible". Thus, much information (orders, tasks) comes, making all work reports unable to be completed on time. As a result, communication cannot run effectively.

(4) Filtering. Information that comes in is redundantly filtered, omitted, sharpened, or ignored. Because the information load is too large, people will determine the priority among the information they receive. Prioritization after information arrives is a screening process. As a result, it can ignore information, omit information, or even make it sharper. For example, a leader received information

from his secretary that tomorrow morning, at the same time, he had to attend three equally important meetings, namely accepting donors from the World Bank, receiving the Minister, and accepting members of the Legislative Body. If the leader then chooses to meet with the Minister, he has carried out the screening process, ignoring the others. (5) Capturing information in general. The detailed description did not catch his attention. For example, the new employee recruitment committee reported that the bribery case of one of the committee members was decided by a vote of 10 people agreeing to be dismissed, with only two agreeing to be suspended. This report does not include details on how the voting process took place. (6) Assign or assign tasks to others. This reaction is usually used by leaders who are busy and have many assistants, or leaders who are lazy and do not want to handle their problems always assign staff, or used by leaders who are kind and willing to educate their subordinates through delegation of authority. For example, the leader assigns his secretary to read and sort incoming letters and provide reports when there are interesting problems. Alternatively, a newly appointed young lecturer is assigned the task of his senior supervisor completing his routine tasks. In contrast, the senior lecturer goes out of town to complete his project work. (7) Avoiding incoming information. This reaction is carried out by someone who realizes that too much information and tasks have come to him, but new information and tasks come again. For example, the secretary was forced to lie to the caller who would meet the leadership by saying the leader was not there just because the leader did not want to be bothered with his routine duties. Communication is effective if the intent of the sender of the message is interpreted the same by the recipient of the message. In communication theory, there are two levels of communication failure: primary and secondary. Primary communication failure occurs when there is a message misperception (meaning). For example, in an organization, a formal message from a boss instructs his secretary to go out of town to work late. The secretary shivers with fear at the thought of the work she will do with the boss (since she has only been on the job for a week), or the secretary will scream with joy (because she has had a crush on the boss for a long time). Even though his boss meant that the secretary went alone out of town at the company's whole expense. Secondary communication failure occurs if there is not only a misunderstanding but if there is a rift (even breaking) in social relations. In communication, there is the concept of "people speaking convey

not only messages but also convey themselves". So every communication process, there is also a process of interpersonal relations. DeVito (1989) calls it communication has content and relationship dimensions. In addition to the content of the message having meaning, communication also has a relationship dimension, in the sense that from the message symbol used can be seen the social relationship between the communication participants involved; it can also be interpreted if the failure to interpret the meaning of the message symbol used will result in disruption of social relations (Limakrisna et al., 2016).

Maintaining the survival of an organization is not easy. Having quality human resources is one way for an organization to maintain its survival because it will make it easier to achieve its desired goals. In addition to quality Human Resources, communication within an organization is the main thing that is no less important in achieving organizational goals. Good communication relationships between superiors and subordinates, subordinates and superiors, and between subordinates and subordinates in an organization are very influential in bridging the creation of an increase in employee work productivity. The existence of communication in an organization will form a communication climate. There is a climate of organizational communication that is positive and negative. A positive organizational communication climate can encourage the work productivity of employees in an organization, making it easier to achieve organizational goals. On the other hand, an adverse organizational communication climate can hinder the high productivity of employees in the organization, which results in the organization moving toward the edge of its collapse (Yuliana, 2012).

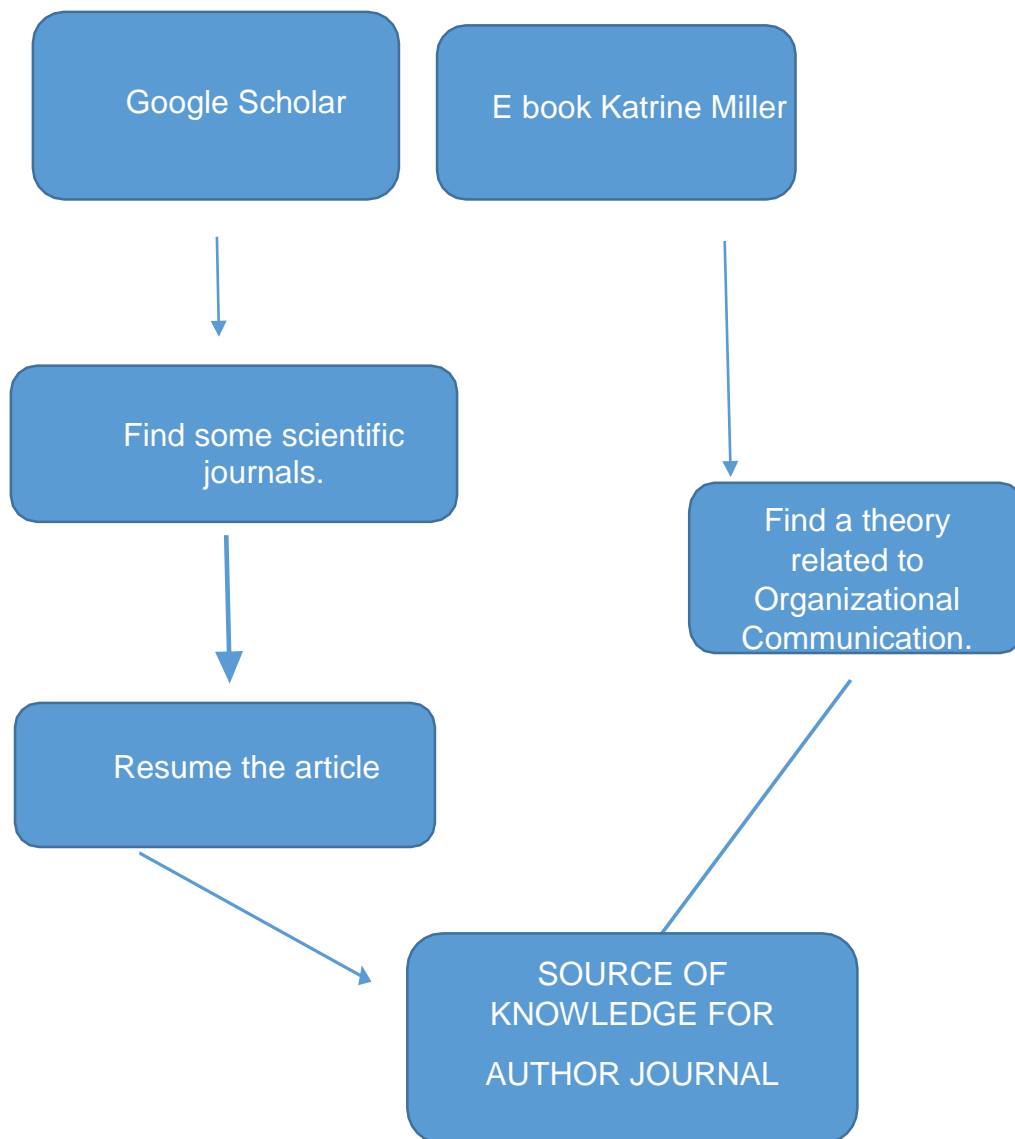
From several scientific journals, the author can conclude that a perfect organization has the following characteristics (Sahlan, 2021):

1. The organization must have members with clear identities and quantities
2. The organization also has a clear identity about existence in society, for example: where the office address is. Daily activities of the office can be seen. There are also names, symbols, and goals of the organization contained in the law—likewise, the organizational structure. Many more can prove this organization's existence in society's eyes. If the identity is not clear, then do not blame the public for being suspicious of the organization.

3. The organization must have a leader and management structure with a clear division of duties. Each division, division and section also plays an active role. It is not good when an organization that appears to be active is just the leader.
4. Every organization's activity must refer to health management; For example, the organization has three processes: planning, action and evaluation. There is always discussion and involves as many members as possible, especially during the action stage.
5. The organization must have a place in the hearts of society; This means the organization can give benefits to society. Thus, organizational activities must be rooted in members' needs, even for the community around them.

Methods

The searching methods have been done by reading several articles on the same theme and then summarizing them. Researches use Ethnography as a form of research focusing on sociology's meaning through closed field observations of sociocultural phenomena. Usually, ethnographic researchers focus their research on society. Ethnography is a method of social science research (Sugiyono, 2019). In this research, researchers used ethnography methods. Ethnography is a method of social science research. This research strongly believes in the inclusion, personal experience, and possible participation, not just observation, by researchers trained in ethnographic art. These ethnographers often work in multidisciplinary teams (Arikunto, 2010). The focal point of his research can include an intensive study of culture and language, a single field or domain, or a combination of historical methods, observations, and interviews. Google scholar searched the literature scholar through scientific journals and the e-book Kathrine miller. Search by keyword Organization communication, literature review, organization (Sugiyono, 2014).



The Map of Journal for Systematic Literature Review

Discussion

Organizational communication errors often result in decreased employee performance and achievement in correctly performing tasks and functions. To create an effective communication organization, a communication climate is needed to grow various acts or communication activities between parties who frequently communicate in an organization—realizing communication activities like always talking, discussing, meeting and collaborating in various programs and activities related to the implementation of work. This is manifested in the daily reality of the Indonesian government, and the organizational communication climate is often ineffective because leaders often impose communication that is difficult to implement and interpret by structural and functional positions due to the frequency and effectiveness of the communication that is not properly socialized.

The atmosphere of communication between structural and functional groups is also often overlooked when discussing different projects and activities. In this group, they are less likely to communicate and are less effective at communicating well in private and group work units. Hence, failure to perform the essential tasks and functions of each assigned program and activity is expected.

Leadership factors can act as barriers to climate education and communication in support organizations. Leadership is a supporting factor that creates a compelling and harmonious communication climate by constantly communicating to solve organizational problems; when a leader cannot solve the problem and rarely communicates the structural and functional division related to a primary task and function, that will make a barrier factor.

The other factor is Human resources or employee behaviour, which can be a barrier to creating an organization's communication climate. Employee behaviour becomes a supporting factor when employees can communicate to solve organizational problems and becomes a hindrance when employees do not have professional behaviour while working in organizations that require communication.

The workgroup factor can be a barrier to creating an organizational communication climate. If the working group communicates and completes basic tasks and functions together, the organizational atmosphere of communication will be harmonious and effective; on the contrary, if the working group communicates less, the organizational atmosphere of communication will not be effective.

External factors, including the organization's composition, can be barriers to creating an excellent organizational communication climate. Organizations should leverage external factors to facilitate good communication and cooperation with parties, stakeholders or communities to create effective communication.

As well as inadequate human resources in an organization also need special attention because human resources also determine the progress of an organization in it. For that, it is necessary to conduct training or training to overcome these problems.

Conclusion

There is a very close relationship between organizational communication and the organization created. Where organizational communication with various elements can be done correctly, it will create a healthy, quality, perfect organization. It is meant to make a perfect Government; Public Relations must have excellent communications inside.

The atmosphere of communication between structural and functional groups is also often overlooked when discussing different projects and activities. The other factor is that human resources or employee behaviour can be a barrier to creating an organization's communication climate, and inadequate human resources in an organization also need special attention. So, it is necessary to hold special training for existing human resources to establish good communication within the scope of an organization. It is also valuable for efforts to carry out social interaction with the communities.

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