



Organizational Communication Climate at DPD PAN Tanah Bumbu South Kalimantan post Change of Leader

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ABSTRACT

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Organizations need creativity that can be created by human resources to win the competition and achieve goals. In national party organizations, creativity is not only determined by the self-factor of mnnbb the regional and central administrators, but is also determined by external factors, namely the organizational communication climate. Organizational communication climate is created through interaction and communication between members of the organization. When there is a change in the organization, the atmosphere or communication climate that is created also changes. This will certainly have an impact on the smooth communication between members of the organization. This study aims to analyze the organizational communication climate in the DPD PAN, Tanah Bumbu Regency, South Kalimantan after the change of leadership. The research uses a descriptive-qualitative approach. Data collection was done by interviewing 5 informants who were taken purposively.

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1. Introduction

Communication is an activity that is always carried out by humans in conveying messages. The interactions that occur between humans characterize humans as social beings who group and organize to achieve the same goal. Organizational communication is a process of creating and exchanging messages in a network of relationships that depend on each other to cope with an uncertain or changing environment (Goldhaber, 2011). Because in an organization the environment changes all the time, such as a change of leadership, a change of management in an organization. organization and serves as one of the driving forces of the organization, as Goldhaber said, that communication is the lifeblood that flows in the organization.

Communication in organizations is a central point in every process and human relationship involving personality, attitudes, and behavior (Febri, 2004). Without communication, humans or members in an organization cannot exchange information properly.

Organization and information have a fairly strong relationship. Each member of the organization works together and exchanges information to complete a job. According to Karl Weick in Organizational Information theory, that communicating information is important for the success of an organization (West and Turner, 2009). Submission of information that occurs in the organization causes members of the organization to communicate and engage with each other, so that it will create a communication climate.

Davis and Newstrom (Irene, 2020), define organizational climate as the environment in which employees in an organization do their jobs. According to Davis and Newstrom, climate surrounds and affects everything that works in organizations, so it can be said that climate is a dynamic concept. Meanwhile, according to Taguiri and Litwin (in Soetopo, 2012) explain that organizational climate is a condition felt by members of the organization towards the internal environment of the organization. This can have implications for the behavior of organizational members. Including all components with the characteristics and meanings inherent in the organization affecting the individuals in it, this is what is defined as the organizational communication climate.



Changes in leadership in an organization usually have an effect on changes in the organizational climate of the organization. However, sometimes the organizational climate that has been formed for a long time does not automatically change in a short time. Likewise, the organizational climate in the DPD PAN Tanah Bumbu Kalimantan which was previously led by the Regent of Tanah Bumbu has been replaced by another leader since October 2021. Based on the above background, the purpose of this study is to analyze the organizational climate in the DPD PAN Tanah Bumbu Kalimantan. South after the change of leadership. Some of the previous studies that examined organizational climate is Journal, Muhammad Hanif Aditya, University of Darussalam Gontor in 2020, entitled Analysis of Communication Climate of Al-Azhar Dormitory Pondok Modern Darussalam Gontor 2. Journal, Fakhry Zamzam & A Roni Romli, in the Wahana Ekonomika Media Journal, Vol. 14, No.2, 2017 entitled Analysis of the Effect of Organizational Climate on the Performance and Productivity of Regional Legislation in the Province of South Sumatra. Journal, Imam Aryansah, in the journal Humanitas, Vol. X No.1, 2013 with the title Organizational Climate and Quality of Employee Work Life. Journal, Rizta F. Agnes, Endang Erawan, Santi Rande, in the eJournal of Communication Science Volume 9, Number 1, 2021, entitled Analysis of Organizational Communication Climate at the Branch Office of Bank Artha Graha Internasional, Samarinda City. Journal, Chelsy Yesicha, in Communiverse Journal (CMV) Vol 5 No. 1 December 2018 entitled Communication Strategy "Politics Without Dowry" Caderization of the Riau Regional Democratic National Party.

Organizational Communication, Ghoadaber (in Khomsahrial Romli, 2011) defines organizational communication as a process of exchanging messages in an interdependent network to cope with a changing environment. To achieve goals in every organizational activity, communication is needed to create mutual understanding and good cooperation. Organization exists because of communication. If there is no communication then the organization will not run well. Managers cannot receive information from employees if there is no communication. Coordination between individuals will also not work well. Therefore communication is very important to achieve organizational goals. Organizational communication can be interpreted as the interpretation of messages between existing sections within an organization. An organization consists of communication units in hierarchical relationships between one another and function in an environment (Pace and Faules, 2006). Network communication is the biggest challenge of organizational communication. This is because the communication network helps determine the organizational climate and influences the flow of information within an organization.

Organizational Communication Climate, The term climate here is a metaphor (metaphor), the climate phase of organizational communication describes an allusion to the physical climate. Just as the weather forms the physical climate for an area, while the way people interact with aspects of the organization creates a climate of communication, that is to say, a metaphor that describes the atmosphere and feelings that are felt real in each person who exists and relates to the organization. So that through communication these people can interact in their own various ways. Falcione (in Pace and Faules, 2006) states that, "communication climate is a macro image, abstract and a combination of a global phenomenon called organizational communication. Climate develops from the interaction between traits of an organization and individual perceptions or traits. Climate is seen as a subjective experience quality that stems from the perception of relatively enduring characteristics of the organization. According to Poole in Arni Muhammad (2007), says that: "The communication climate is very important because it relates the organizational context to concepts, feelings, and expectations of organizational members and help explain the behavior of organizational members.

Communication Climate Analysis, To analyze the communication climate in an organization, Pace and Faules (2006) suggest six major factors that can be used to analyze the problem, namely: (1) Trust; Leaders put their trust in staff in carrying out the tasks they carry out. The trust of the leadership staff is related to their roles and responsibilities. Fellow staff trust each other to replace tasks if any staff is unable to attend. According to Arni Muhammad (2004) that personnel at all levels must strive to develop and maintain relationships in which there is trust, confidence and credibility supported by statements and actions. Leaders should seek to establish trust between the sender and receiver of the message. This trust will lead to open communication which will facilitate the agreement between subordinates and superiors. (2) Participatory decision making; According to Arni Muhammad (2004) that employees at all levels in the organization should be invited to communicate and consult on all issues in all areas of organizational policy, which are relevant to their position. Employees at all levels should be given the opportunity to communicate and consult with the management above them in order to participate in the decision-making and goal-setting processes. But generally leaders are



willing to provide information downwards if they feel that the message is important for task completion. But if a message is not relevant to the task, the message is still held. (3) Honesty; The leadership tells the staff the truth about the annual accountability report. The leader frankly expressed his thoughts to the staff. Staff feel free and feel free to disagree with leadership opinions and actions. Honesty is a condition that allows the availability of information that can be given and obtained by the wider community. Honesty is a condition that allows people's participation in state life. Besides that, openness will also cause the territorial boundaries of a country to become blurred. The sophistication of technology and information makes the territorial boundaries of a country meaningless. A person will easily give and receive information according to his wishes. (4) Openness in downward communication; Downward communication shows the flow of messages flowing from superiors or leaders to their subordinates. According to Lewis (1987) in his book Arni Muhammad (2004) downward communication is to convey goals, to change attitudes, form opinions, reduce fears and suspicions that arise due to misinformation, prevent misunderstandings due to lack of information and prepare organizational members to adapt to change. (5) Listening in upward communication; In his book Arni Muhammad (2004) what is meant by upward communication is a message that flows from subordinates to superiors or from lower levels to higher levels. The purpose of this communication is to provide feedback, provide suggestions and ask questions. This communication has an effect on improving employee morale and attitude. (6) Attention to high-performing goals; Leaders have a commitment to high performance (effectiveness and work efficiency). The staff work with full appreciation and genuine thought to produce a satisfying job. For more perfect results, the leader re-checks the work of the staff. Sondang P. Siagian (2002) suggests that: "Employee performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned." Leaders have a commitment to high performance (effectiveness and work efficiency). The staff work with full appreciation and genuine thought to produce a satisfying job. For more perfect results, the leader re-checks the work of the staff. Sondang P. Siagian (2002) suggests that: "Employee performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned." Leaders have a commitment to high performance (effectiveness and work efficiency). The staff work with full appreciation and genuine thought to produce a satisfying job. For more perfect results, the leader re-checks the work of the staff. Sondang P. Siagian (2002) suggests that: "Employee performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned."

Factors that Determine Organizational Communication Climate, In general, the climate is determined by the communication behavior of the leader to the group. For example, a leader who doesn't want to talk to his subordinates and doesn't care about what they are doing may make his subordinates lazy and unproductive. Here are some factors that determine the organizational communication climate: (1) Conducive climate; Several things need to be done to create a conducive communication climate, including communication patterns and relationships with others; Improve activity flow procedures. With the frequent holding of activities in the organization, it does not rule out the possibility of frequent intensity meetings between members of one member and another; Freedom to express ideas and opinions. However, one person to another has different thoughts and desires. It is impossible to simultaneously have the same thoughts and desires even though they are in the same organization. Climate includes the satisfaction of organizational members with available information. (2) Unfavorable Climate. If viewed from the previous, there are several factors that cause the climate is not conducive. However, there is a factor that looks very dominant, namely: a high sense of selfishness. A person who only thinks about himself will never want to understand the things around him. This can make the way of interacting less than optimal. Not only that, such individuals will also find it difficult to build their own world in every act of communication that occurs in an organization.

Organizational communication climate in practice can be divided into two, namely positive organizational communication climate and negative organizational communication climate (Pace, 2013). A positive communication climate can affect the performance of organizational members, because the elements in a positive climate help to grow the work motivation of the management. Organizations that have a positive climate will guide their members to be involved in processes that can facilitate the implementation of work, create an atmosphere that is full of candor, there is mutual openness in obtaining information between superiors and subordinates, and personnel at every level are willing to listen with an open mind. Robbins, Stephen P. & Judge, nd). Meanwhile, negative organizational communication climate can be understood as a climate that will undermine the decisions made by organizational members regarding how they will work and participate for the organization. Organizational communication climate like this is very vulnerable, because there is no trust in each member. Decisions are made on behalf of only one party. A negative communication climate will lead to the creation of an unhealthy organizational work environment, so that organizational goals cannot be achieved. A negative communication climate can also result in members becoming uncommitted to the organization and not having a sense of belonging to the organization where they work. This condition results in the organization's work processes not running smoothly because there is no trust in each member. Decisions are made on behalf of only one party. A negative communication climate will lead to the creation of an unhealthy organizational work environment, so that organizational goals cannot be achieved. A negative communication climate can also result in members becoming uncommitted to the organization and not having a sense of belonging to the organization where they work. This condition results in the organization's work processes not running smoothly because there is no trust in each member. Decisions are made on behalf of only one party. A negative communication climate will lead to the creation of an unhealthy organizational work environment, so that organizational goals cannot be achieved. A negative communication climate can also result in members becoming uncommitted to the organization and not having a sense of belonging to the organization where they work. This condition results in the organization's work processes not running smoothly A negative communication climate can also result in members becoming uncommitted to the organization and not having a sense of belonging to the organization where they work. This condition results in the organization's work processes not running smoothly A negative communication climate can also result in members becoming uncommitted to the organization and not having a sense of belonging to the organization where they work. This condition results in the organization's work processes not running smoothly

2. Methods

This research is descriptive with a qualitative approach. As for the focus of research in this study is the organizational communication climate in the DPD PAN Tanah Bumbu Regency, South Kalimantan after the change of leadership according to Pace and Faules (2006) with indicators: (1) Trust (2) Joint decision-making; (3) Honesty; (4) Openness in downward communication; (5) Listening in upward communication and (6) Attention to high performance goals.

The research data was obtained directly from informants who were selected using the purposive method, namely choosing the core party management as many as 5 people because they were considered competent and influential informants in decision making, as well as people who were considered to have the most intense communication with the leadership. Consists of the Vice Chairman, Secretary, Treasurer, and 2 members or Senior cadres. The data collection technique in this research is interviews.

In this research, the data analysis used is interactive flow analysis. According to Matthew B. Miles & Michael Hubberman (2002), data analysis consists of 3 activities, namely: (1) Data Reduction, (2) Data Presentation and (3) Conclusion Drawing and Verification. The research was conducted in January 2022 at the DPD PAN Tanah Bumbu, South Kalimantan Province. Regarding the selection of this organization, it is



interesting to study how the communication climate occurred after the change of leadership carried out by the Tanah Bumbu DPD management.

3. Results and Analysis

The results of the research on the analysis of organizational communication climate in the DPD PAN Tanah Bumbu, South Kalimantan after the Change of Leaders, are explained as follows:

3.1 Trust

Trust among fellow cadres should be well established. However, fellow cadres have a less well-established trust. Some cadres who have been in the party for a long time find it difficult to cooperate with new cadres, because old cadres feel that new cadres need time to learn things they don't understand, and old cadres feel that they are wasting their time. the old one to direct the work to the new cadre. Because of this, the new cadres were reluctant to ask the old cadres. The author considers that there are some cadres who are considered old or senior indeed seem indifferent and rarely want to cooperate with new cadres. Because of that, new cadres will only ask old cadres who are willing and patient to give directions regarding this elusive job. Therefore, trust is not well established among all cadres. Communication is one of the efforts made to support the establishment of good relationships so that trust is created. Communication between leaders and subordinates is always sought to be good. And communication is not well established among all cadres so that trust is not created among all cadres. This is because there are problems between some old cadres and new cadres. Communication is one of the efforts made to support the establishment of good relationships so that trust is created. Communication between leaders and subordinates is always sought to be good. And communication is not well established among all cadres so that trust is not created among all cadres. This is because there are problems between some old cadres and new cadres. Communication is one of the efforts made to support the establishment of good relationships so that trust is created. Communication between leaders and subordinates is always sought to be good. And communication is not well established among all cadres so that trust is not created among all cadres. This is because there are problems between some old cadres and new cadres.

3.2 Participatory Decision Making

Cadre involvement in the decision-making process taken by the leadership can increase cadre commitment. Through the participation of members or cadres in the decision-making process, this will help the leadership to determine what steps are best for the good of the party organization. According to the results of an interview with the DPD PAN Tanah Bumbu, the decision rests with the leadership, namely the Chairman of the DPD. Leaders feel that the opinions of members or cadres are very necessary and can help leaders to determine what solutions and steps are best for the organization. At the DPD PAN Tanah Bumbu, meetings are held regularly once a month and an impromptu meeting will be held when there is something urgent and needs to be held. At the meeting, all members or cadres will be given the freedom to express their opinions.

3.3 Honesty

Honesty is one element that must exist in every member of the organization so that a goal in the organization can be achieved. Without the honesty created by every member of the organization, it will complicate or even thwart a goal within the organization. According to the results of interviews with the DPD PAN Tanah Bumbu, the leadership gives a job assignment to members or cadres who do have expertise in the job desk. Leaders always provide information about the organization that must be known by its members. The honesty of members to superiors is proven when members report the results of their work in truth and when in the process of completing the work assignments, members encounter obstacles, then members will convey to the leadership and will find solutions together. When a task has been completed, the leadership and members will evaluate and the leader will convey honestly how the results of the work of the members. When there is a sudden business that causes the member to be unable to attend work or a meeting, the member will convey the reason honestly. When there is urgent work that must be completed immediately by a member who is not

present on that day, the work will be delegated to another member who is in the same division and is deemed capable by the leadership to complete the task. then the member will convey the reason honestly. When there is urgent work that must be completed immediately by a member who is not present on that day, the work will be delegated to another member who is in the same division and is deemed capable by the leadership to complete the task. then the member will convey the reason honestly. When there is urgent work that must be completed immediately by a member who is not present on that day, the work will be delegated to another member who is in the same division and is deemed capable by the leadership to complete the task.

3.4 Openness in Downward Communication

Motivation and openness that is always given by the leadership is one of the things needed to improve the performance of its members. According to interviews, members of the DPD PAN Tanah Bumbu work under the direction of the leadership. When the leader gives work assignments, the leader will provide motivation so that his members do the task with enthusiasm and produce good work results. The leader gives job assignments orally, but if the leader is out of the office, then the leader will give job assignments via WhatsApp. When the task has been completed, the leader will conduct an evaluation with the member concerned. If the resulting work is not good, then the leader will convey honestly and direct so that in the future the work produced by these members can be better. Openness in downward communication is also proven by the existence of information that will be provided by the leadership to members if the information is indeed required to be known by the members. This information will be conveyed at regular meetings. But if the information is urgent, it will be delivered immediately without having to wait for a routine meeting.

3.5 Listening in Upward Communication

In the organization, all members are continuous and determine the good and bad of the organization. Communication must be well established, including vertical upward communication. According to the results of an interview with the DPD PAN Tanah Bumbu, members are considered as one of the most important things in the organization. So that all members are given the right to freedom of opinion and advice and will be accepted by the leadership. Suggestions and opinions are usually conveyed during regular meetings. When getting a task and when the process of completing the task of a member encounters a problem, the member will convey the problem to the leadership and will find a solution together.

3.6 Attention to High Performance Goals

The things that are chosen to be implemented in an organization will support the increased performance produced by all members of the organization so that the goals within the organization can be achieved. According to the results of interviews with the DPD PAN Tanah Bumbu, the leadership provides motivation to support the good performance of members. DPD PAN Tanah Bumbu gives rewards to the best cadres or members every month. This is done so that members are more motivated to provide good work results.

4. Conclusion

Based on the results of research and discussion, the organizational communication climate in the DPD PAN Tanah Bumbu after the change of leadership is as follows: (1) Trust between the leadership and members is quite good. Although the leadership here is relatively new, the members try to produce good work results so that the leadership will continue to believe in giving the next task. It's just that the trust of fellow members is not well established. Old cadres or members (senior) find it difficult to cooperate with new cadres and are indifferent. This causes a sense of reluctance to ask questions from new cadres to old cadres. (2) The leadership is always open to receiving suggestions and opinions from all members through regular meetings, impromptu meetings or when evaluating work results. (3) Honesty is good. Members will give their work honestly. When there is urgent business, the leadership and members will tell each other their respective conditions honestly. (4) The leadership and its members will evaluate the results of the work given by the members. The leadership will provide information about organizational updates that members must know. (5) Leaders will help their

members to find solutions when their members encounter obstacles in the process of completing their tasks. (6) The leadership of the DPD PAN Tanah Bumbu gives rewards to the best members which are assessed from several aspects to support the high performance produced by their members. leaders and members will convey their respective conditions honestly. (4) The leadership and its members will evaluate the results of the work given by the members. The leadership will provide information about organizational updates that members must know. (5) Leaders will help their members to find solutions when their members encounter obstacles in the process of completing their tasks. (6) The leadership of the DPD PAN Tanah Bumbu gives rewards to the best members which are assessed from several aspects to support the high performance produced by their members. (5) Leaders will help their members to find solutions when their members encounter obstacles in the process of completing their tasks. (6) The leadership of the DPD PAN Tanah Bumbu gives rewards to the best members which are assessed from several aspects to support the high performance produced by their members. (5) Leaders will help their members to find solutions when their members encounter obstacles in the process of completing their tasks. (6) The leadership of the DPD PAN Tanah Bumbu gives rewards to the best members which are assessed from several aspects to support the high performance produced by their members. (5) Leaders will help their members to find solutions when their members encounter obstacles in the process of completing their tasks. (6) The leadership of the DPD PAN Tanah Bumbu gives rewards to the best members which are assessed from several aspects to support the high performance produced by their members. (5) Leaders will help their members to find solutions when their members encounter obstacles in the process of completing their tasks. (6) The leadership of the DPD PAN Tanah Bumbu gives rewards to the best members which are assessed from several aspects to support the high performance produced by their members.

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