

## Analysis of Improving Community Services Through Organizational Communication in the Yogyakarta Licensing Service

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### Abstrak

Komunikasi organisasi berfungsi sebagai sarana untuk membangun motivasi pegawai agar pelayanan publik dapat berkembang lebih maju. Komunikasi yang efektif sangat penting bagi kerja sama karyawan untuk mencapai tujuan organisasi. Dinas Perizinan Yogyakarta berkomitmen terhadap pelayanan publik, terbukti dengan banyaknya penghargaan. Tujuan dari penelitian ini adalah untuk mengetahui bentuk-bentuk komunikasi yang diterapkan oleh Dinas Perizinan Yogyakarta untuk meningkatkan pelayanan publik serta memahami konsep dan teori komunikasi organisasi dan pelayanan publik. Metode penelitian yang digunakan adalah deskriptif kualitatif. Hasil penelitian menunjukkan bahwa komunikasi organisasi Dinas Perizinan Yogyakarta terdiri dari komunikasi ke atas, komunikasi ke bawah, komunikasi vertikal, komunikasi horizontal, dan komunikasi formal, dan informal.

### Kata Kunci

Komunikasi, organisasi, pelayanan publik, Yogyakarta

### Abstract

Organizational communication serves as a means to build employee motivation so that public services can develop more advanced. Effective communication is vital for employee cooperation to achieve organizational goals. The Jogjakarta Licensing Service commits to public service, as evidenced by the number of awards. The purpose of the research is to know the forms of communication applied by the Yogyakarta Licensing Service to improve public services and understand the concepts and theories of organizational communication and public services. The research method used is descriptive qualitative. The results show that the Yogyakarta Licensing Service's organizational communication consists of upward communication, downward communication, vertical communication, horizontal communication, and formal and informal communication.

### Keywords:

Communication, organization, public service, Yogyakarta

### Introduction

Communication is an essential factor. It is needed to provide motivation to subordinates and build cooperation to achieve the organizational vision (Sethi and Adikari, 2012). The Jogjakarta Licensing Office is formed to overcome overlap licensing arrangements and has received several awards for the best public services.

An excellent organizational communication strategy is needed so that organizational goals can be achieved. Organizations should be able to adapt to the times and their environment and receive suggestions from the community.

The Jogjakarta Licensing Service established the Community Satisfaction Index (IKM), enabling the public to actively provide advice to the Licensing Service to provide the best service. Effective communication management among employees at the Jogjakarta Licensing Office can affect organizational goals and improve quality public services. The problem from the above statement is how organizational communication is implemented in the Yogyakarta Licensing Office?

Changing times also provide changes to members of the organization. One of them is the awareness of the importance of customer satisfaction. The indicator of the success of a public service is no longer measured

by the availability of the public service to the community but also whether the community is satisfied with the service. This research is an applied research where this research tries to apply the theory of organizational communication and how it is applied in the field. Thus, applied research tries to bridge the gap between theory and real practice in the field.

Poljarić & Verčić (2021) examines how communication within the organization can affect customer satisfaction and further enhance the image of the company. The study was conducted in the private sector while this study tries to apply the same idea but in the context of the public sector. The research objective is to find out the Yogyakarta Licensing Service's communication and the concepts and theories regarding organizational communication and public services.

### ***Organizational Communication***

The definition of organizational communication is the sending of messages between administrative communication units (Wayne, Pace, and Faules Don F, 2002: 31). The organization consists of various hierarchical communication units that are related to one another. Communication as an organizational climate is to describe people's feelings and behavior in the organization.

Organizational communication is sending and receiving information consisting of internal communication, downward communication, upward communication, horizontal communication, policy evaluation communication, and listening and writing activities (Masmuh, 2008: 5).

Methods, media, and communication means must be adapted to the message's content to overcome and reduce misunderstandings. Communication consists of verbal (oral and written) and non-verbal communication (neat clothes, comfortable and clean room, friendly attitude, and always smiling) (Blundel, 2004: 75).

Tipe-tipe media menurut Robbins (2007: 407) adalah face to face communications, speeches and videos, discussions and voice message, telephone and email, memo or letter. Each of these media has different characteristics. Furthermore, these characteristics will affect how each media can be used to communicate. Each has different advantages according to the type of message to be conveyed and the expected response.

Face to face is the most basic and longest form of communication. The specialty of face-to-face communication is that the interlocutor not only gets the message from the sender but can also observe the sender. An individual not only communicates verbally but there is also a tone of voice, facial expressions and body language that also communicates the message. Therefore, face to face communication is rich communication. On the other hand, this communication can also provide challenges, for example when the sender of the message cannot use the appropriate tone, expression and body language. This mismatch will create a mixed message to the recipient of the message.

Voice and video speech is a more modern form of communication tool by utilizing technology. Voice messages can convey the speaker's message and tone but cannot convey the speaker's expressions and body language. Meanwhile, video messages are more like face-to-face communication but without feedback from the other person. Video is a replica of face-to-face communication that is unidirectional. The advantage of videos is that these messages can be played repeatedly especially. Message listeners can see without the need for the formalities of face-to-face communication. Therefore, this message is often used to convey messages in public service places where someone is in a waiting position or other non-formal position.

Discussions and voice messages are forms of messages that are interactive but not instantaneous. This type of message is effective for giving sensitive messages where the other person wants to reply to the message immediately. By creating a pause, the sender of the message can convey the message first without being interrupted. So hopefully the recipient of the message can receive the message first before responding to the message. This reciprocal atmosphere will create a dialogue.

Telephone and e-mail are the means of communication commonly used by the sender of the message and the recipient of the message. In general public services, telephone and email are facilities prepared to provide services. The public can request information from public servants through both means. This facility has advantages for several reasons. First, because this service is a communication that is paused, it will be able to provide time for public servants to prepare the right response. Second, when public servants need to provide

detailed and official responses, email can facilitate it.

Memo or letter is a form of official and direct public information. Memos are used to convey unidirectional information. In public institutions, memos are used to convey information to be distributed to the public.

All organization members should communicate to participate actively in sending messages both in organizational meetings and in video conferences. It is a required factor in implementing good communication media.

### ***Organizational Communication Flow***

Downward communication is the process of channeling top-level communication to the lowest level in the organization. Leaders use this pattern to give job orders, set goals and programs (Robbins, 2007: 394). The process of sending information from a higher level to progress goals and submit employee complaints is called upward communication (Robbins, 2007: 394). Communication between group members and managers is called horizontal communication (Robbins, 2007: 395).

Information that crosses functional boundaries with individuals who do not occupy superior and subordinate positions is called cross-channel communication (Pace & Faules, 2001: 197).

The primary function of organizational communication, namely:

1. Control of member behavior

Each member has a hierarchy of authority that is adhered to by employees. For example, subordinates can submit complaints directly to their leaders (Robbins, 2007: 392).

2. Increase motivation

Communication can increase motivation, such as finding out how to do work, improving performance, and setting goals (Robbins, 2007: 392).

3. Group members who can show a sense of disappointment and satisfaction. Communication can express feelings and emotions to meet all needs (Robbins, 2007: 392).

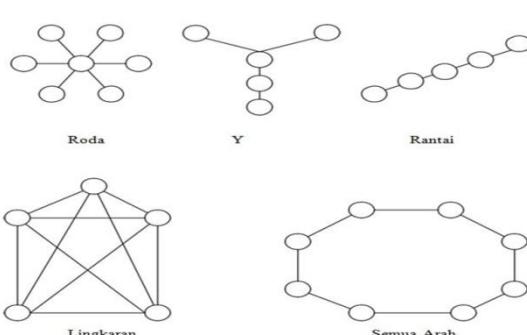
4. Decision making

It is done through data and evaluation by the leader in making decisions (Robbins, 2007: 393).

### ***Organizational Communication Pattern***

At this time, the delivery of information is speedy and easy to understand. Organizational communication requires relevant information and collective deliberations for effective decision-making. Communication networks are also called patterns that can affect the performance of an organization's service.

Centrality shows the way a person interacts with all or some of the members of the organization. Centralized communication patterns are used for complex tasks so that they can be more effective. Following is a picture of organizational communication patterns: the shape of the wheel, Y, circle, chain, and all directions (Barker, 1981: 220) quoted from the book (Haryani, Sri, 2001)



Translation:

1. Roda: Wheel
2. Rantai: Chain
3. Lingkaran: Circle
4. Semua arah: All Directions

## Methods

The research is qualitative research in which researchers study and explain cases naturally (K. Yin, 2000: 7). Qualitative research examines natural objects' conditions, where the researcher is the critical instrument (Sugiyono, 2005). Qualitative research is conducted to determine attitudes, actions, and encouragement by describing natural contexts and methods. Researchers use books, magazines, and journals related to organizational communication to obtain information.

This research was conducted through non-participatory observation method. In this method the observer is outside. The hope is that observers can observe how the subject interacts in actual conditions. The advantage of this method is that there is no intervention from researchers so that real conditions in the field can be observed. In addition, the unstructured discussion method was also carried out to strengthen the researcher's understanding. The unstructured discussion method was chosen to strengthen the non-participatory observation method. Thus, the results of the discussion are expected to be able to deepen the results of the researcher's observations. The subject of analysis in this study is how an organization communicates both internally and externally. This research looks at what method is chosen by the organization. After that how the method will affect the communication by the organization.

## Result and Discussion

### Result

Effective communication is needed to improve performance in public services. An evaluation of the work of employees is necessary so that performance standards can be set. According to Mitchel and Sedarmayanti (2001: 51), five aspects of performance that can measure a person's performance are quality of work, timeliness, initiative, ability, and communication.

Internal communication at the Yogjakarta Licensing Office is carried out regularly. Apart from communicating internally, coordination is also significant. It aims to unify the vision, control, evaluation, and supervision of various Yogjakarta Licensing Office units.

The Yogjakarta Licensing Office carries out both forms of communication, which are formal and informal communication. An example of proper communication is communication carried out during formal meetings to convey ideas from various leadership units. Informal communication should also be done regularly.

Some of the efforts made to improve services include an explanation from the Front Office (F.O.), the front line of service, and an organization of in-house training (IHT) to enhance employee skills. Also, there are simulations in F.O., such as handling complaints, ethics in receiving calls.

The IHT method's benefit is to improve employee skills so that services become more effective and efficient. It can communicate with various parties. Downward communication is the information passed from higher authorities to lower authorities.

The benefits of communication from superiors to subordinates, according to Pace and Faules (2002: 185):

- a. Work procedures.
- b. Ideas for getting work done.
- c. Organizational program.

- d. Employee work.
- e. Ownership of duties.

Communication made by the Yogyakarta Licensing Office is upward and downward communication. For example, the information conveyed, in general, gives praise to employees who excel, giving instructions on how to do work, and giving warnings to employees who are negligent in their work.

## Discussion

The principle of upward communication, according to Pace and Faules, (2002), namely:

### Planning.

Planning is the first stage in making a change. At the planning stage, the party planning the change will create a scenario that contains the steps for how the change process is carried out. This plan is ideally written so that it can be used as documentation and a roadmap to be implemented later.

### Continuous.

Furthermore, after planning, the next step is to communicate. Communication is inseparable from planning. Communication needs to be done as planned. And planning is not something that is final. If there is a change in the implementation of communication then the plan may change. If it is likened to a driver who makes the wrong turn and needs to find an alternative way to reach his destination.

### Media channels regularly.

Communication is done through the media. This communication media can be formal and informal. However, when you are in a formal institution, ideally the communication media is formal to match the image of the organization. Communication can involve more than one medium. If it involves more than one media, it is necessary to maintain the level of use of each media so that communication can run regularly.

### Ideas and responses

Good communication is a two-way communication. So the party who gives the idea can communicate his idea through the selected communication media. Not all communication media have the same level of interaction. Print media will have a low response rate and social media will have a high response rate. Therefore, by choosing the appropriate communication media, there will be an exchange of ideas originating from the response of the recipient of the communication.

### Listen.

Listening is an important part of communication. Without a listening process, communication will not work because there is no response from each party because each party is equally distributing information. Through listening, the informant will know whether the information provided has been well received or there are distortions in the message conveyed.

### Method of information.

The method of communication is how information is conveyed. This method is related to the selection of the means of communication, the type of message, the meaning of the message and the frequency of message delivery. Different information will require different methods of conveying the message.

The Yogyakarta Licensing Service uses organizational communication to:

1. Conduct meetings to supervise, coordinate, convey orders, deliver work progress, and exchange information.
2. Balance formal and informal communication.

At the Yogyakarta Licensing Office, organizational communication aims to unify its vision and be service-oriented, develop a work climate, and balance communication.

Openness and good relations between employees in oral and written communication methods are needed to build a warm internal communication climate.

In-house training is held to improve service performance, build commitment, and shape an organizational climate so that all employees can participate and share knowledge and expertise in serving customers.

Based on the observations, it can be seen that the organization utilizes various communication platforms. There are no restrictions on the communication tools used. One example is when an organization decides to use a memo to communicate a message. This memo used to be placed formally on a bulletin board in the office.

However, with the development of technology, the memo is placed on the official website. In addition, informally, this memo can be sent via WhatsApp, especially when the message contains general information.

Another example is the use of social media such as Twitter and Facebook. In this case, the use of this media cannot be equated with business organizations that are aggressively utilizing social media for promotion. Social media is used as a means of support. When many Indonesians use social media, social media can also be used as a means to communicate interactively.

Of course, in addition to the changes in the way of communication as above, there are also things that are maintained. For information that is confidential or limited to internal communication, face-to-face communication is still carried out. It is hoped that this information will not be released to parties outside the organization. This information is not always confidential, but to maintain communication with the public, information needs to be conveyed in a clear format so that there are no multiple interpretations.

In the end, communication needs to be done by looking at the context, especially because the Licensing Office is a public organization bound by bureaucracy and regulations. However, this does not mean that the communication carried out cannot take advantage of technological developments, especially when the users of the organization's services experience changes in characteristics. One example is when there are social restrictions like this caused by the Corona virus, if you don't use online communication, it will actually make it difficult for all parties

### Conclusions

The author can conclude that The City of Jogjakarta Licensing Office's organizational communication is upward, downward, vertical, and horizontal. Routine communication activities carried out by the Jogjakarta Licensing Service, for example, conducting meetings, coordinating and controlling, and socializing service culture.

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