



THE EFFECTIVENESS OF ORGANIZATIONAL COMMUNICATION ON DECISION MAKING

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Abstrak

Penelitian ini bertujuan untuk mengetahui tingkat efektivitas komunikasi organisasi terhadap pengambilan keputusan di Pemerintahan Provinsi Sumatera Utara. Jenis penelitian ini adalah deskriptif kuantitatif dimana jumlah sampel sebanyak 20 orang ditentukan dengan cara *purposive sampling*. Instrumen yang digunakan dalam penelitian ini adalah instrumen komunikasi organisasi dan instrumen pengambilan keputusan yang masing – masing terdiri dari 10 pertanyaan serta dinyatakan valid dan reliabel. Instrumen yang digunakan menggunakan skala Likert dengan 4 pilihan untuk menghindari jawaban keragu-raguan dari sampel. Data yang diperoleh yakni data primer dan skunder yang dianalisis berdasarkan ketentuan uji statistik seperti uji kelayakan instrumen, uji persyaratan hipotesis dan uji hipotesis. Hasil penelitian menunjukkan bahwa tingkat efektivitas komunikasi organisasi terhadap pengambilan keputusan di Pemerintahan Provinsi Sumatera Utara adalah lebih dari 60% yang maknanya sudah cukup efektif sehingga berkontribusi pula pada pengambilan keputusan oleh pimpinan.

Kata Kunci : efektivitas, komunikasi organisasi, pengambilan keputusan

Abstract

This research aims to find out the level of effectiveness of organizational communication to decision making in the Government of North Sumatra Provincial e. This type of research is quantitative descriptive where the number of samples as many as 20 people that determined by purposive sampling. The instruments used in this study are organizational communication instruments and decision-making instruments that consist of 10 questions and declared valid and reliable. The instrument used used the Likert scale with 4 options to avoid indecisive answers from the sample. The data obtained is primary and secondary data analyzed based on statistical test provisions such as instrument feasibility tests, hypothesis requirements tests and hypothesis tests. The results showed that the level of effectiveness of organizational communication to decision making in the Government of North Sumatra Provincial is more than 60% which means it is effective enough to contribute to decision making by the leadership.

Keyword: *effectiveness, organizational communication, decision making.*

INTRODUCTION

In the current era of globalization which is characterized by rapid changes, an organization or institution is required to make adjustments in all aspects of the organization. (Pasaribu, et al., 2023). In various aspects of communication, there is no person who is not involved in the communication process. By carrying out the communication process, humans can relate to one another in everyday life. Humans want to know their surroundings, they even want to know what is happening within them. This curiosity forces humans to communicate. That is why communication is a very fundamental need for someone in social life. The importance of communication also exists in an organization because organizational goals will not be achieved if communication is only carried out individually. Rakhmat (in Purba, et al., 2021) mentions 4 important things about communication in organizations, namely: (1) communication is like human blood in the body; (2) communication as organizational glue; (3) Communication as lubricating oil that smooths organizational functions; and (4) Communication as a system binder. Communication within an organization is seen as a causal factor in the effectiveness or ineffectiveness of an organization's functional work or as a symptom that the organization is functioning effectively or not or as a symptom of an unhealthy organization (Kriyantono, in Dhiny, et al. 2017).

Communication has an important role in all fields, both for individuals or in groups (organizations). In government organizations, communications useful for building relationships between the structures in the agencies, including the North Sumatra Provincial Education Agency. The existence of an organizational structure that has many different fields and locations makes coordination in government organizations quite difficult because it has a bureaucratic system that refers to a hierarchy or system that makes communication need to be optimized, thus requiring effective communication. The importance of implementing effective communication can be a good effort in optimizing coordination and relationships between structures. This is also stated in the Regulation of the Minister of State for Empowerment of State Apparatus and Bureaucratic Reform Number 28 of 2011, concerning General Guidelines for Organizational Communication within Government Agencies. Explained that organizational communication that runs well can help manage, provide and implement information quickly, accurately and with high quality, therefore, organizational communication needs to be managed well, so that it can run in accordance with provisions and expectations.

According to Refai, et al (2024), when an organization faces issues that require decision making, effective communication among the parties involved becomes essential before making any decision taken. For example, there is what is called formal and informal communication. Formal communication is carried out using systems such as correspondence, reports regarding activities or finances, and formal meetings, such as meetings to discuss activities. Meanwhile, informal communication is carried out through the process of sending and exchanging verbal or non-verbal messages such as conversations, writing, logos, etc. in visual form. Communication is related to its role in facilitating decision making. Communication provides the information needed for individuals and groups to make decisions through the delivery of data to identify and evaluate alternative options, ultimately arriving at a conclusion that is considered the best and most appropriate. Basically, in a series of activities, there are often obstacles that can interfere with the implementation of the activity itself or can affect the goal of the activity. Likewise with the implementation of communication, in a communication process there is often a disruption/obstacle to the communication. This means that disruption of the communication process will have a major impact on decision making. For example, the message/information conveyed by the communicator cannot be received well by the communicant, resulting in a miscommunication occurring. If this happens frequently and is not followed up immediately, of

course it will greatly affect the performance of human resources within it and ultimately the goals of an organization will not be met. can be achieved effectively.

Findings carried out by researchers in February 2022 revealed information that in the Government of North Sumatra Provincial Office there were obstacles in communication, including: (1) There are often new rules that are not yet known to all employees, so that carrying out tasks becomes less effective, (2) the characteristics of subordinates are different, (3) there are often differences of opinion between members of the Government of North Sumatra Provincial Office, (4) there are often technical problems, such as when communicating using electronic media. All of these problems certainly need to be considered and solutions must be provided according to the problems faced, with the hope that the implementation of communication can run effectively because there is a relationship between the communication of each human resource and decision making in the organization. This was stated in research conducted by Romadona and Setiawan (2020) that organizational communication emphasizes the role and communication abilities of leaders to make decisions regarding the interests of the organization. Another opinion, according to Sari (2007), states that communication is an important component in the decision-making process, because effective communication is the basis for the success of the decision-making process. The results of other research conducted by Atmaja and Dewi (2018) concluded that organizations and groups depend on effective communication to carry out all their functions, one of which is decision making. Based on the phenomena and symptoms of the problems described above, this research aims to determine the level of effectiveness of organizational communication in decision making in the Government of North Sumatra Provincial Office.

METHOD

This research is a type of quantitative descriptive research. This research approach uses a quantitative approach because it uses tabulated figures and statistics (Eriyanto, 2018). Apart from that, it is described using deduction based on general theories, then using observations to test the validity of the theory, conclusions are drawn. Then explain it descriptively, because we will direct the results to describe the data obtained and to answer the formulation. The population in this study was all human resources under the auspices of the in the Government of North Sumatra Provincial Office totaling 159 people. The sample was determined using a purposive sampling technique where all human resources in the Government of North Sumatra Provincial Office totaling 20 people outside the researchers were selected as samples. The data in this research are primary data and secondary data obtained from questionnaires and observations. Researchers used organizational communication and decision making instruments which had previously been tested for validity through bivariate Pearson correlation and reliability through Cronbach's alpha. Hypothesis testing was carried out using a one sample t-test which had previously been tested for data normality.

RESULTS

The human resources in Government of North Sumatra Provincial has a progressive, safe & dignified vision and mission: (1) reduction of unemployment by prioritizing employment, (2) educational education, (3) Development of sufficient infrastructure to support the comfort of the community, (4) provision of state-of-the-art healthcare, and (5) increased competitiveness of society. The priority of the Government of North Sumatra is to return to the agrarian sector to

make North Sumatran people who earn enough, the availability of food, and affordable prices of goods for the community.

From the data of 20 people who were the research sample, it was divided based on gender, age, education and length of service. Data on sample characteristics based on gender can be seen in Table 1.

Table 1. Sample Characteristics Based on Gender

Gender	Number (people)	Percentage
Man	7	35 %
Women	13	65 %
Total	20	100 %

Based on Table 1, data was obtained for a sample of 20 people, of which there were 7 man and 13 women. This means that most of the samples are women. Furthermore, data on sample characteristics based on age can be seen in Table 2.

Table 2. Sample Characteristics Based on Age

Age	Number (people)	Percentage
21 – 30 years	1	5 %
31 – 40 years	3	15 %
41 – 50 years	6	30 %
51 – 60 years	10	50 %
Total	20	100 %

From the sample characteristics data based on age above, data was obtained for 20 samples consisting of 11 samples aged 21 - 30 years, 3 samples aged 31 - 40 years and 6 samples aged 41 - 50 years and 10 samples aged 51 - 60 years. . This means that most of the sample is aged 51 – 60 years. Furthermore, data on sample characteristics based on length of service can be seen in Table 3.

Table 3. Sample Characteristics Based on Years of Work

Years of Service	Number (people)	Percentage
1 – 5 years	1	5 %
6 – 10 years	1	5 %
> 10 years	18	90 %
Total	20	100 %

Based on Table 3, 20 data on sample characteristics based on length of service were obtained, consisting of 1 sample person with a service period of less than 1 - 5 years, 1 sample person with a work period of 6 - 10 years, and 18 sample people with a work period of more than 10 years. This means that most of the sample has worked for more than 10 years. Researchers tested the normality of the data using the Shapiro Wilk test, the results of which are presented in Table 4.

Table 4. Normality Test Results Using the Shapiro Wilk

Variabels		Tests of Normality					
		Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	Df	Sig.
Data Result	Organizational Communication	.142	20	.200*	.949	20	.356
	Decision Making	.125	20	.200*	.958	20	.512

Thus, because both variables produce significance > 0.05 (organizational communication significance = 0.356 and decision making significance = 0.512), it can be concluded that the data obtained is normally distributed data. Hypothesis testing was carried out using a one sample t-test via the SPSS version 20 program, the results of which are presented in Table 5.

Table 5. Hypothesis Test Results

One-Sample Test						
Test Value = 60						
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Data Result	12.884	39	.000	9.875	8.32	11.43

From Table 5 it can be seen that the Sig. (2-tailed) resulting is 0.000 < 0.05. Thus it is concluded that Ho is rejected and Ha is accepted, namely the level of effectiveness of organizational communication carried out in the Government of North Sumatra Provincial is more than 60%.

DISCUSSION

Decision making is one of the main tasks of a leader, including the head of an organization such as the in the Government of North Sumatra Provincial Office . A leader is expected to be able to make the right decisions so that employees can understand and comprehend their duties and responsibilities so that they can be carried out well to achieve the organizational goals that have been set. Decision making is the leader's ability to recognize and define problems and opportunities to fix them and then choose an appropriate action to solve the problem through a solution. In making decisions, a leader cannot be separated from the communication process because communication is related to his role in facilitating decision making. Communication provides the information needed for individuals and groups to make decisions through the delivery of data to identify and evaluate alternative options. Effective communication occurs if the message conveyed by the leader can be received well or equally by employees, so that there are no misperceptions. Communicating effectively means that the communicator and the communicant both have the same understanding of a message.

Research findings show that organizational communication at the in the Government of North Sumatra Provincial Office has an effectiveness level of above 60%. This means that the communication in the in the Government of North Sumatra Provincial Office is generally quite effective so that it also contributes to decision making by the leadership. This means that the effectiveness of communication carried out by the right leadership can provide satisfaction and enable employees to develop their abilities and creativity in carrying out their duties. This is also in line with research conducted by Atmaja and Dewi (2018) which concluded that organizations and groups depend on effective communication to carry out all their functions, one of which is decision making. Apart from that, the results obtained in this research are in accordance with the opinion of Sari (2007) which states that communication is an important component in the decision-making process, because effective communication is actually the basis for the success of

the decision-making process. The implication of the results of this research is that if leaders expect decisions the right decision regarding a main task and function (tupoksi), then the leader must be able to carry out good communication by implementing the communication process, communication approach and appropriate communication style in situations that are appropriate to the problems being faced. In this way, leaders in carrying out their leadership activities can proceed as expected by employees so that organizational activities can take place without experiencing significant obstacles.

Organizational structure tends to influence communication, thus communication from subordinates to leaders is very different from communication between peers. In an organization the leader is the communicator. Effective leaders generally have effective communication skills, so that they are more or less able to stimulate the participation of the people they lead. He must also be skilled in communicating, both verbal and nonverbal. Good verbal communication can be done by using friendly, polite and gentle speech. Non-verbal communication can be done by communicating abstract concepts, for example truth, justice, ethics and religion non-verbally, for example using body language. Organizational effectiveness lies in the effectiveness of communication, because communication is important to produce the same understanding between the sender of information and the recipient of information at all levels in the organization. The smooth running of all organizational activities will be disrupted if there is a problem involving communication and if there is a problem in communication then it is feared that it will have a negative impact on the organization. Because communication is like a system that connects people, between parts of an organization, or as a flow that is able to arouse enthusiasm for the performance of the people involved in the organization. Communication is an important thing and influences activities in achieving goals and organizational development. It is hoped that good communication will create a harmonious relationship between superiors and subordinates as well as between one department and another so that a point of common understanding can be achieved.

Due to the importance of communication in an organization, a leader must improve effective communication skills which include understanding good communication, climate, supporting organizational culture, and good attention to increase the effectiveness of leadership communication in the organization, including in decision making.

CONCLUSION

Conclusions that can be drawn from this research:

1. The level of effectiveness of organizational communication in decision making in the Government of North Sumatra Provincial is more than 60%.
2. An effectiveness level above 60% means that communication in the Government of North Sumatra Provincial is generally quite effective so that it also contributes to decision making by the leadership. This means that the effectiveness of communication carried out by the right leadership can provide satisfaction and enable employees to develop their abilities and creativity in carrying out their duties.

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