

Iklm komunikasi organisasi dan pembentukan budaya perusahaan (analisis komunikasi organisasi internal PT fortune Indonesia Tbk)

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Abstrak

Unsur komunikasi di dalam suatu organisasi atau perusahaan adalah unsur yang sangat krusial bahkan terkadang menjadi faktor yang pertama dan utama bila kita mengkaji suatu organisasi. Iklim komunikasi sebuah organisasi mempengaruhi cara hidup kita. Redding (1972) menyatakan bahwa iklim komunikasi organisasi jauh lebih penting daripada keterampilan atau teknik komunikasi semata-mata dalam menciptakan suatu organisasi yang efektif. Sebagai perusahaan jasa konsultasi komunikasi di Indonesia yang telah berusia 38 tahun, PT Fortune Indonesia Tbk, sangat memerlukan adanya iklim komunikasi organisasi yang sehat dan budaya perusahaan yang kondusif dan dapat mendukung perkembangan perusahaan di masa datang.

Pada penelitian tentang iklim komunikasi organisasi di PT Fortune Indonesia Tbk ini, penulis menggunakan teori dari Redding (1972) yang menyatakan bahwa ada lima komponen dari iklim komunikasi organisasi yang ideal yaitu: a) Dukungan (supportiveness); b) Pengambilan keputusan yang partisipatif (participative decision making); c) Kepercayaan, percaya diri dan kredibilitas (trust, confidence and credibility); d) Keterbukaan dan keterusterangan (openness and candor); e) Tujuan berkinerja / berprestasi tinggi (high performance goals). Budaya perusahaan atau organisasi mulai dibentuk sejak perusahaan atau organisasi itu berdiri. Budaya perusahaan dibentuk memerlukan waktu yang panjang. Robbins (2002) mendefinisikan budaya organisasi sebagai hasil agregasi persepsi karyawan tentang beberapa hal, seperti inovasi dan keberanian mengambil resiko (innovations and risk taking), memperhatikan hal-hal yang detil (attention to detail), berorientasi pada hasil nyata (outcome orientation), berorientasi pada orang (people orientation), berorientasi pada tim (team orientation), keagresifan (aggressiveness), dan stabilitas (stability). Penelitian menggunakan pendekatan kualitatif dengan metode deskriptif analisis dan perspektif interpretif.

Hasil penelitian menunjukkan bahwa iklim komunikasi organisasi yang sehat sangat berperan dalam pembentukan budaya organisasi yang kondusif bagi perkembangan perusahaan di masa mendatang. Iklim komunikasi organisasi dapat menjadi cerminan dari bagaimana kondisi budaya yang hidup di dalam organisasi/ perusahaan tersebut.

Kesimpulan yang dapat diambil bahwa iklim komunikasi organisasi di PT Fortune Indonesia cukup sehat dalam hal aspek/komponen: dukungan (supportiveness); pengambilan keputusan yang partisipatif (participative decision making); kepercayaan, percaya diri dan kredibilitas (trust, confidence and credibility); dan tujuan berkinerja / berprestasi tinggi (high performance goals); namun memiliki kekurangan dalam aspek/komponen keterbukaan dan keterusterangan (openness and candor) dari pihak karyawan kepada pihak manajemen perusahaan. Budaya perusahaan akan dapat terpelihara dengan baik jika segenap karyawan memegang teguh komitmen dan integritas dalam pemahaman 'budaya sebagai komunikasi' seperti yang dinyatakan para ahli, Pacanowsky dan Trujillo (1982).

<hr><i>Communication as an element in an organization or company is a very crucial element and even sometimes as the first and main factor when we study about organization. An organizations communication

climate affects the way we live. Redding (1972) states that the organizations communication climate is more important than skills or techniques of communication solely in creating an effective organization. As a communications consultancy services company in Indonesia, the first and only has go public in Indonesian Stock Exchange tmtil now a day, PT Fortune In- donesia Tbk, has established for 38 years, is requiring a healthy communication climate of communication and conducive corporate culture which will support the development of company in the future.

In this research on the communication climate in the organization of PT Fortune Indonesia Tbk, the author uses the theory of Redding (1972) states that there are five components of the ideal organizations communication climate, as follows: a) supportiveness); b) participative decision making; c) trust, confidence and credibil- ity; d) openness and candor; e) high perfomiance goals. Corporate or organization culture is being established since the corporate! organization was founded. The establishment of this culture occmred when organizations face a problem, both problems in the intemal or extemal organizations?s environment changing. The formation of corporate culture needs a long time process. Robbins defines organizational culture as a result of the aggregation of employee perception of somethings, such as innovations and risk taking, attention to detail, significant results-oriented (outcome orientation), people orientation, team orientation, aggresiveness, and stability. This research uses a qualitative approach with descriptive analysis method and interpretive perspective.

The results of this research indicate that the communication climate ofthe organization is quite healthy and has significant role in the formation or establishment condusive organizational culture for corporate?s development in the future. Organizational communication climate can be a redection of how is the condition of culture live inside the organization/corporate.

Conclusions that can be taken based on the findings of field research and data analysis is that the communication climate in the organization of PT Fortune Indonesia is quite healthy in terms of aspects/components: supportiveness; participative decision making; trust, confidence and credibility, and the purpose of performing high achievement (high perfonnance goals), but have deficiencies in aspect/ component of the ernp1oyees' candor and openness to the corporate management. Corporate culture will be still well maintained if all employees will uphold a commitment and integrity with perspective understanding 'culture as a communication?' as well as stated by the experts, Pacanowsky and Trujillo (1982).</i>