

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

Sri Purwanto, author

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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 kim mengkaji suatu organisasi. Iklim komunikasi sebuah organisasi mempengaruhi cara hidup kita. Redding (1972) menyatakan bahwa iklim komunikasi organisasi jauh lebih penting daripada kctcrampilan atau telmik-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 (I972) yang menyatakan bahwa ada lima komponen dari iklim komunikasi organisasi yang ideal yaiiu: a) Dukungan (supportiveness); b) Pengambilan keputusan yang partisipatif (participative decision making); c) Kepercayaan, percaya diri dan kredibilitas (trust, confidence and credibility); d) Keterbul-caan 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) mendelinisikan budaya organisasi sebagai basil agregasi persepsi karyawan tentang beberapa hal, seperti inovasi dan keberanian mcngambil 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 baigaimana 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 (suppor1iveness); pengambilan keputusan yang partisipatif (parziciparive decision making); kepercayaan, percaya diri dan kredibiliitas (lrusr, confidence and credibiliily); dan tujuan berkinerja I berprestasi tinggi (high performance goals); namun memiliki kekurangan dalam aspek/komponen keterbul-:aan 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 pendekatan ?budaya sebagai komunikasi? seperti yang dinyatakan pam ahli, Pacanowsky dan Truijilo (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 organization's 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 gone public in Indonesian Stock Exchange until now a day, PT Fortune Indonesia Tbk, has existed for 38 years, requiring a healthy communication climate of communication and conducive corporate culture which will support the development of the 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) stating that there are five components of the ideal organization's communication climate, as follows: a) supportiveness; b) participative decision making; c) trust, confidence and credibility; d) openness and candor; e) high performance goals. Corporate or organization culture is being established since the corporate organization was founded. The establishment of this culture occurs when organizations face a problem, both problems in the internal or external organization'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 things, such as innovations and risk taking, attention to detail, significant results-oriented (outcome orientation), people orientation, team orientation, aggressiveness, 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 of the organization is quite healthy and has a significant role in the formation or establishment of conducive organizational culture for corporate's development in the future. Organizational communication climate can be a reflection 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 performance goals), but have deficiencies in aspect/component of the employees' candor and openness to the corporate management. Corporate culture will be 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, Paganowsky and Trujillo (1982).</i>