

# IMPLEMENTATION OF THE COMMUNICATION POLICY OF THE ORGANIZATION OF GOVERNMENT IN INDONESIA

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## ABSTRACT

The research aim to know the application policy of organization communication which applied by government in Indonesia. These research applied on Government in Indonesia. The informant namely have relevant with task to give policy which must applied related with the policy of organization communication. Data analysis which collected it as well as primary and secondary data and further to arrange, to analysis, to interpretation then take of conclusion as the answe of problem. The result of research showed that organization communication have communicated by head of instance and job unit and subordinate it in application of main task and function in aim to task by Governor. The application of organization communication it created of organization climate which conducive in vertically, horizontal and diagonal by leader of job unit and subordinate in organization to applied of policy, main task and function which obligate it.

*Keywords: Internal and External Organization Communication .*

## INTRODUCTION

The dynamics of the organization which are always live and always evolving climate characterized by good organizational communication. The actualization of a good climate, namely the creation of an active and effective communication between management and subordinates, between subordinates and co-workers, subordinates, and leadership among the public in an organization. The creation of such a climate is expected to accelerate a variety of coordination, cooperation and pencap

Understand, however, in reality there are objects to be observed empirically demonstrates that the scope of Government in Indonesia in the implementation of the climate of intercultural communication organizational climate organizational communication showed symptoms that are not yet effective. An example of the results of observation and interviews done on leadership and some of the staff look there is a gap between the leadership of mis-communication with subordinates, subordinate to the Chancellors among work units. Structurally, the Organization of the Government which is led by the head of Department, assisted by the Office of structural and functional position group has created a climate of good organizational communication.

The reality is still often found a variety of problems in carrying out basic tasks and functions to promote the organization. Problems often arise when this is a communication error occurs frequently (mis-communication), communication between the leadership of vertically with structural and functional position as his subordinates. Communication error is also often the case horizontally between the functional position with functional Office Group (subordinate fellow) in running various programs and activities of the organization. Including communication error also occurs frequently among the leadership of diagonally with structural/functional groups and the public with regard to the implementation of the activities of the organization. Examples of vertically, head of Department with the Office of structural and functional groups are sometimes at loggerheads opinions in the implementation of basic tasks and functions. Horizontally, a fellow subordinates in the execution of programmes and activities were often at odds in the mengkomunikasikan opinion. And diagonally between the leadership, the public served and the subordinates are not able to communicate an integrated service activities program.

Organizational communication error occurs frequently resulted in a decrease in employee performance and achievements in carrying out basic tasks and functions properly, since it needs to be an effort to create an effective organization communications climate by growing a variety of action or communication activities between parties who often communicate within an organization. Realization of the communication activities of actualization are wont to do that is by always talking, discussion, meet and conduct cooperation in discussing a wide range of programs and activities related to the implementation of the Working tasks run.

It was realised in the everyday reality in Government in Indonesia, climate communication organizations often are not effective, because leaders often impose a difficult communication is implemented and translated by structural and functional position due to the frequency and effectiveness of communication that do not tersosialisasikan properly.

The communication climate also often overlooked among the Group of structural and functional Office in discussing a wide range of programs and activities. Among these groups are less likely to communicate, are less effective in doing well in private communication, and group work unit, so the race often occur in carrying out basic tasks and functions of each of the programs and activities assigned or diwewenangkan.

Organizational communication climate also often less well among the leaders scheduled to be implemented by the Office of structural/functional groups as well as among the public or stakeholders in applying various communications programs and activities. As a result of programs and activities conducted often reap the protest, criticism and complaints from various parties who feel underserved optimally, due to less effective and efficient in doing the creation of a climate of good organizational communication.

The issues of climate communication effective and efficient organization is caused by several factors that can affect. These factors can be a factor supporters and restricting factors of climate, so that the Organization's communication is easily applied or difficult to implement. Those factors include the leadership factor, HR or employee behaviour, working groups and external organizations.

The leadership factor can be a barrier to the creation of a climate and supporting communication organization. Leadership becomes a factor when supporters are able to create

a climate of effective communication and harmonious with the always communicate to solve the problems of the organization. Led by a factor a barrier when the leadership was unable to solve the problem and rarely communicate problems to his grouping of structural and functional position with regard to the basic tasks and functions.

Factor in the behaviour of human resources or employee becomes a factor supporting the creation of a climate barrier to communication and organization. The behaviour of employees into supporting factor when employees have a competency in communicating the Organization's problem solving and behavior of employees are hampered when employees do not have the professional behavior in working with both face the dynamics of an organization that requires communication.

Factors working group becomes a factor impeding the creation of climate and supporting communication organization. When a work group communicate with each other and cooperate to run basic tasks and functions, then the Organization's communication climate created harmoniously and effectively, on the contrary, if the Working Group less communicate with your own group and another group, then the communication climate organization is not realized with effective.

External factors include the Organization's constituents and a barrier to the creation of a climate of good organizational communication. External factors are expected to be played by the Organization are able to foster communication and cooperation that intertwined well with various parties, stakeholders or the public that would be created effective communication and it is becoming a factor supporters. On the contrary, if external factors often experience communication error or frequency of communication is lacking, then the application is not created with good communication and this is a factor restricting the creation of a climate of good organizational communication.

## **THEORETICAL REVIEW**

### **Organizational Communication**

The word "communication" comes from the Latin, "comunis", meaning making of community or build camaraderie between two or more people. Root "communis" is "sharing" which means comunico (Stuart,1983, in Vardiansyah, 2004: 3). Other literature mentioned in the communication are also derived from the word "communication" or "communicare" which means "making the same" (to make the common). The term "communis" is the term most commonly called as the origin of the word communication, which is the root of the Latin word similar communication suggesting that a mind, meaning, or a message on personal religious beliefs are the same (<http://cahpct.blogdetik.com/2009/04/02/definisi-komunikasi/>).

From the above description, it can be concluded that communication is derived from the root word that means always (1) involves the exchange of a symbol or a sign of both verbal and nonverbal, (2) relation of harmonious togetherness between communicators with komunikasi. A symbol or a sign of verbal language as spoken and written language. While nonverbal signs such as symbols or mimic, gestures and sounds. Relation of harmonious togetherness is not always as positive relationship as intimacy or familiarity, but the formation

of a contact relationship between the message sender and recipients of messages through symbols or certain signs which is verbal or nonverbal. Application of this symbol of good contacts made by myself (sometimes intrapersonal) as well as with other parties (antarpersonal).

Human life in the world can not be removed from the Organization's communication activities as an integral part of the system and order of human social life and society. Communication activity can be seen in every aspect of the daily life of human beings, namely from the wake-up human beings go to bed at night. Certainly a large part of the activities of life using good communication is nonverbal and verbal communication. However, what is meant by the communication itself.

Sardjono (2009: 12) tried to define organizational communication as a process with messages moved or passed (through a channel) from a source to the recipient with the intention of changing behavior, changes in knowledge, attitude and behavior of the overt or more. At least four major elements found in the model of communication i.e. the source (the source), the message (the message), channel (the channel) and the receiver (the receiver).

Wilbur Schramm (2009: 212) expressed the Organization's communication as a process of sharing (sharing process). Schramm break it that communication comes from the words (language) Latin *communis* which means a General (common) or shared. When communicating, actually was trying to foster a togetherness (*communes*) with someone. Man trying to share information, ideas or attitudes. For example, attempting to communicate with the readers to convey the idea that the nature of a communication is really the effort to make the recipient or the giver of communication have understanding (the understanding) that is equal to the specified mailbox "(Suprpto, 2006: 2-3).

## **Implementation Of The Communication Policy Of The Organization**

Communication is a very important aspect for the organization that developed and developing. For an organization that is not its communication effective, will impact the existence of mis of communications complicate the Organization reach its goals. Communication within the Organization are distinguished for external communications and internal communications (Haeruddin, 2006).

Organizational communication in principle is a form of activities performed by any person who communicates in an organization. Usually communication between leaders and subordinates, intercultural communication with his colleagues and subordinates communication an organization with other organizations (Lesmana, 2006).

Communication in organizations is an act committed by one or more persons with whom you communicate how to send, receive messages, inform, make a proposal, the discussion to produce a feedback in generating understanding and a common purpose. Hence in organizational communication is inseparable from the existence of private inter communication, interpersonal, small group, open or mass communication behavior conducted by the leadership and subordinate.

Organizational communication is an interconnectedness in a variety of development message that is delivered through a channel of the source of the message to the recipients of the message. Usually there are parties within an organization as a source of information and

the recipients as givers of information to produce an effective organizational competence in processing messages and channels as feedback and feed forward from the effects of communications in advancing the Organization (Spitzberg and Cupach, 2009).

Organizational communication is the motif of a cause people who communicate made consciously, that involves a lot of interest in accordance with the effective use of communication media resulted in an effective organizational communication is inseparable from the existence of internal and external communications. Internal communication can be done vertically, horizontally and diagonally. And external communication is done through the provision of information, discussion and cooperation involving the existence of talks by using messages that are easy to understand (Reardon, 2007).

Organizational communication internally an activity involving the granting and receiving of messages message from superiors to subordinates or others, resulting in internal communication, vertically, horizontally and diagonally. This form of communication varies according to the form of the activities of the Organization in implementing an effective organizational communication.

Naisbitt (2004) States that the internal organizational communications i.e. vertically a communication action command, reproof, compliments and instructions of all activities to achieve the objectives of the Organization are communicated. Internal organizational communications i.e. the Act of communication horizontally which is mediating between the leadership, between employees and between work units in an organization's activities are discussed in order to achieve the goal. Internal organizational communications i.e. diagonally between superiors and subordinates with work units that communicate with each other in understanding the messages received and sent.

Understand the importance of internal communication organizations involving subordinate elements of the leadership, and the work unit as a part of communications materials to be apart of the organization. Effective communication elements of internal organization in communicating a problem the organization increasingly provide ease for these organizations to solve the problems in achieving the objectives of the Organization (Rossy, 2008).

Further communication to external organizations can be seen in the form of a communication in the form of communication between the Organization's activities include the provision of feedback information, co-operation and intercultural dialogue activities of the organization. Nuhui (2005) expressed the Organization's external communication existed between organizations in a variety of feedback giving information is usually applied to provide materials or materials that are required by each organization in facilitating the Organization of activities running. In addition to this form of external communication are cooperating in a wide range of interests to restructure and complete the activities of an organization that requires individual organizations for mutual dialogue in advancing and solve the problems of the organization. Organizational communication dimensions: first, external communication, organization members used for interaction with individuals outside your organization. External communications bring the message of the Organization and the relevant organizational environment. The system of external messages are used to convey information from the environment of the Organization and to provide environmental information from the organization. And second, internal communication, the message pattern

is divisible (share) among members of the Organization, the human interaction that occurs within the Organization and among member organizations. As organizations grow in size or complexity or spread out area and time zones, this requires an internal communications program that helps build a team. This means of communication the Organization internally and externally to be important in realizing how communication would be created within the Organization to achieve the objectives of the Organization.

### **The climate of the Organization in Organizational Communication**

Organizational climate is one of the things that play an important role in the life of an organization. The climate of the organization consists of perceptions – perceptions of organizational elements and the influence of these elements against the organization. Redding (1972) States that the Organization's communication climate as the quality of the experience that is the objective of the internal organisation of the environment that includes the perception of the members of the Organization of the message and the message connection with events that took place in the organization.

According to the Organization's communication climate Suminar (1999: 85) is a function of the activities showed that the Organization's member organizations to trust and give the freedom of taking risks, pushing and giving responsibility in working on tasks, providing an open and informed enough about the Organization and listen attentively as well as obtain reliable info and frankly from member organizations.

Climate communication organization in principle is a form of activities performed by any person who communicates in an organization. Usually communication between leaders and subordinates, intercultural communication with his colleagues and subordinates communication an organization with other organizations (Lesmana, 2006).

Climate communication in the Organization was an act carried out by one or more persons with whom you communicate how to send, receive messages, inform, make a proposal, the discussion to produce a feedback in generating understanding and a common purpose. Hence in climate communication organization irrespective of the existence of communication not inter personal, interpersonal, small group, open or mass communication behavior conducted by the leadership and subordinate.

The climate is a condition of organizational communication linkages in various development message that is delivered through a channel of the source of the message to the recipients of the message. Usually there are parties within an organization as a source of information and the recipients as givers of information to produce an effective organizational competence in processing messages and channels as feedback and feed forward from the effects of communications in advancing the Organization (Spitzberg and Cupach, 2009).

Organizational communication is the climate condition of an objective person who communicate made consciously, that involves a lot of interest in accordance with the effective use of communication media resulted in a climate of effective organizational communication is inseparable from the existence of internal and external communications. Internal communication can be done vertically, horizontally and diagonally. And external communication is done through the provision of information, discussion of bb and

cooperation involving the existence of talks by using messages that are easy to understand (Reardon, 2007).

### **Supporters and Restricting factors**

Factors that support and hinder the communication climate organization according to Higgins (1994: 477-478) there are four, namely leadership, human behaviour, working groups and external organizations. More details are outlined as follows:

Chairman, basically every action taken by the leadership of the Organization in the communication climate affects some things such as rules, policies and procedures related to the Organization's problems dealing with personnel problems, distribution of rewards, communication styles, ways that are used to motivate, techniques and disciplinary actions, interactions between the management and the group, group interaction, attention on problems that owned human resources from time to time, as well as the need for human well-being and satisfaction.

human behaviour, affects the climate of the Organization through communication personality shown, especially the needs and actions taken to satisfy those needs. Communication between human resources play a major part in shaping climate. The way a person communicates determine the level of success or failure of human relationships. Based on the normal style of someone in life or arrange something, can add to it to be a positive climate or it can also decrease it becomes negative.

The Working Group, in this case there is a particular need for most people in terms of relations of friendship, a requirement that is often satisfied by a group within the organization. The groups evolved in two ways namely formally, primarily at the Working Group and the informal group as friendship or common interest.

Organizational climate influence the external communication of the Organization's views of the State of the economy as the main factors that affect climate. As the pressure to increase profits, government policies in setting rules and the determination of wages.

### **The Framework Of Thought**

Based on concerns expressed, then the conceptual framework as a way to describe the thing that became the focus of thought in this research. In principle, there are two things that become the focus in the study of organizational and corporate climate communications.

Refer to the theory postulated Effendy (2009: 66) which stated that the success of an organization is determined by the ability of each individual to communicate its activities in achieving the objectives. The most important communication in organizations include internal and external communications.

Organizational forms of communication are grouped into two organizational communication internally and externally organizations communication. Organizational communication internally i.e. communication that takes place in an environment of organizational communication include vertical, horizontal and diagonal communications. Organizational communication externally in the form of provision of

information, cooperation and dialogue with various parties of one organization by another organization.

The more intensive and active from each party conducted communications organizations, provide close links to increased corporate climate that is conducive and advantageous. This into consideration to see if the real communication organizations that applied by each of the parties involved and see the relationship between organisational communication. On the basis of this conceptual framework pour researchers as follows:

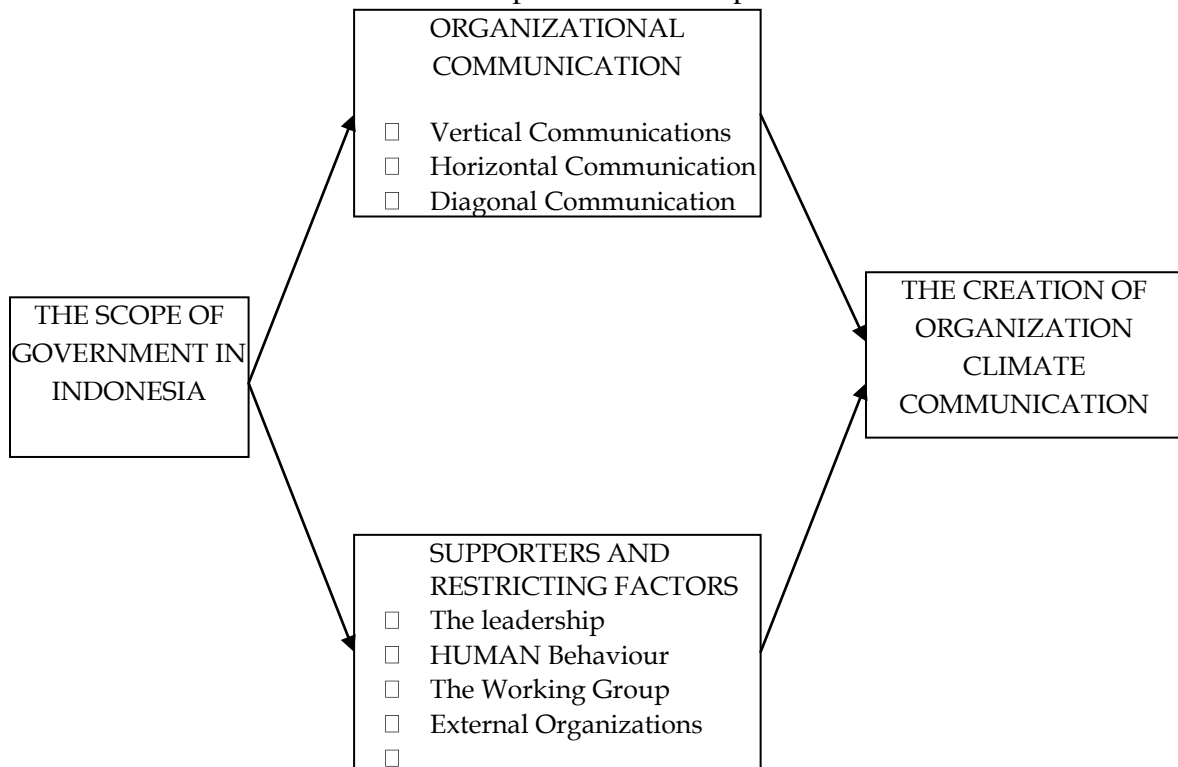


Figure 1  
A Conceptual Framework

## RESEARCH METHODS

The research was carried out on the Government in Indonesia. Research time is planned for 2 (two) months that started February up to March 2014. Types of data used in this research is the primary data is the data retrieval is performed with a live interview with the competent authorities. Secondary data is data the results of questioning overall with selected respondents based on the Division of the questionnaire that contains a statement regarding the Organization's communication on Climate Governance in Indonesia.

The researchers chose subjects of research in a way that is purposive selection of the subject deliberately by researchers based on specific criteria or considerations (Yin, 2005: 67). The criteria determined researchers that the chosen subjects are those who are more aware of and can provide information on a human resources development model of



Government in Indonesia, so that researchers can obtain information as primary data in this study.

In determining the subjects of research was preceded by the determination of the key informant, paving the way for this research. Key informant is a person that most authorities in determining the policies that should be implemented with respect to organizational communication on Climate Governance in Indonesia and is the person who becomes principal key to get primary data, because with the consideration that the person who made the key informant, more aware of the problems examined. Furthermore by key informant helped investigators in determining the subjects of research that has determined, because the key informant, better know the people who can deliver the required data researchers to discuss problems in this research.

Data analysis aims to simplify the data into a form that is easier to read and to understand, so that just the right reach a conclusion and arranged systematically. M. Nazir (1999: 419) stated that data analysis is activities to classify, make an order, manipulate and bind the data, making it easy to read. In analyzing the data will apply to the process of organizing, sorting the data into patterns, categories and units of the basic outline, so that it can be discovered and formulated a framework as suggested by the data.

In this research, to analyze data that has been collected using qualitative data analysis techniques, i.e. data that has been collected, compiled both secondary and primary data and then compiled, analyzed, conclusions drawn then diinterpretasikan as the answer to the problems examined.

## **ANALYSIS AND DISCUSSION OF THE**

The application of organizational communication is applied to the Government of Indonesia through the vertical communication, horizontal and diagonal. In principle, the vertical communication made on Governance in Indonesia namely communication between leaders and subordinates work unit, in the form of messages, command, reproof and solutions. The principle that is applied to a horizontal communication between leaders and subordinates work unit, in the form of communication based on activity of work i.e. input, processing and output that has been communicated. While the principles are applied to the diagonal communication do involve all elements of communication organizations to solve the problems of the Organization through internal communication organizations.

The application of communication organization vertically from a few of the activities carried out by the leadership of the work unit and his subordinates to communicated through messages, orders, solutions and a wide range of strikes conducted by the work unit and his subordinates. As do the internal communication with running activities. The leadership called for all work units and staff to communicate matters relevant to the implementation of basic tasks and functions.

The results of the internal organization of communication horizontally between the leadership, work unit and subordinates applied right on target that development cooperation and the role of the community. Further communication to internal organization of an intensive ditearpkan horizontally through protection activities, maintenance, restoration of objects of cultural heritage, the construction of the management of the museum, history and

traditional values as well as the resilience of the business culture of the region. For it leadership in directing his subordinates in this employee to be able to devise a plan of activity fields of history and archaeology as a guideline in the implementation of tasks, distribute and give instructions to a subordinate task execution so that implementation went smoothly. Further distribution and hints at implementation, monitoring, supervising and evaluating the implementation of the tasks and the activities of subordinates.

Further communication to internal organization diagonally applied involves all elements involved in the various activities and work programmes. Organizational communication as the diagonal implement IE's implementation of basic tasks and functions of each unit such as basic tasks and functions are communicated to every work unit leader and his subordinates to support the task.

The internal organization of communication horizontally has been applied by performing communication involving the leadership of the work unit in the command leadership to instruct each of the range, especially with regard to the implementation of the basic tasks and functions to carry out a variety of programs and activities that involve their respective work units.

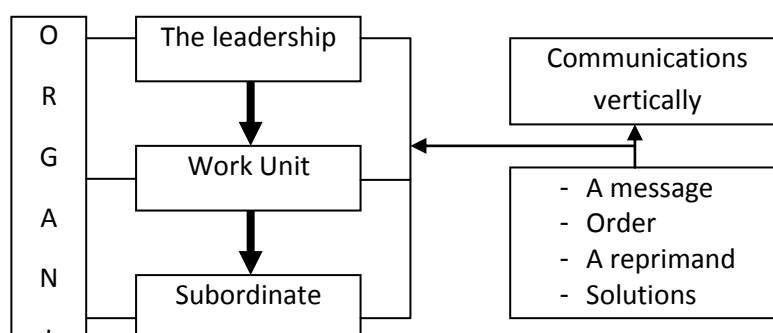
Internal organizational communications diagonally had applied to do a communication organization on all elements of the Organization starting from the ranks of the leadership, work unit and subordinates to communicate various matters related to the implementation of the duties and functions of their respective work units. This communication is done to assist the implementation of the task run by head office and other work units.

Implementation of the communication policy of the Organization has applied vertically, horizontally and diagonally. Implementation of vertical communication applied through to the development of employment, where that communicated vertically i.e. program execution sparepart, enhancement and repair of facilities and infrastructure. Understand the Organization's internal communication basically understand how organizational communication be done in giving messages and receive messages that involve elements that communicate within the Organization, leadership, team work and subordinates.

Internal organizational communications involving leadership, work unit and subordinates, often resulting in internal organizational communications vertically which is a source of communication messages given by the leadership to work units, then managed by subordinates to produce an information message, command, reproof and solution in carrying out the activity of the organization. The following internal organizational communication scheme is shown vertically below:

Figure 2

Internal Organizational communications vertically



Internal organizational communications applied by every element of your organization into a caring and consideration in order to understand the significance of communication that is applied within an organization. The interwoven internal communication is effective, increasingly facilitate every element with an interest in the organization is easy to achieve the progress and achievement of goals. An effective internal organizational communication, i.e. all components of organizational involvement ranging from leadership, work units subordinate to each other and providing information and manage the message to reach the destination. Means of communication the Organization was instrumental to the success of the organization. The success of an organization is not in spite of the importance of the Organization's external communication that is applied. The application of an external communication is built upon the existence of reciprocal communication. External communications existed as a form of reciprocal provision of information, co-operation and intercultural dialogue activities of the organization. In managing an organization needed an act of leadership to take policy in communicating with outside parties or external organizations. It is intended in order to establish the existence of an active communication link between two or more organizations who do communication. Realization of communication external organization that communicates more than one form of the interests or needs of the organization that one with other organizations. In principle, an organization conducting active communication with other organizations to exchange information, establish cooperation and dialogue to solve the problems together. Picture of an organization's external communication, namely the effective interest, cooperation and the goals you want to achieve. Through the communication between the Organization will generate a goal achievement based on interests and needs. DeVito (2011) declaring the communications channel is important for the Organization to achieve the objectives of the organization. This means that an organization that implements the external organization communication essentially based on three aspects which are to be achieved, namely: 1) communicate to achieve interests, 2) communicate to team up, and a 3) communicating to reach the goal. Third it is implemented in the form of communication with each other information, establish cooperation and conduct dialogue to hammer out the issues and benefits of the activity of the organization. The success of the organization based on the Organization's external communication that is always give priority to the establishment of effective communication through the exchange of information between organizations, conduct or partnership in various Affairs or programs and conduct the discussion through dialogue or simulation to solve any differences between these organizations to escape from problems. Through the Organization's communication externally, each component of the Organization's good work units, leaders and subordinates, able to conduct cooperation with other organizations through an active communication and pro actively to develop external communication. Effective communication is communication through cooperation between the two organizations is maintained based on the existence of a communication-intensive, progressive, transparent and accountable. Communication external organizations which are often implemented by several organizations, namely through an interfaith dialogue are activities of the organization. This dialog communications activities

can be done through communication between the leadership, between work units and between subordinates or can be done in bulk through seminars, gatherings, or things relating to the need to communicate the two organizations that are normally done according to agreement. Communication in organizations is the communication in an organisation which carried out the leadership, both with employees and with a wider audience has something to do with the Organization, in the framework of the construction of harmonious cooperation to achieve the goals and objectives of the organization. Management often have the problem not as effective communication. When effective communication is very important for the managers, there are at least two reasons, first, communication is the process through which the management functions ranging from planning, organizing, directing and monitoring can be achieved; Secondly, the communication is an activity where the manejer devote most of their time proportions.

## **CONCLUSIONS AND SUGGESTIONS**

### **Cunclusions**

Based on the results of research and discussion, it was concluded that organizational communication practices applied to the Government of Indonesia has been communicated by the head of Department with the work unit and his subordinates in the exercise of basic tasks and functions in assisting the Governor's leadership duties. The application of the Organization's communications to create a climate of the Organization are applied vertically, horizontally and diagonally by the leadership of the work unit and his subordinates in the Organization to carry out its policies, basic tasks and functions authorized.

Implementation of the communication policy of the Organization on Government in Indonesia is inseparable from the factors that support and hinder. These factors are factors of leadership, resource behaviour, working groups and external organizations. Become a supporting factor, if the leadership continues to communicate every program and activity to his subordinates, clerks as TBS communicate with each other to smooth auth, so between work groups to coordinate each other and always have good communication with various stakeholders outside the organization. Becoming a barrier when the leadership, employees, working groups and external organizations indicate the attitude of individualism, do not communicate with each other in the implementation of activities within an organization.

### **Suggestions**

In the framework of the implementation of the communication policy on the Organization of Government in Indonesia, the researchers gave advice needs to be improved and improved application of organizational communication as long as this applied to avoid any wrong in receiving communication authority of policies and implementation of the basic tasks of each involved to create the communication climate conducive to the Organization of Government.

Needs to be improved and maintained an understanding about the importance of communication in the Organization of Government in Indonesia in order to run the programs and activities that have been communicated, vertically, horizontally and diagonally. Be a reference for advanced researcher examines a communication concerning the Organization's interest in other research objects.

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