

# The Effectiveness of Communications in Hierarchical Organizational Structure

Hardani Widhiastuti

**Abstract**—Goal of this research are to know benefit of implementation of formal communications that found in Hierarchical organizational structure.

This research uses qualitative method and explores it in relation to the theories that related to communication in organizations, which apply in the organizational structure and also the communication toward the organizational structure in the real life.

Result of The reality, that the communication of hierarchical organizational structure face some problems in the role of bureaucracy, its cause the goals of target, programme schedule, some decisions, and also the organization purpose weren't compatible with the expectation. An unequal socialization was also one of the causative agent that due to the long term bureaucratic.

According to the research of theory, and also the field of study, the main settlement to find the solution of eveciveness problem in hierarchical organizational structure was using information technology. By using information technology, it expected to solve all the problems in the organization's work program.

**Index Terms**—Effectiveness, communication, hierarchical organizational structure.

## I. INTRODUCTION

Everyone is always in communication , regardless of age, gender, religion, economic status or ethnic background, because human beings have the ability to communicate with each other in their's way and also communication tools. With communication, someone can interact and socialize[1].

Organization needs communication to streamline their tasks. Communication in the organization called as formal organization. Communication in the organization is the sending process and receiving all the organization's message through formal and informal group in the organization [2].

This research was conducted in relation with a paradigm that has prevailed throughout most of the management of an organization. Organization is a social group which distributes tasks for a collective goal. Organization formed by the mutual agreement between members will be successful if the results obtained according to the measure predefined of success criteria. The concept that has been agreed, it be used as reference in order to facilitate the process of achievement, because the concept is a part (elements) of the theory. The concept was explained about the name or label to classify or provide the meaning of objects, experiences, events or relationships [3].

According to the research of organizational

communication was very influence toward the worker performance in Accounting Department especially in the organization commitment and amount of pressure at work as Intervening variable[4].

As a background consideration, Mintzberg in stated that here are three managerial roles which can be applied by a manager in an organization, such as Interpersonal role, Informational Role, and The role of decisions can be seen in the figure 1 [5].

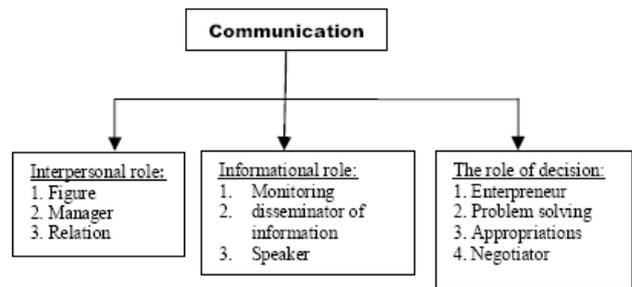


Fig.1. Managerial role according Mintzberg.

Studied the difference impact of organizational communication against the employee effectiveness in Mandiri Corporation [6], The result showed that there were any differences in organizational communication at Mandiri Corporation (Tasbih Subdivision) and Mandiri Cororation (Balaikota Medan Subdivision). So in essence, the communications within the organization is supporting the effectiveness of the organization's performance with a variable related and influence each other.

Studying how innovation occurs, argued that it consists of four stages: invention, diffusion (or communication) through the social system, time and consequences [7]. The innovation is needed in organization in order to adjust the internal and external environment.

On the other hand [8], stated that the tier of management in organization, basicly divided into three, they are:

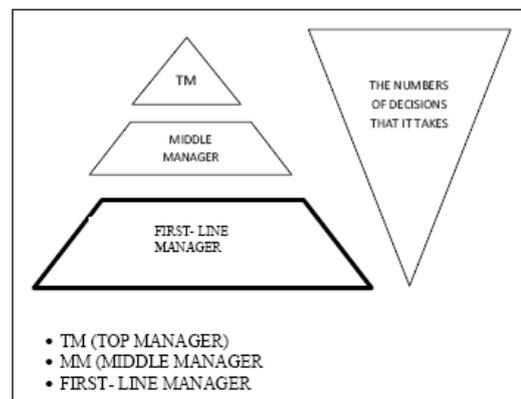


Fig.2. Hierarchical management in organization.

organization, composed of top managers, including managers who occupy the board of directors or the Chief Executif Officer (CE) with the task of preparing the corporate plan as well as property management company. Middle managers that called as administration manager who includes of division managers is responsible toward the operational implementation plans that have been instructed by Top Managers, and first line management operasional is the person who responsible to guide the implementation of daily operational activity that have done by the employees. Thereby, it can not be separated between communications and organizational structure, wether like or not, in fact, the first level of management uses a lot of communications to manage the organization in internal or external organization. The successful of organization is also determined by first management in manage the organization [9].

## II. REFERENCES

### A. Communication

Organization formed by using a capable management to realize the organization purpose. In the course of time, organizations use Human Resource Management (HRM) and Industrial - Organization Psychology (PIO) also known as work psychology to manage organization. The succesful of managerial and organization are determined by effective communication. Communication can be defined as exchange of information between sender and receiver, and understanding (perception) in meaning between the individuals involved. The exchange analysis stated that communication is two-way process that contain some elements that sequentially connected in communication process [10].

Managers faces the problems and situations that range from low to high complexity. Low-complexity situations are routine predictable, and managed by using objective or standart procedure. The situation with high complexity, like a company reorganization, sometimes are ambiguous, unpredictable, hard to analyse and often emotionally laden.

#### 1) Hierarchical communication

Hierarchical communication is defined as the exchanges of information and influences the organization's members, because there is any involvement between one and another, manager and employees in formal organization. Managers provide five types of information through communication to the employees, i.e. job instructions, job rationale, organizational procedures and practices, the feedback about performance, and the indoctrination of organizational goal. Besides that, employees communicate the information about themselves to the manager, co-workers and their problems, the organizational practice and policies, and what needs to be done and how to do it [11].

Stated that they were some dimensions of Communication Process that related with communication process [12], such as:

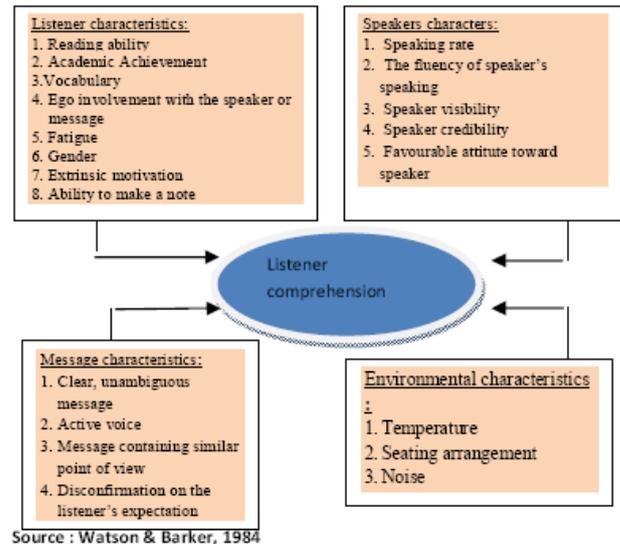
1. The sender of message
2. Ccommunication transmission
3. Receiver

The point if the communication is expected to run smoothly is the effort on both sides to avoid the "noise"; the

disturbances which can lead the receiver can't get the message from the sender. The disturbances are:

1. *Barrier Process*, such as *sender barrier, encoding barrier, massage barrier, medium barrier, decoding barrier, receiver barrier* and *feedback barrier*.
2. *Personal barrier*
3. *Physical barrier*
4. *Semantic barrier*

As a basic understanding of the effectiveness of communication in general, it can be start from the the speaking skills and how the others can receive the message [13]. Listening is active *decoding* process and explain the verbal messages. The figure of the functions of listener, speaker, and environmental characteristics:



Source : Watson & Barker, 1984

Fig.3. Understanding model and audiences

The organization can't be sparated from personal influence that involved in it, because each person has different characteristics. For the example, the communications that made between men and women obviously different, it can be seen from the dialect, intonation, pronunciation, and also the purpose fo communication[10]. Besides that , the style of communication in the effectiveness of communication in organization is also influence it.

The style of common communication in organization is very influenced by the personal style of communication. The style of communications devided into 3 , they are:

#### 1. Assertive

*Assertive* is a style in which individuals clearly state their opinions and feelings, and firmly advocate for their rights and needs without violating the rights of others. Assertive communication is born of high self-esteem. These individuals value themselves, their time, and their emotional, spiritual, and physical needs and are strong advocates for them selves while being very respectful of the rights of others

#### 2. Aggressive

*Aggressive* is is a style in which individuals express their feelings and opinions and advocate for their needs in a way that violates the rights of others. Aggressive taking advantage of others; expressive and self enhancing at other's expense.

### 3. Nonassertive

The style of communication that encouraging others to take advantage of us; inhibited; self denying.

Communication according to the prevailing hierarchy in the organization also did not close the possibility of using a tool or media, like computer. The computer used for communication purpose through internet. Internet is a global communication network that has fast connection, no limited space and time, and technologically advanced [14].

Thereby, communication in the hierarchy tends to emphasize a rule that is more fitting with the organization or company where formal communication takes place. Indirectly, communication is influenced by organization culture. But, the substance that related with interests, needs, desires of each member organization and also affected the smoothness of communication and.

#### 2) Grapevine Communication

Beside the formal communication, in organization or company we often find some rumors or issues that not less important. The "grapevine" or "rumor" is the major informal communication medium in an organization. But, Just for the time efficiency, sometimes rumors become the complementary elements in formal communication. Therefore, although communication in the hierarchy is already proper, it will be some deviations in organization structure that become the result of certain rumors. But, the number of deviations is not too much, and even very little. The research about the role of grapevine or rumor, stated that (1) It is faster than formal channels, (2) the accuracy around 75%, (3) some people rely on it when they are insecure, threatened, or faced with organizational changes; and (4) the employees use grapevine to acquire the major of their on-the-job informations [12].

#### 3) The Distortion of Communication

Communication distortion is the problem that related to the contain modification of the message. It causes a decrease in communication accuracy between supervisor and employees. Thereby, the communications between supervisor and employees is influenced by the style of supervisor, especially supervisor who has the power. The distortion will be increase if the employees had a spirit to make a big progress, and not trust the supervisor completely [15].

Distortion of communication identified in four events in order to improve communication, they are:

- Increase the distortion because employees send more favourable information and withhold useful information.
- Increased distortion because employees screen out information detrimental to their welfare.
- Less accuracy because employees tend to pass along information that helps their cause.
- Considerable distortion because employees do not pass up all information they receive.

#### 4) The Collaboration of information Technology in Communication

Internet is a global networks which use computer networks such as (1) Intranet is nothing more than company's internal information system, (2) Internet have *firewall* that block outside Internet users from accessing internal information, and (3) An extranet is an extended

intranet in that it connects internal employees with selected customers, suppliers, and other strategic partner (the advantages of this network are they can increase the ability of employees to find, create, manage and also distribute the information) [12].

*Collaborative computing* entails using *state of the art* computer *software* and hardware to help the people to work better together. Collaborative system enable people to share Information without the constraints of time and space. With telecommunication, it allows someone to work far away from their office or organization.

### B. Organization

Outstanding theories that often found, explain about the group of people in a bond with the agreement of each [12]. The classical theory about organization, emphasizes that organizations are the group of people who are bound in a strict rules and carry out activities that have been systematically coordinated within a structure to achieve the goals [16]. While in theory of Modern Organization, argues that the organization as a network system consisting at least two people or more with the inter-dependence, input, process and output. In the implementation, an organization sometimes raises the impact of symbolic interpretation, the organization produces a situation / environment / cultural / social reality through the meaning of the interactions within the organization Organization is formed by the interactions (communication) that occur between individuals and several types of knowledge in verbal or non verbal. In the last decade, Postmodernism considers that the organization as a place of negotiation of power, the *dominating group* members and the fight of interests, so the reconstruction power is needed. According to that issue, postmodernism try to give the space for the members of organization to participate.

#### 1) Organization Structure

Organizational structure is a foothold toward employee to perform the task according to their respective job description [17]. Stated that organization as a determinant of how a job is divided and organized in a formal. While the organization is A *consciously coordinated* social unit, composed of a group of people, which functions on a relatively continuous basis to achieve a common goal or set of goals.

#### 2) Bureaucratic Structure

Bureaucratic structure is a structure of highly operating routine tasks achieved through specialization, very formalized rules and regulations, tasks that are grouped into functional departments, centralized authority, narrow spans of control, and decision making that follows the chain of command.

According to beureaucratic structure, there are some invisible characteristics, they are: the related of the structure established between positions, the goals / organization planning between the position as job description, authority to carry out the duties given to the position, lines of authority and position are arranged according to a hierarchical order, a firm common system of rules devine as formal system, set the actions and functions of the position within the organization, the procedures roward organization are formal and impersonal, the function

of procedure is for maintaining discipline members, the members of organization must separate their personal and organizational life, the employees selection process in an organization based on technical qualifications, and in terms of promotion assessment it based on seniority and job performance.

The disadvantage is sometimes excessive and often even in following the rules, there is no space for modification, less innovative and bureaucracy is efficient as long as the employees just face the same problems that already explained before. The meaning is, when the employees face the new problems, , the bureaucracy structure become not efficient because it need the new regulation, to solve the new problems.

### III. RESEARCH METHOD

This research uses *Qualitative Method* and explores it in relation to the theories that related to communication in organizations, which apply in the organizational structure and also the communication toward the organizational structure in the real life.

This research is more details, because the research was conducted in depth interpretation with a limited object [18] With clear restrictions and characteristics and purposeful, this research found the problems of the effectiveness of communication in organization especially the communication that included in organizational structure [19]. The approaches / type of this research are collecting data that can be done from various sources in different ways, observation, interview, and also create documentation that related with the research.

Considering the case of study is the problem of communication in an organization, this research using an instrumental case study. Stated that the research on the specific case is conducted to understand the issues better, and also to develop the theory. While the methods that used to obtain qualitative data is the combination of some methods, such as observation, focus group discussion, documentation, research, literature review, and also **Method of Roots Problem Analysis and Solutions (MRPAS)**.

MRPAS is a method of thinking to explore the causes of the earlier and the earliest symptoms or problems that appear on the surface [20]. In MRPAS principal, This topic has been applied prior to determination. One of the three problems roots of formal communication in job, and reliance on the provisions from the rules of good government regulations, and internal organization. Observations on the application of formal communication within the organization, especially the case in this study, there is a very significant development since 2005, with the three times of leadership changes.

Since the last five years of formal communication the problem was observe carefully and intensively, the observes found the discrepancy, one of the sample of discrepancy is the *unchanged regulations*, although the behavior is in contrast with the era. This case was *not addressed* by the government, the roots of the problem is the ignorant of the importance of written rule that become the foundation of all polocios. The documentsts and literatures, I got from some books that contain the topics about organizations.

*Some analysis steps* that needed to find the roots of the problems are arrange a framework problem using MRPAS, analyze the data according to the source from document / literature that show many concepts about communication in organizational structure. That step begins with the case data that applies in the society, in this case are the cases of communication in organizational structure , it chosen according to the prominent or unique case than the others, the next step is compare all the data with the Existing theories. The last step is construct a conceptual framework based on concepts.

### IV. METHOD OF DISCUSSION

In the research of the application of organization communication in government bureaucracy was according to the data that already gathered from the research about communication it selves or communication in an organization. Data obtained from 159 questionnaires 109, the *questionnaires* can be *distributed* directly and by mail. Object of this study were employees of the accounting department at the state-owned enterprises in the province of West Sumatra with 109 respondents. Organization communication had negative impact toward pressure of work .The result of this research did not show the organization commitment and work pressure as the intervering variable toward the performance of communication organizational.

Several definitions of organizations such as Ernest Dale, stated that organization is a planning process that includes arrangement, development, and maintenance of a structure or pattern of employment in a group work. So, communication in hierarchical organization isn't related by the continuity of organization itself.

Thereby, the general definition of organization is a group of people that gether to achieve the goals. Meanwhile, the hierarchical organization structure from many definitions and also the field study is more emphasis on job specialization that expressed in various departments according to functionals, product, service, and also the distribution area. All the rules are executed in accordance with organizational culture and the rules and also policies that provided through hierarchical structure.

The weakness that caused by a hierarchical of communication inherent in the organizational structure, sometimes make the responses from members of the organization can not be quickly handled. Moreover, the problems that exist in the field are expected to get the solution, but it delayed as a result of a distortion or a formal communication barrier due to the hierarchy that formed. The real example of applied communication in central government or division especially in service center is the corruption. The data obtained from various sources is the public complaints that happened on August 2011 in Semarang service center sub-division, they always complaints about the building permit's schedule that related with the others schedule. The duration to get building permit 's takes 3 months, the identity card takes more than 2 weeks, the moving letters takes more than 2 weeks, all the problems are the impact of hierarchial bureucracy structure. These opportunities are used to do the corruption and nepotism in

service center sub division, and many things that associated with Licensing.

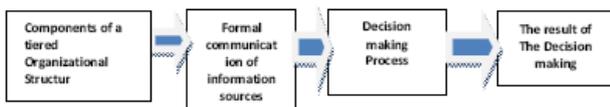
The other weakness is applied in the implementation of communication in hierarchical organizational structure that exists in the education world. One things that should be observed is the characteristics that quiet same with bureaucracy. For the example when announcements or invitations, or instructions which must be executed by the educational institutions to higher education, it can't be received on time. It is caused by the communication that follow the hierarcial structure from the higher position in the ministrial, then in the *Director General of Higher Education, Coordinator of The Private College*, and the last in educational institutions . With the long system bureaucracy, finally the message can't be received on time. The problem doesn't stop here, the long system bureaucracy still happen in each institutions, so the purpose and the target can't achieved. As the result of the central government policies that didn't understand completely by the district institutions. There are still plenty of evidence concerning the ineffectiveness of communication in hierarchical organizations.

The solutions that must be found in every field is the collaboration of Information Technology and communications. Information Technology that's very popular in 19 century, is the breakthrough of effectiveness and communication effectivity, especially in the hierarchical structure. With communication trough technology, all the things can be get easier and faster. The advantages make the members of organization or company able to increase their ability in information technology, create, manage and also distribute the information faster. Sending the letters as a decree letter, Letter of Assignment, Work Order Letter, Memo service, Permit letter, etc, trough the *email*. Besides that, *video conference* using video and *audio link* enable people located at diffrent locations to see, hear, and talk with one another. It can significantly reduce an organization's travel expenses.

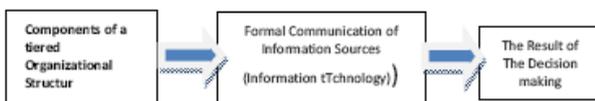
## V. CONCLUSION

According to the previous issues and some problems formulation, I found many weaknesses of theory and the situation in the field. I found about the implementation communication in hierarchical organizational structure as below :

CRONOLOGY OF THE OLD SYSTEM OF FORMAL COMMUNICATION



FLOW OF FORMAL COMMUNICATION OF RESEARCH FINDING



Based on diagram above, then with the use of IT, the communication can be more quickly and accurate. The result, there is any differences between the plans, objectives and outcomes. Tips and advice mean that through the applied communication of the using information technology (IT), the problem of time become something that can be handled, the impossible things become possible, something that unreachable become reached, and all the people can make communications with the others in the same time and the same places.

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Since 1997 until now, she has researched and published some journals in Journal Publication as much 13 Journals, such as "The Big Five Personality For Supporting Performance", (Asvatta Journal, Journal of Psychology, Semarang University Vol I, No IV, August 2011, ISSN 2085-4986), "Strengthening of Human Resources" (Psikodinamika Journal, Vol 8, No 2, July-December 2009, 1-111 ISSN 1411-6073, Journal of Psychology, Faculty of Psychology, Soegijapranata University, "Effective Communication as a Support Customer Satisfaction" (Dynamics Social Culture, June 2006, ISSN 1410-9859. Besides published the journal, she's also published some books, there are "A Power Managing Stress", ISBN: 978-979-3948-91-1, "Role Behavior Performance Result and Performance of The Services Sector", ISBN: 978-979-3948-83-6, and wrote social criticisms that was published in magazines and newspapers. She committed on Industrial Psychology Researces until now. She was an Associate Profesor on Psychology Faculty in Semarang University, Indonesia.