

The Function of Messages in Organizational Communication in the Establishment of the Media Production Study Program

Nur Afni Rachman¹, Enik Rukiati²
nur.afni@polije.ac.id¹, enik_r@polije.ac.id²

*Affiliation: Language, Communication, and Tourism Department
Politeknik Negeri Jember^{1,2}*

Abstract

One of the current needs of the labor market and stakeholders in Politeknik Negeri Jember is a study program under the communication discipline, namely Media Production. In order to realize the new study program in media production, Politeknik Negeri Jember appointed a task force team to establish the Media Production Study Program. This task force worked together to make the proposals for establishment of the new study program. The results of the literature study show that the flow of communication took place from top to bottom. The flow of communication activity brought messages to be delivered to the recipients. There were three message functions carried out in this activity, namely task messages, maintenance messages, and update messages. There were also three communications that were used, namely vertical downward communication, upward vertical communication, and horizontal communication. The recent study tried to elaborate those three message functions and usages. This study utilized a qualitative paradigm, with no intention of carrying out hypothesis testing, generalization, and is intersubjective. Moreover, this research was a descriptive research that focuses on a systematic, factual and accurate description of the facts.

Keywords: Organizational Communication, Study Program Establishment, Message Function

Introduction

Politeknik Negeri Jember is one of the vocational universities in East Java. Vocational education taught at the Politeknik Negeri Jember is an educational program that directs the teaching and learning process at the level of expertise, skills, and competency standards that are in accordance with the needs of the industry and vocational education stakeholders. Politeknik Negeri Jember, at the moment, has 8 departments that offer distinctive expertise competencies or majors including Language, Communication, and Tourism; Agribusiness Management, Health, Animal Husbandry, Agricultural Production, Engineering, Information Technology, and Agricultural Technology. The 8 departments currently have 33 study programs. The learning process takes place in 4 campuses including the main campus in Jember, Bondowoso, Nganjuk, and Sidoarjo campuses.

In order to respond to the needs in the world of work, Politeknik Negeri Jember keeps carrying out necessary developments. This is due to the fact that the future is very dynamic in which providing a wide range of educational opportunities becomes essential. In addition, the developments are in line with the vision of Politeknik Negeri Jember to become a distinguished Polytechnic in Asia in 2035. In accordance with the explanation above, one of the latest progresses was initiating a new study program under the Language, Communication, and Tourism Department called Media Production. Politeknik Negeri Jember had appointed a task force team to establish a media production study program in order to realize the new undergraduate applied study

program in media production. The team worked simultaneously covering necessary tasks including creating and submitting proposals for the establishment of the study program, recruiting lecturers and staff, building partnership with various parties by signing MOUs, conducting necessary discussions, workshops, and any important communication with related partners. For sure, the final objective of all processes carried out was the establishment of the Media Production Study Program. In addition, all tasks were done by the team that consisted of a person in charge, a chairman, a secretary, and 5 team members.

The task force team was the one who intensively communicated to make important decisions and resolve any problems related to the establishment of the study program. The task force team also collaborated in completing all tasks especially in writing the proposal. In this case, all team members were required to communicate effectively and efficiently. One of the communication modes was through instructions. Communicatively, communicants should have a method regarding the instructions, such as the intention of the communication strategy, that is, the process of the system when the message is with or through the case of various elements of communication such as frequency, formality, content and communication channels so that the communicant or audience can receive it nicely. Therefore, the method can influence attitudes in accordance with the objectives. According to Effendy (2009), planning is effective in conveying messages so that the communicants can easily understand and accept what has been conveyed with the possibility to change a person's attitude or behavior.

Every organization requires coordination, so that each part of the organization works properly and does not interfere with other parts. Without coordination, it is difficult for the organization to function properly because an organization is formed with something that requires effort from more than one person to complete. This condition also occurred in the Language, Communication, and Tourism Department, regarding current topic of discussion, because the tasks of establishing the Media Production Study Program were considered to be challenging and must be done by a team that consisted of team members with specific roles and job descriptions.

There are several perceptions about organizational communication. Katz and Kahn (1978), for instance, say that organizational communication is the flow of information, exchange of information and the transfer of meaning within an organization. Moreover, according to Katz and Kahn (1978), an organization is an open system that receives energy from its environment and converts this energy into products or services from the system and issues these products or services to the environment.

The focus of organizational communication is on the members of the organization itself. The process of creating meaning is derived from the interactions that create, maintain, and change the organizations. Communication is more than just a tool; it is also a way of thinking. The purpose of communication in organizational processes is none other than in the framework of forming mutual understanding. Cushway and Lodge (1999) describe that the function of communication within the organization is to form the organization atmosphere that describes the working atmosphere of the organization or the whole feelings and attitudes of the people who work in the organization.

Research Method

This study utilized a qualitative paradigm, with no intention of carrying out hypothesis testing, generalization, and intersubjective. The research process was cyclical in nature

and reflected the characteristics of the research. To be more specific, the method used in this research was a descriptive research that focused on a systematic, factual and accurate description of the facts, characteristics and relationships between the phenomena investigated (Nazir, 2009).

In this study, all of the data collection was carried out through literature study in which the researchers reviewed documents such as books, literature, notes, and reports to collect the data needed followed by data analysis to draw the conclusion (Nazir, 2009). The main documents being analyzed were: 1) Politeknik Negeri Jember Strategic Plan for 2020-2024, 2) the Work Agreement between the Heads of the Department of Language, Communication, and Tourism of the Politeknik Negeri Jember, 3) Letter of Assignment for the task force team for the establishment of the Media Production Study Program, and 4) instruments for fulfilling the minimum requirements for accreditation program of Applied Undergraduate Program Studies in Higher Education.

Results and Discussion

The results of the research carried out, namely the implementation of communication vertically down in the organization, vertically up in the organization, and horizontally in the organization, were inseparable from the communication process. The researchers also examined the obstacles in the communication process and the role of leaders and other team members regarding the efforts to overcome the obstacles in communication in order to achieve organizational goals effectively and efficiently.

There is a Politeknik Negeri Jember Strategic Plan for 2020-2024 which targets the addition of new Study Programs every year and by 2024 it will reach 40 Study Programs. Politeknik Negeri Jember has the goal of developing a new study program that is flexible and up-to-date as well as international class. This is the reference for the establishment of a new D4 Applied Undergraduate Study Program in Media Production.

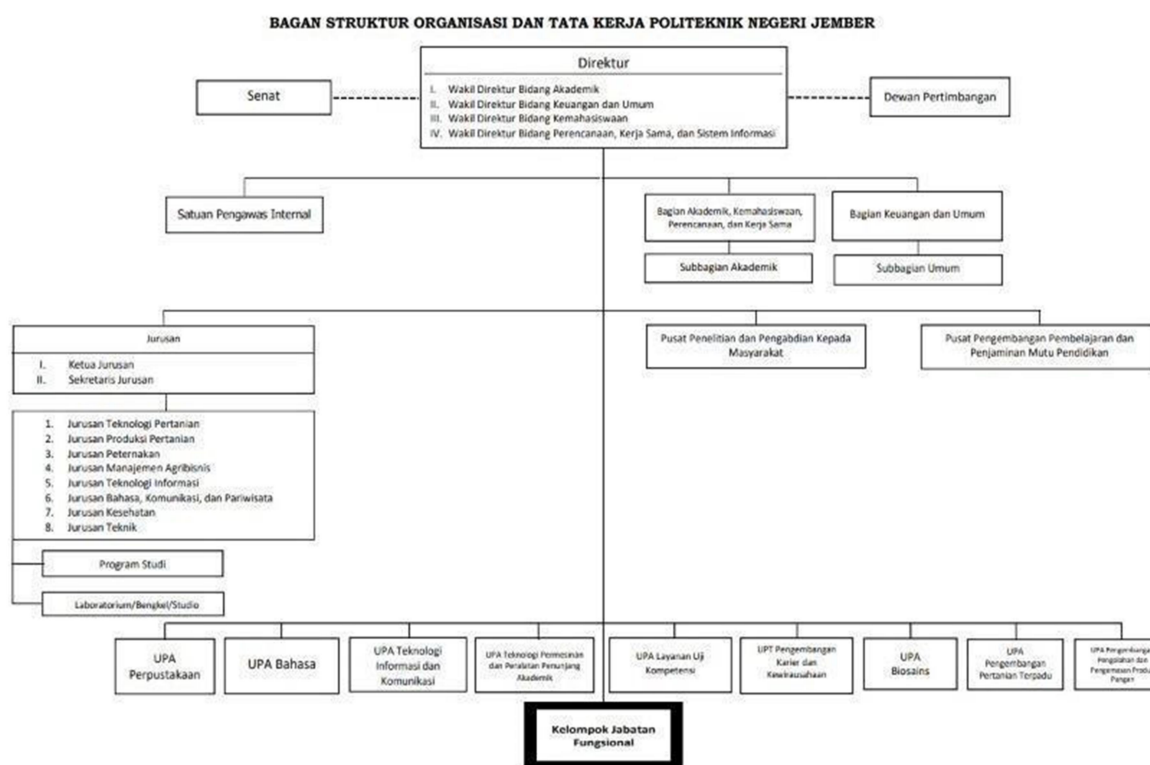


Figure 1. Organizational Structure and Working Procedure of Politeknik Negeri Jember

When viewed the organizational structure above, the flow of communication took place from top to bottom. Referring to the Strategic Plan of Politeknik Negeri Jember for 2020-2024 which was approved by the Director of Politeknik Negeri Jember then followed by the Strategic Plan for the Department of Language, Communication and Tourism which was approved by the Head of the Department of Language, Communication and Tourism, in 2022 the Department of Language, Communication and Tourism projects the establishment of a new Study Program, namely D4 Media Production. This study program was chosen because it conformed to the name of the department where there was no study program with communication disciplines.

In order to establish the Study Program, a task force team was appointed to establish the Media Production Study Program. At the same time, it was the department that issued assignment letters to selected lecturers and educators based on the following criteria:

- a. Lecturers which disciplines were accordance with the Media Production Study Program
- b. Lecturers which had experience in preparing previous study program submissions
- c. Administrator as supporting staff for the establishment of study programs

Each message sent in an organization had a specific reason why it was sent and received by certain people. Scholars had identified their perceptions regarding the main function of messages in organizations (Goldhaber et al., 1978). According to Redding (1972), there are three reasons for sending messages namely, for the implementation of tasks in the organization, for maintenance and humanity. Thayer's perception explains that the message function in the organization is to inform, persuade, order, instruct, and integrate the organization (Thayer, 1968).

From several opinions about organizational functions, there were three messages that the researchers highlighted which also related to conditions in organizational communication in the establishment of the Media Production Study Program. First, task messages, this task message means messages relating to the implementation of organizational tasks by members of the organization.

The task messages included providing information to employees to carry out their duties efficiently, such as the activity of giving instructions to establish a new study program in order to realize the 2020-2024 Politeknik Negeri Jember Strategic Plan. In this case, downward vertical communication also occurred, namely the implementation of communication carried out between superiors and subordinates in accordance with the existing organizational structure, carried out through a chain of command, from the top chain to the lowest link in an organization.

Based on the results of the research, it was found that the flow in the establishment of this new study program was communication from the director through the university's strategic plan team, followed by the unit below it, namely the department. The head of the department also sent vertically downwards, namely lecturers and teaching staff to become the task force team for establishing study programs and carrying out their duties and obligations.

The second message was maintenance messages which were the messages relating to organizational policies and arrangements. This message helps organizations to survive forever. These messages include the orders, provisions, procedures, rules, and controls necessary to facilitate the movement of the organization to achieve system

outputs. Task messages were related to the achievement of the contents of the system output while maintenance messages were related to the achievement of the output. In this case, Politeknik Negeri Jember made a Strategic Plan for 2020-2024 which was then followed up with a Strategic Plan for the Department of Language, Communication and Tourism and then a task force team was formed which had the task of establishing a new study program. This is called a maintenance message.

The third message was an update message which made the organization able to adapt to the changes that occurred in its environment. Therefore, the organization made new plans, new activities, new programs, new directives, new projects and suggestions regarding new production. This third message was also related to the establishment of a new study program at the Politeknik Negeri Jember because this message was conveyed at problem solving meetings, making plans during meetings with members of the organization. This was demonstrated when the plan to establish a study program which had been in existence since 2022 turned out to have to be withdrawn because the requirements were incomplete or inappropriate, so it had to be revised several times. This was finally brought together to get new solutions.

In addition to downward vertical communication, there was also upward vertical communication, namely when the task force team reported the progress of the tasks to the Head of the Department as well as the Head of the Department to the Director through the Center for Learning Development and Quality Assurance (P4M). Also, there was horizontal communication between members of the task force team.

Conclusion

In the process of establishing the Applied Undergraduate Study Program (D4) Media Production in Politeknik Negeri Jember, organizational communication was used with various message functions of organizational communication, both vertical up, down, and horizontal communication. As for organizational functions, there were three messages that the researchers highlighted which also related to conditions in organizational communication in the establishment of the Media Production Study Program, namely, task messages, maintenance messages, and update messages. Those three message functions were related to the establishment of a new study program at the Politeknik Negeri Jember because those messages were carried out during the process of establishing the Applied Undergraduate Study Program (D4) Media Production in Politeknik Negeri Jember.

References

- Cushway, B., & Lodge, D. (1999). *Organizational behaviour and design*. Kogan Page Publishers.
- Effendy, O. U. (2009). Ilmu Komunikasi, Teori dan Praktek. In *Komunikasi dalam sebuah organisasi*.
- Goldhaber, G. M., Porter, D. T., Yates, M. P., & Lesniak, R. (1978). Organizational Communication. *Human Communication Research*. <https://doi.org/10.1111/j.1468-2958.1978.tb00624.x>
- Katz, D., & Kahn, R. L. (1978). Organizations and the system concept. *Classics of Organization Theory*, 80, 480.
- Nazir, M. (2009). Metode Penelitian. Bogor. *Ghalia Indonesia*.
- Redding, W. C. (1972). *Communication within the organization: An interpretive review of theory and research*. Industrial Communication Council.
- Thayer, L. O. (1968). *Communication and communication systems in organization*,

management, and interpersonal relations.

Politeknik Negeri Jember. 2014. *Dokumen Perencanaan*, (online). Accessed on: 30
May 2023. Available at: <https://polije.ac.id/dokumen-sakip/>