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ORGANIZATIONAL COMMUNICATION AND ITS IMPACTS TO THE WORK QUALITY

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Abstract

This study examined the dynamics of organizational communication at Amanagappa Advertising Digital Printing in Sinjai and its impact on work quality. The research aimed to identify the types of communication, analyze the language functions and figure out the barriers affecting communication efficacy. Through a descriptive qualitative method, including observations and semi structured interviews with the business owner and employees, the study reveals three key findings. Firstly, it identifies the use of downward, upward, horizontal, and diagonal communication, each playing a vital role in maintaining clarity, empowering employees, fostering teamwork, and ensuring cross functional collaboration. Secondly, the analysis of language use, based on Jakobson's functions, demonstrates its critical role in conveying information, expressing emotions, directing behavior, building relationships, clarifying meanings, and ensuring effective communication. Thirdly, the study uncovers various communication barriers, including psychological, semantic, physical, and technical challenges that hinder effective communication and negatively impact work quality. Addressing these challenges involves leveraging diverse language functions and implementing strategies to mitigate barriers, thereby enhancing communication processes. The study concludes that optimizing organizational communication can foster a collaborative environment, improve work quality, and ensure customer satisfaction, contributing to the company success.

1. INTRODUCTION

Management is a process or framework involving direction within an organization. It is also an activity, implementation, and administration. Within management, there exists both science and art. Human Resource Management (HRM) is a strategic field within an organization. Human resource management should be seen as an extension of the traditional view; effective management requires knowledge of human behavior and the ability to manage it. The management of an organization begins with the effectiveness of managing the human

resources within it. One of the central aspects of resource management is the Human Resource (HR). In fact, the management of HR continues to evolve in line with human civilization and the business world.

Werther and Davis (1996) state that human resources are "employees who are ready, capable, and willing to achieve the goals of the organization." As articulated, the fundamental dimension of the human resources aspect is its contribution to the organization, while the fundamental dimension of humans is the treatment of contributions towards it, which will determine the quality and capability of its life.

Communication within an organization is a crucial component. Without effective communication, an organization cannot function optimally. Conversely, poor communication leads to a decline in organizational performance. The term 'communication' encompasses various meanings. To the layperson, it may imply tools or mediums for information dissemination such as telephones, telegrams, or television. However, within an organizational context, it signifies communication channels, for instance, formal communication through the chain of command, informal communication, or conflict resolution procedures within the organization. In addition, a primary skill required of an employee is the ability to communicate effectively. An employee unable to articulate their tasks will struggle to accomplish them. Similarly, if an employee cannot communicate freely, the successful management of conveyed information will be hindered.

Wibowo (2014:242) posits that fundamentally, communication is a process of conveying information from one party, be it an individual or a group acting as a sender, to another party, the receiver, in order to comprehend the message and provide a suitable response to the sender. One of the determinants of business and organizational performance undoubtedly lies in the competence to manage the performance of its employees. In other words, more brilliant employee performance management will inevitably lead to a more successful business venture. Conversely, subpar employee performance will steer the organization or company towards the edge of mishaps. Furthermore, internal communication within an organization is deemed critical by entities prioritizing the achievement of organizational goals through coordination. It involves the exchange of messages among organizational members, occurring between leaders and subordinates, leaders amongst themselves, and between subordinates.

Falcione et al. (1987) state that the organizational communication climate is fundamental in connecting individual employees to the broader organizational structure, highlighting its role as a pivotal element in the integration of employees within the organization. This perspective highlights the importance of the communication climate in integrating employees into the organizational structure, suggesting that the way communication is managed and perceived within an organization plays a crucial role in connecting employees to the overall goals, culture, and functioning of the organization.

Furthermore, According to Papa et al. (2008), the essence of the organizational communication climate is determined by the employees' perceptions of information flow and the communicative environment. This conclusion emphasizes that the effectiveness and nature of communication within an organization are largely shaped by how employees experience and interpret these dynamics. In addition, as a reference, some studies have undergone with the use and the analysis of organizational communication.

The first study focused on various aspects of organizational communication and its impact on employee related outcomes. Pungus (2017) in "The Role of Organizational communication in Driving Employee Engagement (Study Case of Pt. Sinar Galesong Prima Manado)" examines how organizational communication influences employee engagement at PT. Sinar Galesong Prima Manado. This qualitative research involves analyzing interviews with

employees of PT. Sinar Galesong Prima, utilizing a population that works within the company. Data collection was carried out through interviews with informants and a review of existing literature by previous researchers. The findings indicate that all informants emphasized the significance of organizational communication in fostering employee engagement. In conclusion, employees at PT. Sinar Galesong Prima perceive organizational communication as crucial, both formally and informally. Situational communication channels include Direct Communication and Telecommunication through messaging apps. Regarding employee engagement, the company enhances engagement by providing bonuses and offering personal compliments to employees. The research suggests that PT. Sinar Galesong Prima should encourage the consistent use of formal communication in daily routines to further boost employee engagement..

The second research by Latif (2022) entitled “Peranan Komunikasi Internal Terhadap Efektivitas Kerja Karyawan Pada Perusahaan Daerah Air Minum (PDAM) Tirta Indragiri Tembilahan” which examines how communication happens inside the Tirta Indragiri Tembilahan Regional Drinking Water Company and assess how effective the employees are there. The study involved 122 employees from this company. To select a smaller group to study, the researchers randomly picked 55 employees using a method called Simple Random Sampling and a mathematical formula called the Slovin formula. They used numbers and statistical analysis (quantitative methods) to study the data and ran a simple linear regression analysis with a computer program called SPSS 23. After analyzing the data and testing their ideas, they found that there's a clear and positive link between how the company communicates internally and how well its employees perform.

The third research was conducted by Suri and Aslami (2023) entitled “Analysis of the Effect of Organizational communication on Acceptance of Change in the Context of Organizational Management”. This research focuses on studying how organizational communication affects how employees accept changes in an organization. Change happens a lot in businesses, and how employees react to it is really important for it to work well. How well the company talks to its employees makes a big difference in how they see and accept changes. For this study, we used surveys given to employees at different levels in the company. We looked at how things like clear messages, openness, teamwork, and support from leaders in communication affect how much employees accept changes. The study found that good organizational communication has a positive impact on how employees accept change. Things like clear messages, open communication, working together, and support from management really matter in helping employees accept changes. This research suggests that organizations can improve how they handle changes by focusing on better communication strategies.

2. RESEARCH METHODS

This study was a descriptive qualitative. It aims at exploring the intricacies encountered by the employer and employees using organizational communication. This approach, as highlighted by Anderson (2014), involves the utilization of words as data, which is gathered and examined through diverse methods. The subject of this research was three participants who consisted of the owner and two employees. They were selected conveniently because they engaged the most frequent and intense interactions in the office, Amanagappa Art Digital Printing, Sinjai. Data were gathered through observation sheet and in depth interview. To analyse the data, this research adopted the analysis stages from Miles and Huberman (2014). They are: (1) data condensation involves condensing diverse data sources interviews, observations, and document analysis into manageable segments, (2) data display is integral to presenting findings in a comprehensible and visually engaging manner. This step involves transforming the condensed data, derived through methods like interviews and observations, and (3) drawing and verifying conclusion involves synthesizing the findings obtained from

data analysis, data display, and data reduction to formulate coherent and evidence based conclusions

3. RESULTS AND DISCUSSION

3.1 Results

This research studies the dynamics of organizational communication at Amanagappa Advertising Digital Printing in Sinjai and its impact on work quality. First, this research explains the use of upward, downward, horizontal and diagonal communication, each of which has a role in maintaining clarity, employee empowerment, teamwork and cross functional collaboration. Second, the importance of using language so that information is easily conveyed, expresses emotions, places behavior, establishes relationships, clarifies meaning, and ensures effective communication. Third, this research reveals that there are communication barriers, including psychological, semantic, physical and technical challenges, which of course can hinder effective communication and will have a negative impact on work quality

3.1.1 Types of Organizational Communication

This study aims to identify the types of organizational communication used by employers and employees and their impact on work quality at Amanagappa Advertising Digital Printing in Sinjai. Based on Eisenberg's theory, organizational communication can be categorized into downward communication, upward communication, horizontal communication, and diagonal communication.

A. Downward Communication

Downward Communication at Amanagappa Advertising Digital Printing involves the dissemination of instructions, guidelines, and important information from the business owner to the employees. This form of communication is crucial in establishing clarity and direction within the organization. Based on observations and interviews with the business owner, as well as with the two employees, it is evident that downward communication occurs both verbally and in written form.

The business owner frequently provides direct instructions using Bahasa Indonesia and Buginese Sinjai to ensure clear understanding among employees. This bilingual approach helps cater to the linguistic preferences and comfort of the staff, enhancing comprehension and reducing potential misunderstandings. The verbal instructions are often straightforward and delivered during face to face interactions, which allow for immediate feedback and clarification. Written communications, such as emails and memos, serve as a reference for employees, ensuring they have access to important information even after the initial discussion.

Furthermore, the company holds brief regular meetings to convey the latest information and significant changes. These meetings are a platform for the business owner to update employees on new projects, changes in procedures, and other critical updates.

Employee 1 highlighted the importance of these meetings: "*Kami sering mengadakan briefing di mana semua detail proyek yang sedang berjalan dibahas, memastikan semua orang berada di halaman yang sama*" (Employee 1, interviewed on May 27, 2024, 16:02).

Translation: "We often hold briefings where all the details of ongoing projects are discussed, ensuring everyone is on the same page."

This practice ensures that employees understand their tasks, which contributes to efficient and accurate processing of customer orders. However, challenges arise when information is

not fully or clearly communicated, occasionally leading to confusion and errors. For instance, if the instructions are too complex or not repeated in written form, employees might miss crucial details. Additionally, when new employees join or when there is a high volume of orders, the risk of miscommunication increases, highlighting the need for consistent and clear downward communication to maintain operational efficiency.

a. Upward Communication

Upward communication in this company occurs when employees provide feedback, raise issues, or offer suggestions to the business owner. This type of communication is crucial as it empowers employees to voice their opinions and contribute to the decision making process. Employee 2 highlighted the importance of this by stating, "*Diskusi terbuka dan umpan balik sangat penting untuk mencegah kesalahan yang sama terjadi lagi*" (Employee 2, interviewed on May 27, 2024, 17:30).

Translation: "Open discussions and feedback are crucial to prevent the same mistakes from happening again."

This indicates that open discussions and feedback sessions play a significant role in identifying and rectifying recurring mistakes, ultimately fostering a culture of continuous improvement.

The company's environment encourages employees to feel comfortable raising concerns and providing input, which is essential for addressing issues promptly and efficiently. This sense of comfort and openness not only boosts employee morale but also ensures that potential problems are brought to the attention of management before they escalate.

Employee 1 also emphasized the practical application of upward communication in daily operations by stating, "*Kami pastikan untuk memeriksa ulang setiap detail pesanan dengan pemilik untuk menghindari kesalahan dalam produksi*" (Employee 1, interviewed on May 27, 2024, 16:02).

Translation: "We make sure to double-check every detail of the order with the owner to avoid mistakes in production."

This practice of double checking order details with the business owner highlights the meticulous attention to detail and the collaborative effort to maintain high standards of quality. It shows that upward communication is not just about addressing problems but also about ensuring precision and accuracy in the work processes.

By actively involving employees in the communication loop, the company benefits from diverse perspectives and insights that can lead to better decision making and innovation. The feedback mechanism ensures that any discrepancies are quickly identified and corrected, thereby improving overall work quality. This collaborative approach fosters a sense of ownership and accountability among employees, which is essential for maintaining a high level of performance and productivity.

b. Horizontal Communication

Horizontal communication at Amanagappa Advertising Digital Printing involves information exchange and coordination among employees. Employee 1 and Employee 2 often communicate with each other to ensure that tasks and orders are managed effectively. They use Bahasa Indonesia and Buginese Sinjai in their daily conversations, as well as emails and the order management system for written and digital communication.

Employee 2 noted, "*Menggunakan grup chat khusus untuk proyek besar membantu kami melacak setiap detail dan memastikan semua orang terinformasi*" (Employee 2, interviewed on May 27, 2024, 16:02).

Translation: "Using a dedicated chat group for large projects helps us track every detail and ensures everyone is informed."

This practice enhances teamwork, reduces mistakes, and improves efficiency. Through effective horizontal communication, employees can collaborate well, reduce mistakes, and improve work efficiency.

c. Diagonal Communication

Diagonal communication, a dynamic conduit for information exchange spanning various organizational echelons and departmental domains, assumes a less conspicuous role within the operational framework of Amanagappa Advertising Digital Printing. This phenomenon stems from the company's streamlined organizational structure and its cohesive, closely integrated team. With fewer tiers of hierarchy and a workforce characterized by familiarity and cohesion, the imperative for diagonal communication may not be readily apparent in the day to day functioning of the company.

However, the relevance of diagonal communication manifests prominently in specific scenarios, particularly those necessitating collaboration across disparate functions or departments.

An illustrative instance elucidated by Employee 2 during the interview conducted on May 27, 2024, at 17:30, pertains to the management of substantial orders. Employee 2 mentioned, "*Selama pesanan besar, kami menggunakan grup chat yang mencakup pemilik dan semua karyawan untuk membahas detail pesanan*" (Employee 2, interviewed on May 27, 2024, 17:30).

Translation: "During large orders, we use a chat group that includes the owner and all employees to discuss the order details."

During such junctures, the company harnesses a group chat platform inclusive of both the business owner and all employees. Through this medium, comprehensive deliberations concerning order intricacies ensue, ensuring seamless dissemination of critical information and fostering alignment and coordination among all pertinent stakeholders.

This example underscores the adaptive propensity of diagonal communication within Amanagappa Advertising Digital Printing. It underscores its role as a facilitator of effective collaboration and project management across organizational borders. Despite its less pronounced presence in routine operations, diagonal communication emerges as a pivotal enabler during exigent circumstances, orchestrating harmonious synchronization of efforts and resources toward common objectives.

In essence, while diagonal communication may not be the cornerstone of everyday interactions within the company, its strategic deployment during pivotal junctures underscores its indispensable role in fostering cohesion and synergy across various organizational strata. This adaptive approach to communication underscores the company's agility and responsiveness, positioning it to navigate complexities and capitalize on opportunities in an ever evolving business landscape.

3.1.2 The Language Use in All Types of Organizational Communication

Understanding the intricacies of language use within organizational communication at Amanagappa Advertising Digital Printing in Sinjai involves delving into various language functions.

a. Referential Function

The referential function is prominent in the communication practices at Amanagappa Advertising Digital Printing, as it is essential for conveying factual information and ensuring everyone is on the same page. This is evident through their meticulous written and digital documentation of order details and customer specifications. The observation notes that "order details and customer specifications were documented on printed forms and sticky notes," and the use of a digital order management system for emails to confirm and clarify orders further supports this.

The business owner emphasized the importance of these practices by stating, "*Kami menggunakan formulir cetak agar semua orang memiliki informasi yang sama.*" (The business owner, interviewed on May 27, 2024, 14:12).

Translation: "We use printed forms so that everyone has the same information."

This meticulous documentation ensures that there is a clear and organized record, minimizing errors and enhancing the efficiency of order processing.

b. Emotive Function

Emotive function plays a crucial role in expressing the feelings and emotions of the team members at Amanagappa Advertising Digital Printing. This is observed through their frequent use of positive nonverbal cues such as hand gestures, nodding, and eye contact, which indicate understanding and agreement, fostering a supportive and collaborative environment. For instance, Employee 2, one of the employees, mentioned the presence of "frequent smiles and attentive expressions during discussions," which demonstrate openness and readiness to collaborate. Such expressions not only enhance the interpersonal dynamics among team members but also contribute to a positive and motivating work atmosphere, essential for maintaining high morale and effective teamwork.

c. Conative Function

The conative function is actively used within the organization to influence and direct the behavior of employees towards achieving set goals. This is primarily done through regular meetings and routine checks aimed at ensuring clarity and efficiency in task execution. For example, the business owner highlighted the importance of these practices by stating, "*Kami mengadakan pertemuan dan cek rutin untuk mendiskusikan proyek yang sedang berjalan dan masalah yang muncul.*" (The business owner, interviewed on May 27, 2024, 14:12).

Translation: "We hold meetings and regular checks to discuss ongoing projects and any issues that arise."

In addition, Employee 1 also noted the impact of confirming order details to reduce errors and improve customer satisfaction. These strategies ensure that all team members are aware of their responsibilities, leading to coordinated efforts and effective problem solving, which in turn enhances overall work quality.

d. Phatic Function

Phatic communication is vital at Amanagappa Advertising Digital Printing for establishing and maintaining social relationships within the team. This function helps in creating a harmonious and productive work environment. Employee 1 highlighted the importance of good communication in building better work relationships and customer interactions, stating, "*Komunikasi yang baik tidak hanya membantu dalam pekerjaan sehari hari tetapi juga membangun lingkungan kerja yang lebih baik dan hubungan yang lebih baik dengan pelanggan.*" (Employee 2, interviewed on May 27, 2024, 17:30).

Translation: "Good communication not only helps in daily tasks but also builds a better work environment and stronger relationships with customers."

Employee 1 echoed this sentiment by emphasizing the role of open communication in fostering a collaborative work environment. These practices help in building trust and rapport among team members, essential for smooth and effective collaboration.

e. Metalingual Function

The metalingual function is evident in the organization's deliberate use of language to ensure clear and effective communication. This is particularly important given the multilingual environment at Amanagappa Advertising Digital Printing, where both Indonesian and Bugis Sinjai are used. The observation notes that "conversations often switched between Bahasa Indonesia and Buginese Sinjai," and both the employees mentioned the use of these languages for different types of communication. The business owner stated, "*Kami menggunakan campuran komunikasi verbal, baik dalam bahasa Indonesia maupun Bugis Sinjai, untuk interaksi sehari hari,*" (The business owner, interviewed on May 27, 2024, 14:12).

Translation: "We use a mix of verbal communication, both in Indonesian and Bugis Sinjai, for daily interactions."

Furthermore, Employee 1 noted the use of Indonesian for written and digital communication. This conscious choice and clarification of language use help in minimizing misunderstandings and ensuring that all team members can effectively communicate and collaborate.

f. Poetic Function

While poetic function, which focuses on the aesthetic quality of messages, is not directly emphasized in the communication practices at Amanagappa Advertising Digital Printing, the overall clarity and effectiveness of communication are prioritized. The primary focus is on ensuring that messages are clear, accurate, and efficient, rather than on their aesthetic quality. This practical approach to communication helps in maintaining high work quality and operational efficiency, ensuring that the team can meet customer expectations and deliver high quality products consistently.

In conclusion, the multifaceted nature of language use, encompassing various Jakobsonian functions, underscores its significance in shaping organizational communication and influencing work quality at Amanagappa Advertising Digital Printing in Sinjai. By understanding and leveraging these diverse language functions, the company can optimize communication processes, foster collaboration, and ultimately enhance the quality of its deliverables and customer experiences.

3.1.3 The Impacts of the Organizational Communication to the Work Quality

Based on the observation checklist and interviews with three informants, the impacts of organizational communication between employers and employees on work quality at Amanagappa Advertising Digital Printing in Sinjai can be analyzed through various barriers: psychological, semantic, physical, and technical.

a. Psychological Barriers

Psychological barriers refer to the mental state or attitude of the individuals involved in communication that might hinder effective interaction. At Amanagappa Advertising Digital Printing, several psychological barriers were identified through the interviews and observations. Misunderstandings and unclear instructions were prevalent issues. For instance, during the observation, it was noted that verbal communication often switched between Indonesian and Bugis Sinjai, leading to potential misunderstandings.

The business owner highlighted this problem by stating, "*Kadang kadang, bisa terjadi kesalahpahaman, terutama jika instruksi tidak jelas atau ada kendala bahasa antara karyawan.*" (The business owner, interviewed on May 27, 2024, 14:12).

Translation: "Sometimes, misunderstandings can occur, especially if the instructions are unclear or there are language barriers between employees."

These psychological barriers impact work quality by causing delays, errors in order processing, and miscommunication, leading to decreased efficiency and potential customer dissatisfaction.

b. Semantic Barriers

Semantic barriers arise from differences in understanding the meanings of words and phrases, often due to language or terminology differences. In the case of Amanagappa Advertising Digital Printing, language differences were a significant issue. Verbal communication involved both Bahasa Indonesia and Buginese Sinjai, which could cause semantic misunderstandings if team members are not equally proficient in both languages. Employee 1 highlighted this by stating, "*Kadang ada kesalahpahaman ketika instruksi tidak jelas atau informasi tidak disampaikan dengan lengkap.*" (Employee 1, interviewed on May 27, 2024, 16:02).

Translation: "Sometimes there are misunderstandings when instructions are unclear or information is not communicated fully."

These semantic barriers can lead to incorrect task execution and misunderstandings about customer orders, negatively affecting the quality of the work produced.

c. Physical Barriers

Physical barriers pertain to the environmental and structural factors that impede effective communication. At Amanagappa Advertising Digital Printing, the close proximity and workspace layout played a dual role. The observation noted that the team worked in close proximity, facilitating easy interaction and quick responses. Employee 2 mentioned, "*Kami sering berdiskusi secara langsung mengenai detail pesanan dan tugas.*" (Employee 2, interviewed on May 27, 2024, 17:30).

Translation: "We often discuss the order details and tasks directly."

While this close proximity generally enhanced communication efficiency, it also had the potential to create noise and distractions, impacting focus and work quality.

d. Technical Barriers

Technical barriers are related to the tools and technologies used for communication. At Amanagappa Advertising Digital Printing, issues with communication equipment were significant. Although digital communication tools such as a digital order management system and emails were used, technical issues could still impact work quality. The business owner mentioned these challenges, stating, "*Tantangan lain adalah memastikan bahwa semua orang diperbarui tentang perubahan atau tugas baru dengan cepat.*" (The business owner, interviewed on May 27, 2024, 14:12).

Translation: "Another challenge is ensuring that everyone is quickly updated on changes or new tasks."

Additionally, Employee 1 suggested implementing detailed digital tracking systems, "*Mungkin pelatihan komunikasi lebih lanjut bisa membantu kami semua berkomunikasi lebih efektif. Juga, sistem pelacakan digital yang lebih rinci bisa memastikan semua orang selalu mendapatkan informasi terbaru dengan cepat dan jelas.*" (Employee 1, interviewed on May 27, 2024, 16:02).

Translation: "Further communication training might help us all communicate more effectively. Also, a more detailed digital tracking system could ensure that everyone receives the latest information quickly and clearly."

Technical barriers, when not addressed, can lead to miscommunication and inefficiencies in order tracking and management, thus impacting the overall work quality.

3.2 Discussion

3.2.1 Types of Organizational Communication

Based on results from observations and interviews at Amanagappa Advertising Digital Printing in Sinjai revealed that there are various types of organizational communication as adopted from Eisenberg (2010): downward, upward, horizontal, and diagonal playing an important role in influencing work quality. Each type of communication has its own impacts, benefits and challenges.

a. Downward Communication

This top down approach is integral for establishing clarity and direction within the organization. The business owner, plays a central role in this communication process, ensuring that all employees are aware of their tasks and responsibilities. Observations and interviews reveal that the business owner frequently uses both verbal and written communication methods to convey instructions. Verbal communication often occurs during daily briefings and impromptu discussions, where immediate feedback and clarification can be provided. This is in line with Purwato (2006) who stated that verbal communication is one of the types utilized in business world. This direct interaction allows for a dynamic exchange of information,

helping to address any immediate concerns or questions that employees might have. Additionally, verbal communication is supported by the use of Bahasa Indonesia and Buginese Sinjai languages, which cater to the linguistic preferences of the staff, thereby minimizing potential misunderstandings.

b. Upward Communication

This type of communication is essential for empowering employees and fostering a culture of continuous improvement. By enabling employees to voice their thoughts and concerns, organizations can harness a wealth of on the ground insights that might otherwise go unnoticed. The interviews reveal that employees at Amanagappa Advertising Digital Printing feel comfortable raising concerns and providing input, which helps address issues promptly and efficiently. The business owner, has created an environment where employees are encouraged to speak up, ensuring that their voices are heard. This open communication channel has led to a more engaged and motivated workforce, as employees feel valued and respected. Bangun (2012) stated that establishing more specific goals and encouraging employees to perform their tasks well will stimulate a more diligent work ethic, motivation, and demand effective communication. The ability to raise concerns without fear of retribution is crucial in maintaining a transparent and collaborative organizational culture.

c. Horizontal Communication

Horizontal communication involves the exchange of information and coordination among employees, playing a vital role in the overall functioning of any organization. This form of communication facilitates a seamless exchange of information, helping to bridge gaps between different functions and departments, thereby fostering a collaborative work environment. The effectiveness of horizontal communication at Amanagappa is exemplified by the daily interactions between employees like the two employees. They engage in both verbal and written forms of communication to manage their tasks efficiently. Verbal communication, often conducted in Bahasa Indonesia and Buginese Sinjai, allows for quick clarification of orders and immediate feedback, while written communication, such as emails and printed forms, provides a record that can be referred to later. This dual approach ensures that all necessary information is disseminated accurately and promptly, minimizing the risk of misunderstandings.

d. Diagonal Communication

Diagonal communication, which involves the exchange of information across different levels and departments, plays a less prominent but still significant role at Amanagappa Advertising Digital Printing. In general, the company's streamlined structure and closely knit team reduce the need for frequent diagonal communication. Most of the time, the small size of the team allows for direct and straightforward communication pathways, minimizing the complexity of information flow. This setup supports efficiency and reduces the chances of miscommunication typically associated with larger, more hierarchical organizations. Nonetheless, the importance of diagonal communication cannot be overlooked, especially in specific scenarios that demand a higher level of coordination and comprehensive information sharing.

3.2.2 The Language Use in All Types of Organizational Communication

Based on the results of this research, it is revealed that there is a different understanding of how different language functions, as identified by Jakobson (1960), influence organizational communication and work quality at Amanagappa Advertising Digital Printing in Sinjai. Each language function plays a different role in shaping interactions and efficiency in organizations, thereby influencing the overall quality of work.

a. Referential Function

The referential function is crucial at Amanagappa Advertising Digital Printing, as it ensures that factual information is accurately conveyed and understood by all team members. This function is prominently observed through the meticulous documentation of order details and customer specifications. This practice helps in reducing miscommunication and errors, as everyone can refer to the documented details for clarification and confirmation.

b. Emotive Function

The emotive function, which involves expressing feelings and emotions, plays a significant role in the organizational communication at Amanagappa Advertising Digital Printing. The presence of positive nonverbal cues such as hand gestures, nodding, and eye contact was frequently observed, suggesting that these behaviors are integral to the communication process within the company. These cues indicate understanding and agreement among team members, helping to foster a supportive and collaborative work environment.

c. Conative Function

The conative function, which focuses on influencing and directing behavior, plays a pivotal role in the organizational communication strategies at Amanagappa Advertising Digital Printing. This function is actively utilized through regular meetings and routine checks, which are essential practices that ensure clarity and efficiency in task execution. These regular interactions serve as a platform for discussing ongoing projects, addressing emerging issues, and coordinating efforts among team members.

d. Phatic Function

Phatic communication, which helps in establishing and maintaining social relationships within the team, is vital at Amanagappa Advertising Digital Printing. This type of communication, often involving small talk and social niceties, plays a critical role in fostering a positive workplace atmosphere. By facilitating a sense of belonging and camaraderie among team members, phatic communication can reduce stress and promote a more cohesive work environment.

e. Metalingual Function

The metalingual function, which involves using language to ensure clear and effective communication, is particularly important in the multilingual environment at Amanagappa Advertising Digital Printing. This function allows individuals to discuss and negotiate the meanings of words and phrases, ensuring that all parties have a mutual understanding. In a setting where both Bahasa Indonesia and Buginese Sinjai are used, the metalingual function helps bridge potential gaps in comprehension, ensuring that instructions and information are conveyed accurately.

f. Poetic Function

While the poetic function, which typically emphasizes the aesthetic quality of messages, may not be directly emphasized in the communication practices at Amanagappa Advertising Digital Printing, the organization prioritizes overall clarity and effectiveness in its communication strategies. Rather than focusing on embellishments or creative language, the emphasis is placed on ensuring that messages are clear, accurate, and efficient. This practical approach to communication aligns with the company's objective of maintaining high work quality and operational efficiency, particularly in a fast paced environment where precision and timeliness are paramount

4. CONCLUSION

The examination of organizational communication at Amanagappa Advertising Digital Printing in Sinjai reveals nuanced insights into the dynamics shaping work quality within the company. Firstly, the identification of communication types, including downward, upward, horizontal, and diagonal communication, underscores the multifaceted nature of interactions within the organization. Downward communication facilitates clarity and direction, upward communication empowers employees to contribute to decision making, horizontal communication enhances teamwork and efficiency, and diagonal communication fosters collaboration across organizational boundaries. Secondly, the analysis of language use within organizational communication highlights its pivotal role in conveying information, expressing emotions, directing behavior, establishing relationships, clarifying meanings, and ensuring effective communication. By leveraging diverse language functions, the company can optimize communication processes and enhance work quality.

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