

Organizational Communication in Improving the Work Motivation at Diskominfo Makassar

Salsabila

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Abstract

This research aims to find out the ways the employees use their organizational communication and the employees' difficulties in using organizational communication in improving the work motivation. This research uses a qualitative research design with a descriptive approach to describe the research subject. Data collection techniques used observation and audio recording and interview questions. The result of this study shows that the use of organizational communication can improve employees' work motivation. In this study, the employees used communication with five functions, namely informative, regulative, persuasive, integrative, and subordinate manager. They also use certain language functions in improving work motivation which is divided into internal and external factors. This study also found difficulties in communication, namely technical barriers, semantic and psychological barriers, physical barriers, framework of thought barriers, and cultural barriers. Communication in organizations can establish good relationships between employees and can improve employee motivation.

Keywords: *Organizational communication, Work motivation.*

INTRODUCTION

Humans in their lives must communicate, meaning that they need other people and need groups or communities to interact with each other. This is the essence that most of the human person is formed from the results of social integration with others in groups and communities. In everyday life, communication is an action that allows humans to receive and provide information or messages according to what is needed.

In organization, we are required to communicate. Salsabila et al (2023) defined organizational communication as the performance and interpretation of messages among communication units that are part of a particular organization. While Monika and Kusumawardhani (2022) defined organizational communication as the sending and receiving of various organizational messages in formal and informal organizational groups. Organizational

communication is very vital where this communication is a condition for all activities to take place. This communication is needed to bridge all organizational activities. An organization can run well if the parts of the organization can communicate well about the tasks, functions and goals of the organization.

Communication is divided into types; they are verbal and nonverbal communication. According to Kurniati (2016), verbal communication is communication that uses words, both oral and in writing. On the other hand, nonverbal communication according to Kusumawati (2019) is communication in which the message is packaged in form without words. Whereas, in this study the researcher is going to focus on the use of verbal communication occur in the organizational communication at workplace.

According to Romli (2011), organizational communication is the sending and receiving of various organizational messages in formal and informal groups of an organization. Formal communication is communication approved by the organization itself and directed for the benefit of the organization, including how to work in the organization, productivity, and various work to be done in the organization. For example: memoranda, policies, statements, press releases, and official letters.

Communication in the organization is divided into three forms (Polii et al, 2019) namely vertical communication, horizontal communication, and diagonal communication. Vertical communication means that communication is forwarded from leaders to subordinates and from subordinates to leaders reciprocally. Horizontal communication takes place between fellow employees and so on. Diagonal communication takes place from one person to another in a different position. Most verbal communication is used in human relationships, to express feelings, emotions, thoughts, ideas, facts, data and information, exchange feelings and thoughts, argue, and fight.

According to Sendjaja (1994), in an organization both commercially oriented, social organizations, communication in the organization or institution will involve functions, namely informative, means that all members in an organization hope to get more, better and timely information. Regulative, related to the rules that apply in an organization. Persuasive, in managing an organization, power and authority will not always bring results as expected. Given this fact, many leaders prefer to persuade their subordinates rather than give orders. Every organization tries to provide channels that allow employees to carry out their tasks and work properly. Subordinate manager function, the function of communication at the Manager-Subordinate level or called in the communication process is called "Down the Line".

Amin (2014), in her research aimed to investigating the teachers and the students' transactional expressions in terms of language functions, language forms, code switching, and non-verbal forms in implementing the teaching stages and the ways the teachers and the students reveal such expressions shows the use of language functions are directing, informing, giving examples, reminding, explaining, introducing and mentioning, emphasizing, asking questions, giving time, requesting and instructing, correcting, commanding, complimenting, brainstorming, encouraging, continuing, repeating, and checking.

In every communication activity, it is certain that it will face various obstacles. The difficulties in communication are all forms of interference that occur in the process of delivering and receiving messages between individuals at workplace, which are generally caused by environmental, physical, and psychological factors of the individuals involved. The difficulties

of communication in organizations according to Cangara (2010) include technical barriers, communication barriers in organizations that usually occur because the communication media used so that the information sent through the channel is damaged. Semantic and psychological barriers, semantic barriers are barriers that occur due to the ineffective process of conveying understanding or ideas. Meanwhile, psychological barriers arise due to disturbances caused by problems within the individual. Next, physical barriers are caused by geographical conditions, for example long distances making it difficult to communicate, the absence of facilities and so on. Status barriers, these are barriers caused by social distance between communication participants, for example, differences in status between seniors and juniors or superiors and subordinates. Framework of thought barriers, caused by the differences in perceptions between communicators and communicants on messages used in communication. Cultural barriers, barriers that occur due to differences in norms, habits, and values adopted by the parties involved in communication.

All workers, superiors and subordinates, must have work motivation. According to Hasibuan (2003), motivation is the provision of driving force that creates a person's work enthusiasm, so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction. Motivation as a psychological process in a person will be influenced by several factors. According to Romli (2011), these factors can be divided into internal factors and external factors that come from subordinates or employees. Internal factors that affect the provision of motivation in a person include: a) The desire to live, the need of every human being who lives on this earth. b) The desire to have, the desire to be able to own things can encourage a person to want to do work. c) The desire for rewards, a person is motivated to work because of the desire to be recognized, respected, the desire to be recognized in social status. d) The desire for recognition, the desire for recognition can include things: the existence of appreciation for achievements, the existence of harmonious and unified working relationships, leaders who are fair and wise, and the place of work is appreciated by the community. e) The desire for power, employees will be able to feel satisfied if there are: autonomy rights, variety in doing work, opportunities to contribute thoughts, and opportunities to get feedback on the results of work that has been done.

External factors are no less important in influencing a person's work motivation. The external factors are: a) Work environment conditions, the work environment is the overall work facilities and infrastructure that exist around employees who are doing work that can affect the implementation of work. b) Compensation, adequate compensation is the main source of income for employees to support themselves and their families. c) Supervision/supervisor, good supervision/supervisor functions as a person who can provide direction, guidance for employees, so that they can carry out their work properly without making mistakes. d) Job security, everyone will work seriously and sacrifice whatever is in him for the company, if he feels there is a clear career guarantee in doing the job. e) Status and responsibility, status and position are an encouragement to fulfill the need for a sense of achievement in daily tasks. f) Flexible regulations, all of these are rules that regulate the working relationship between employees and workplaces, including the rights and obligations of employees, compensation, promotions, mutations and so on.

METHOD

Based on the formulation of the problem and research objectives, this type of research includes descriptive research using a qualitative approach. Descriptive research is research that seeks to describe a symptom, event and incident that is happening at the present time where researchers try to photograph events that are the center of attention.

The research method that the researcher used in this study was a qualitative research method. According to Sugeng (2015), research method is a set of rules, activities, and procedures used by actors of a scientific discipline.

This research provides understanding and problem solving based on facts and realities that are in the research location. Assessment is carried out based on phenomena that occur in the field in qualitative research. Researcher wanted to know the organizational communication in improving the work motivation at Diskominfo Makassar.

Data Analysis

The data analysis follows the design and procedure of the study. Data analysis is the way to process data into information so that the characteristics of the data can be understood and useful for research.

a. Data Reduction

During the data collection process from audio observations and recordings transcription style guideline by Brown & Yule (1983) the researcher conducted data reduction. Data reduction is a process of selecting, focusing on simplifying, abstracting and transforming raw data that emerges from the notes that appear in the field. Data reduction is also a form of analysis that classifies, directs, and discards unnecessary data, and organizes data in such a way that final conclusions can be drawn and verified.

b. Data Display

Data display is an important step in data analysis. In simple terms, data display can be interpreted as a structured collection of information where this information can provide the possibility of drawing conclusions and taking action. In this study, the data display was carried out in the form of narrative text, as quoted in Miles and Huberman (1984) which says that "the most frequent form of data display for qualitative research data in the past is narrative text" (which is most often used for presenting qualitative data).

c. Drawing and Verification Conclusion

In the data analysis, the next step is drawing and verifying conclusion. In the early stages of data collection, the researcher starts looking for the meaning of the relationship, noting regularities, research patterns and drawing conclusions. The basic assumptions and initial conclusions put forward are still tentative, and will change over time and the data collection process is still on going. However, if the conclusion is supported by valid and consistent evidence (data) found by the researcher in the field, then the conclusions put forward are credible conclusions.

FINDINGS AND DISCUSSIONS

The ways employees use their organizational communication in improving the work motivation

The employees used organizational communication in various functions to improve their work motivation. Their motivation was identified by the use of the employees' language functions with the communication between or among other employees. The following functions are given.

a. Informative function

It is how a system processes information, namely providing and receiving information to all members of the organization to achieve smooth running in the organization.

Extract 1:

P5: Wii apa itu mu tanda tangan? (6)

P6: Tanda tangan gaji anu, maumi masuk gajita. (7) Bisami orang beli baju.(8) Sudah mako tanda tangan kau kah?(9)

P5: Ih belumpi, adamikah? (10)

P6: Iyo adami.(11)

(D1P5.6)

Translation:

P5: Wii, what is that you sign? (6)

P6: Salary signature, our salary is about to come in. (7) We can buy clothes. (8) Have you signed yet? (9)

P5: Ih not yet, is there one yet? (10)

P6: Yes, it is. (11)

Extract (1) above refers to function of organizational communication in the form of conveying information. The information above is about salary signature forms that already exist and can be signed. The expressions above belong to the informing (expressions 7 and 8), asking for confirmation (expressions 9 and 10), and responding to a question function (expression 11). The expression above includes internal factors that influence work motivation namely the desire to live and the desire to have and also includes external factors that influence work motivation namely compensation.

Extract 2:

P3: Kita disini pusat kuliner dimana? (12)

P4: Mappanyukki, gedung mulo, jalan Penghibur. (13)

P14: BTP bu. BTP juga itu kan pusat kuliner. (14)

P12: Pasar Cidu.(15)

(D6P4.P14.P12)

Translation:

P3: Where is our culinary center? (12)

P4: Mappanyukki, mulo building, Penghibur street. (13)

P14: BTP ma'am. BTP is also a culinary center. (14)

P12: Cidu market. (15)

Extract (2) above refers to function of organizational communication in the form of conveying information. The expressions above provide information about culinary centers in Makassar. The expressions generate functions of asking (expressions 12) and responding to a question (expressions 13, 14, and 15). The expression above also includes internal factors that influence work motivation namely the desire for power where employees have the opportunity to contribute their thoughts in meetings.

b. Regulative function

The regulative function in organizations refers to a set of policies, procedures, and rules that are created and implemented to ensure that the organization's activities run in accordance with established goals, values, and standards.

Extract 3:

P3: Budi, kenapa panjang sekali rambutmu? (4)

P4: Sengaja bu, memang mau kukasi panjang tapi nanti mau puasa kurapikanki pinggirnya. (5)

Tapi memang panjangki modelnya bu.(6)

P3: Oh begitu? Potong nanti nah. (7)

P: Iye, nanti lagi kurapikan. (8)

(D1P3)

Translation:

P3: Budi, why is your hair so long? (4)

P4: It's intentional ma'am, I want it to be long but I'll trim the edges later. (5) But it's indeed a long model, ma'am. (6)

P3: Is that so? Cut it later. (7)

P: Yes, I'll tidy it up later. (8)

Extract (3) above refers to function of organizational communication in the form of regulative. Superior reminded subordinate to cut his hair. The expressions above belong to the functions of asking (expressions 4), responding to a question (expression 5 and 8), informing

(expression 6), and commanding (expression 7). The expressions above also include external factors that influence work motivation namely supervision/supervisor and flexible regulation where the superior reminded and commanded her subordinate to cut his hair.

Extract 4:

P3: Ada mako dek? (9) Besok-besok jangan terlambat lagi dek nah. (10)

P4 : Iye kak macetki tadi. (11) Kenapaki?

(D8P3)

Translation:

P3: Have you arrived? (9) Tomorrow, don't be late again. (10)

P4: Yes, there was a traffic jam. (11) Why?

Extract (4) above refers to function of organizational communication in the form of regulative. Superior reminded subordinate not to come late to the office. The expressions above belong to the functions of asking for confirmation (expressions 9), reminding (expressions 10), and responding (expressions 11). The expressions above also include external factors that influence work motivation namely supervision/supervisor and flexible regulation where the superior reminded her subordinate to not to come late again.

c. Persuasive function

The persuasive function is to persuade or convince subtly. Organizational leaders prefer to utilize persuasive communication to persuade their members to do something. Work done voluntarily will result in greater care. Because it is a subtle command, leaders will be more respected by their members.

Extract 5:

P3: Oh Fajar? Makassar Terdepan. (10) Na kerja sama jaki itu.(11) Yen, minta tolong dulu adek bikinki ini laporannya. (12) Nda pergi-pergi jaki toh? (13) Jadi inie, ini yang mau dibikin presentase masyarakat yang menjadi sasaran penyebaran informasi public. (14) Mengetahui kebijakan dan program prioritas pemerintah dan pemerintah daerah kota. (15) KIM inikah? Komunitas Informasi Masyarakat? (16)

(D4P3)

Translation:

P3: Oh Fajar? Makassar Terdepan. (10) We work with it. (11) Yen, please help me with this report first. (12) You're not going anywhere, right? (13) So, this is what we want to make the presentation of the people who are the target of public information dissemination. (14) Knowing the policies and priority programs of the government and the municipal government. (15) Is this KIM? Komunitas Informasi Masyarakat? (16)

Extract (5) above refers to function of organizational communication in the form of persuasive. The superior asks her subordinates politely for help in making a report. The expressions above belong to the functions of asking for confirmation (expressions 10, 13, and 16), informing (expressions 11 and 15), requesting (expressions 12), and instructing (expressions

14). The expressions above include external factors that influence work motivation namely supervision/supervisor.

Extract 6:

P3 : Iyo. +Yen, pergiko dulu tanyaki pak Adin baru kerjai sama Budi ini nah! (3) Bud, Bud minta tolong dulu ini dek temani Yeyen kerjaki inie. (4)

(D4P3)

Translation:

P3: Yes. +Yen, go ask Mr. Adin first and then work with Budi on this one! (3) Bud, Bud please help Yeyen with this first. (4)

Extract (6) above refers to function of organizational communication in the form of persuasive. The superior asks the subordinate politely to help another employee with the report. The expressions above belong to the functions of requesting (expressions 4) and commanding (expressions 3). The expressions above include external factors that influence work motivation namely supervision/supervisor.

d. Integrative function

The integrative function relates to providing channels and tools that can make it easier for members to perform tasks and carry out orders properly. There are two communication channels to realize this, namely formal and informal. Formal communication channels include special publications that are within the scope of the organization. On the other hand, informal communication channels include sports matches, private conversations during breaks, or excursions. The implementation of these activities not only fosters the desire to participate, but also bonds all members of the organization.

Extract 7:

P7: Wee kau toh Ismi sakitnya kepalaku dengar itu orang India Bahasa Inggris.

P6: Iyooo.

P7: Baru toh nasuruhka translatekan hahahah.

(D3P6.7)

Translation:

P7: Wee you know Ismi it hurts my head to hear that Indian English. (7)

P6: Iyooo.

P7: And you told me to translate it hahahah. (8)

Extract (7) above refers to function of organizational communication in the form of integrative. The expression above is conveyed through informal communication channels, namely when employees watching movie during a break. The conversation above discusses the Indian movie they watched and employees feel dizzy hearing Indians who speak English. The expression above belongs to the function of informing (7 and 8). The expression above also includes external factors that influence work motivation namely work environment conditions.

Extract 8:

P15: Kak, ada titipannya kak Asfa bede. (5)

P3: Apa? (6)

P15: Harusnya ini kita outbound dulu beng. (7) Jadi kita selesaikan konten itu dalam satu tahun itu, ucapan apa semua diluar. (8) Dalam kondisi liburan (semua pegawai tertawa). (9)

(D6P15)

Translation:

P15: Sis, there is a message from kak Asfa. (5)

P3: What?

P15: We have to go outbound first. (6) So, we finish the content in one year, what words are all outside. (7) In vacation conditions (8) (all employees laugh).

Extract (8) above refers to function of organizational communication in the form of integrative. The expressions above are conveyed through informal communication channels, which are jokes made by employee during breaks between meetings so that meetings do not become awkward and boring, namely conveying suggestions to superiors to do outbound and then finish the pending work. The expressions above belong to the function of informing (expressions 5, 6, 7, and 8). The expression above also includes external factors that influence work motivation namely work environment conditions.

e. Manager subordinate function

At the Manager-Subordinate level or in the communication process is called "Down the Line" managers have an important role in guiding, managing, giving feedback on employee work, and inspiring their team members to achieve mutual success.

Extract 9:

P3: Berarti ini tiga tabel yang kau buat Budi, table pertama yang kau buat inie terus bagimi didalamnya kasi nomor, nama, mitra, mitra strategis. Kukasiko contoh ini nah. (9)

+Berarti tujuhji Koran local yang kita ajak bekerja sama, lalu kalau koran local disini ada delapan berarti rumusnya yang ini tujuh dibagi delapan dikali 100% inimi hasilnya. Ini mitra strategista... (10)

(D4P3)

Translation:

P3: This means these are the three tables you made Budi, the first table you made is this one and then you put the number, name, partner, strategic partner in it. I'm using this example. (9)

+It means seven local newspapers that we work with, then if there are eight local newspapers here then the formula is seven divided by eight multiplied by 100% this is the result. This is a strategic partner... (10)

Extract (9) above refers to function of organizational communication in the form of subordinate manager function. The superior gives instructions and directions to subordinates in making a report on the percentage of the community that is the target of public information dissemination. The expressions above belong to the functions of directing (expressions 9 and 10) and commanding (expression 9). The expression above includes external factors that influence work motivation, namely supervision/supervisor.

Extract 10:

P3: Inie, bisako ini langsung bikin konten bagaimana tanggapannya warga lorong wisata, tanggapannya warga tentang Makassar tempat makan enak, tanggapannya warga event-event yang digarap pemerintah kita. (11) +Jadi kita bikinmi ini perencanaan konten yang jumat ini diajukan kita kumpul lagi formatnya. (12)

(D6P3)

Translation:

P3: This, you can directly create content on how residents respond to the tourist corridor, how residents respond to Makassar's good places to eat, how residents respond to the events that our government is working on. (11) + So, we are making this content planning that this Friday is submitted, we will gather the format again. (12)

Extract (10) above refers to function of organizational communication in the form of subordinate manager function. The superior gives direction and giving examples on the content plan that could be made for this week, namely the content of responses from residents of the tourist corridor, the content of residents' responses about delicious places to eat in Makassar, and the content of residents' responses about events worked on by the Makassar government. The expressions above belong to the functions of directing and giving examples (expressions 11) and commanding (expressions 12). The expressions above include external factors that influence work motivation, namely supervision/supervisor.

Extract 11:

P2: Kak beginimo? (3)

P3: Ih bagusnya! (4) Semangat Bucek!! Satu kali lagi. (5)

(D7P2.3)

Translation:

P2: Sis, is this it? (3)

P3: That's good! (4) Cheer up Bucek! One more time. (5)

Extract (11) above refers to function of organizational communication in the form of subordinate manager function. The supervisor gives feedback or compliments on the flyer done by the employee and also encourages him to work on the next flyer. The expressions above belong to the functions of asking for confirmation (expressions 3), complimenting (expressions 4), and encouraging (expressions 5). The expressions above include internal factors that

influence work motivation namely the desire power where employee get feedback on the results of his work.

The employees difficulties in using organizational communication to improve the work motivation at Diskominfo Makassar

Effective communication is the main foundation for maintaining smooth operations and achieving organizational goals. However, in communication there are difficult situations where employers and employees face and experience. The difficulties are classified by several factors; technical barriers, semantic and psychological barriers, physical barriers, status barriers, framework of thought barriers, and cultural barriers.

a. Technical barriers

The results of the researcher's interview with the content creator expert of the Public Relations, Information & Public Communication Division of Diskominfo Makassar regarding the equipment constraints used when communicating to improve work motivation are as follows:

Response 1:

“Pasti otomatis menghambat. Misal ada kendala jaringan, susah dihubungi orangnya, lalod atau slow respon pasti komunikasinya terhambat ya kan banyak hambatan ya dari internal dan eksternal”.

Translation:

"It must automatically hamper. For example, there are network problems, it is difficult to contact people, slow or slow response, the communication is definitely hampered, there are many obstacles from internal and external."

Another response was from Nurul Istiqamah as a content creator expert of the Public Relations, Information & Public Communication Division of Diskominfo Makassar as follows:

Response 2:

“Saya kira malah mendukung untuk berkomunikasi dalam bekerja tapi dalam hal-hal tertentu bisa juga menghambat seperti kendala jaringan, terus kalau perangkat yang digunakan tiba-tiba tidak berfungsi otomatis kalau komunikasi yang dilakukan lewat perangkat seperti itu dan tidak bisa dicat pasti akan menghambat apalagi kalau komunikasinya jarak jauh”.

Translation:

“I think it supports communication at work but in certain cases it can also hinder such as network constraints, and if the device used suddenly does not work automatically if communication is carried out via a device like that and cannot be chatted, it will definitely hinder, especially if the communication is long distance”.

Based on the results of the interview above, technical barriers on the equipment used to communicate in improving work motivation can hinder communication such as network constraints and devices that are not functioning properly.

b. Semantic and psychological barriers

1) Semantic barriers

The results of the researcher's interview with the Head of the Public Relations, Information & Public Communication Division of Diskominfo Makassar regarding errors in providing understanding of the language used when communicating to improve work motivation are as follows:

Response 1:

“Pasti. Karena kesalahan bahasa yang kita gunakan, salah intonasi saja pemaknaannya pasti berbedami. Jadi orang yang menangkap pesan pun itu akan beda cara dia mengolah pesan informasi dan responnya terhadap pesan yang diterima itu pasti bedaki. Pemilihan diksinya, kata yang kita gunakan, kemudian intonasinya, penekanannya, volumenya pun tinggi rendahnya itu suara, itu pasti akan berbedaki penerimaannya. Ketika komunikator menyampaikan pesan dengan perbedaan-perbedaan itu komunikasi pasti juga bedaki cara dia menerima, cara dia mengolah pesan, dan cara dia merespon pasti beda. Jadi kadang disitumi yang tidak sesuai dengan harapannya komunikator”.

Translation:

“Definitely. Because of the language errors we use, even the wrong intonation, the meaning must be different. So, the person who captures the message will be different in the way he processes the information message and his response to the message received must be different. The choice of diction, the words we use, then the intonation, the emphasis, the volume and the high and low of the voice, it will definitely be different in its reception. When the communicator conveys a message with these differences, the communicant must also differ in the way he receives, the way he processes the message, and the way he responds must be different. So sometimes that is not in accordance with the expectations of the communicator”.

Another response was from the content creator expert of the Public Relations, Information & Public Communication Division of Diskominfo Makassar as follows:

Response 2:

“Tergantung dari dua orang yang berkomunikasi. Kalau bahasa yang digunakan beda atau beda pemahaman bisa jadi menghambat. Apalagi kayak misal bahasa-bahasa yang tidak dimengerti sama satu orang tapi yang diutarakan sama satu orang. Kayak pernah ada disuruh selesai konten yang diambil sebelumnya terus yang diambil hari itu nanti. Nah nakira itu “nanti” kayak besok-besokpi, nakira masih lama. Jadi pas ditagihki ternyata belumpi nakerja. Padahal yang dimaksud itu kalau selesaimi konten yang sebelumnya, langsungmi kerja juga yang itu”.

Translation:

“Depends on the two people who communicate. If the language used is different or different understanding can be an obstacle. Especially like for example languages that are not understood by one person but are expressed by one person. Like once there was someone who was told to finish the content that was taken before and then taken that day later. Well, he thought it was

“later” like it was still a long time. So, when he asked for it, it turned out that he hadn't done it yet. Even though what mam meant was that if you finish the previous content, you will immediately work on that one too”.

From the results of the interview above, the semantic barriers are due to factors of language errors used when communicating in improving work motivation. There has been a misunderstanding of the language used such as word selection, wrong intonation, voice volume, and language differences when communicating can cause barriers in communication.

2) Psychological barriers

The results of the researcher's interview with the Head of the Public Relations, Information & Public Communication Division of Diskominfo Makassar regarding psychological barriers in communicating in improving work motivation are as follows:

Response 1:

“Pastimi. Kayak kalau ada staf yang tidak disiplin dalam kerja lalu atasan misalnya menyampaikannya dengan cara marah-marah pasti bedaki penerimaannya ketika kita menyampaikannya dengan cara baik-baik. Kalau misalnya kau menyampaikan apa kendalamu untuk bisa datang pagi di kantor itukan bisaki kasiki toleransi. Kadang ada yang ketika kita menyampaikan dengan cara baik seperti itu pun, memang kalau sudah karakternyami kayak bebal begitu toh adek biar kita pake cara halus, cara lembut, cara tegas, cara kasar, cara keras hasilnya pasti samaji. Maksudnya dia lakukan tonji apa yang dia mau lakukan dan memang bergantung bangetki itu dengan emosi jadi kalau misalnya kita lagi emosi juga tidak stabil kemudian dapatmi bawahan yang modelnya kayak seenaknya begitu, mau datang jam berapa datang, mau pulang jam berapa pulang, ada di kantor juga nda ditau dia bikin apa segala macam, mengerjakan tugas-tugas lain di jam kerja tanpa dikoordinasikan ke pimpinan itu asli menguras emosi yang model-model seperti itu. Dan dalam situasi seperti itu ketika kita harus menegur yah susahmi kita untuk menegur misalnya dengan cara pelan, pasti kita akan dengan tegas bangetmi ngomongnya”.

Translation:

“Definitely. Like if there are staff who are not disciplined at work and the boss, for example, conveys it in an angry manner, it must be different from the reception when we convey it in a good way. If for example you convey what your obstacles are to being able to come to the office in the morning, then we can tolerate it. Sometimes there are those who when we convey it in a kind way like that, indeed if it is like an ignorant character, let us use the subtle way, the soft way, the firm way, the rough way, the hard way the result must be the same. I mean he does what he wants to do and it really depends on emotions so if for example we are emotionally unstable then we get subordinates whose models are like that, what time do you want to come, what time do you want to go home, you don't know what you are doing in the office, doing other tasks during working hours without coordinating with the leadership, it really drains the emotions of people like that. And in situations like that when we have to reprimand, it is difficult for us to reprimand, for example, in a quiet way, we will definitely be very firm in speaking”.

Another response was from the content creator expert of the Public Relations, Information & Public Communication Division of Diskominfo Makassar as follows:

Response 2:

“Kalau menurut saya itu menghambat banget. Karena disaat kondisi psikologisnya seseorang kurang baik atau stress kadang itu mempengaruhi moodnya, kalau moodnya tidak bagus dan stress pasti keinginannya berkomunikasi tidak bagus juga. Makanya dibutuhkan mental yang sehat supaya bisa bekerja dengan baik”.

Translation:

“In my opinion, it really hampers. Because when someone's psychological condition is not good sometimes it affects their mood, if the mood is not good, their desire to communicate is not good either. That's why a healthy mentality is needed so that we can work well”.

Based on the results of the interview above, the psychological barriers occurred when communicating in improving work motivation. This is due to the situation and psychological condition of each employee so that it affects when they are working, especially in the communication process. This also due to employees who remain ignorant even though they have been told. Thus, causing the psychological condition of the superior to be disturbed and affecting the way she communicates.

c. Physical barriers

1) Distance conditions when communicating

The results of the researcher's interview with the content creator expert of the Public Relations, Information & Public Communication Division of Diskominfo Makassar regarding to distance conditions when communicating in improving work motivation are as follows:

Response 1:

“Kalau saat ini adami Hp, laptop, dan sebagainya seharusnya jarak bukan lagi jadi hambatan. Tapi kembali lagi ke jaringan kalau bermasalah pastinya komunikasi terhambat. Jadi sebenarnya ketergantungan terhadap alat itu tinggi. Kalaupun misalnya jauh jarakta dan memang jaringannya nda bagus atau di pelosok dan area terpencil yang tidak ada jaringannya ya pastimi terhambat. Tapi kan sejauh ini orang rata-rata istilahnya sudah aman lah walaupun jarak jauh karena adami alat komunikasi handphone”.

Translation:

“Nowadays, cell phones, laptops, and so on, distance should no longer be an obstacle. But back to the network, if there is a problem, of course communication is hampered. So actually, the dependence on the tool is high. Even if, for example, the distance is far away and the network is not good or in remote areas where there is no network, it is definitely hampered. But so far, the average person has been safe even though it is far away because there is a cellphone communication tool”.

From the results of the interview above, the physical barriers due to distance conditions when communicating in improving work motivation can hinder communication. Although technology has reduced some communication barriers caused by distance, slow or unstable internet connections can still hinder the communication process.

2) Availability of means for communication

The results of the researcher's interview with the Head of the Public Relations, Information & Public Communication Division of Diskominfo Makassar regarding the availability of means to communicate in improving work motivation are as follows:

Response 1:

“Ada email. Kalau disini toh ditempatku kita maksimalkan koordinasi lewat grup WhatsApp. Jadi semua penugasan-penugasan itu disampaikan melalui grup WhatsApp. Kadang juga kita telpon, kadang WA, email itu hampirmi jarang sekali kita pakai karena toh di WhatsApp pun kita bisa maksimalkanmi. Bisa kirim foto, gambar, video, kalau file-file yang agak lebih besar itu biasanya kita pakai telegram untuk kirim video karena telegram itu lebih besar kapasitasnya dibanding WhatsApp”.

Translation:

“There is email. In my place, we maximize coordination through WhatsApp groups. So, all assignments are delivered through the WhatsApp group. Sometimes we also call, sometimes WA, email is almost rarely used because we can maximize it on WhatsApp. We can send photos, pictures, videos, if the files are a bit larger, we usually use telegram to send videos because telegram has a larger capacity than WhatsApp”.

Another response was from the content creator expert of the Public Relations, Information & Public Communication Division of Diskominfo Makassar as follows:

Response 2:

“Sarana telepon ditiap ruangan ada. Ada telepon disediakan masing-masing divisi”.

Translation:

“There are telephone facilities in each room. There is a telephone provided by each division”.

From the results of the interview above, the availability of means to communicate is adequate. The Public Relations, Information & Communication Division is equipped with facilities such as email, telephone, WhatsApp, and telegram to communicate and work coordination.

d. Status barriers

The results of the researcher's interview with the Head of the Public Relations, Information & Public Communication Division of Diskominfo Makassar regarding status differences in communication in improving work motivation are as follows:

Response 1:

“Tidakji, kalau menurutku saya nda. Karena kita disini pakai manajemen terbuka. Jadi maksudku, anak-anakku itu toh mereka bebasji mengutarakan. Ndaji bahwa saya kepala bidang kemudian saya menjadi anti kritik. Dirapat-rapatku kan begituji saya akan memberikan kesempatan ke semua orang untuk berbicara. Semua punya kesempatan yang sama. Penilaian saya secara pribadi tidak didasarkan pada lamamu bekerja disini, kemudian statusmu apa, kau Pegawai Negeri Sipil kah, kau laskar pelangi kah, kau tenaga ahli kah, tidak. Tapi penilaianku itu lebih menitikberatkan pada kinerjanya anggotaku, kinerja individualnya, kinerjanya sebagai bagian dari tim, jadi saya lebih banyak begitu. Jadi mereka terserahji, mau ngomong atau mau menyampaikan kalau ada persoalan-persoalan atau apa mereka akan terbuka juga untuk bicara”.

Translation:

“No, I don't think so. Because we use open management here. So, I mean, my children are free to express it anyway. It's not that I am the head of the field then I become anti-criticism. In my meetings, I will give everyone the opportunity to speak. Everyone has the same opportunity. My personal assessment is not based on how long you've been working here, what your status is, whether you're a civil servant, whether you're a rainbow warrior, whether you're an expert, or not. But my assessment is more focused on the performance of my members, their individual performance, their performance as part of the team, so I'm more like that. So, it's up to them, they want to talk or want to convey if there are problems or what they will be open to talk”.

Another response was from the content creator expert of the Public Relations, Information & Public Communication Division of Diskominfo Makassar as follows:

Response 2:

“Kalau saya ke kak Innang tidakji karena kak Innang baguski bisa jadi teman jadi saya rasa tidak menghambatji”.

Translation:

“My communication with sis Innang was not hampered because sis Innang can be a friend so I don't think it was an obstacle”.

From the results of the interview, the status difference barrier in communication in improving work motivation was no gap in position between leaders and subordinates and everyone has the same opportunity to express their opinions.

e. Framework of thought barriers

1) Perception differences

The results of the researcher's interview with the Head of the Public Relations, Information & Public Communication Division of Diskominfo Makassar regarding status differences in communication in improving work motivation are as follows:

Response 1:

“Bisa, bisa bangetki itu perbedaan persepsi. Jadi begini, ketika kita berbicara toh ada komunikasi dan ada komunikator lalu misalnya ada satu topik yang kita bahas, kemudian saya punya persepsi yang berbeda terhadap persoalan ini, kita juga punya persepsi yang berbeda. Kalau kita tidak menyatukan persepsi dari awal kita akan susah ketemu di satu titik. Jadi bagusnya memang itu kita harus samakan dulu persepsi. Setelah kita punya ide yang sama terhadap satu persoalan, baruki sebenarnya bisa bicara yang lebih jauh lagi”.

Translation:

"It can, it can really be a difference in perception. So, you see, when we talk, there are communicants and communicators and then for example there is one topic that we discuss, then I have a different perception of this issue, you also have different perceptions. If we don't unify our perceptions from the beginning, it will be difficult to meet at one point. So, the good thing is that we have to unify our perceptions first. Once we have the same idea on one issue, then we can actually talk further."

Another response was from the content creator expert of the Public Relations, Information & Public Communication Division of Diskominfo Makassar as follows:

Response 2:

“Kalau menjadi hambatan karena berbeda persepsi itu pasti. Sangat menghambat kalau ada yang tidak sama. Tapi tidak menghalangi kita untuk tetap termotivasi untuk bekerja. Tetap kita mencari cela bagaimana cara kita menyamakan persepsi tersebut karena memang sangat rentan perbedaan persepsi antara satu orang dan yang lainnya. Itulah gunanya teamwork, gunanya koordinasi yang baik, gunanya ngobrol itu untuk tau masing-masing kita maunya apa dan ketika dapat titik tengah kita jalankan atau eksekusi yang sudah kita sepakati bersama”.

Translation:

“If it becomes an obstacle because of different perceptions, that's for sure. It is very inhibiting if something is not the same. But it does not prevent us from staying motivated to work. We are still looking for ways to equalize these perceptions because it is very vulnerable to differences in perception between one person and another. That's the point of teamwork, the point of good coordination, the point of discussing is to know what each of us wants and when we get the middle point we run or execute what we have agreed together”.

From the results of the interview, the framework barriers caused by perception differences in communication in improving work motivation can hinder communication because each individual has a different point of view, experience, and understanding of something.

2) Misinterpreting messages

The results of the researcher's interview with the Head of the Public Relations, Information & Public Communication Division of Diskominfo Makassar regarding misinterpreting of messages in communication in improving work motivation are as follows:

Response 1:

“Bisa sekali itu. Kalau misalnya kita sebenarnya bermaksud baik dalam menyampaikan, misalnya dalam memotivasi tim ta dan ternyata mereka punya penafsiran yang berbeda. Bisa jadi kita yang tadinya bermaksud untuk memotivasi, mereka ternyata menafsirkannya itu sebagai penghakiman. Bisa jadi seperti itu. Dan kalau hal itu terjadi pasti akan timbulki persoalan baru. Yang tadinya kita berniat memotivasi bagaimana supaya dia bisa tingkatkanki kinerjanya, bisa mengevaluasi dirinya, bisa mengoreksi dirinya, bisa melihat dimana kekurangan-kekurangannya, dimana perbaikan-perbaikan yang harus dia lakukan supaya performanya dia sebagai individu dan anggota tim bagus. Nah kalau seperti itu tadi bisaki nda sesuai dengan apa yang kita harapkan. Bedaki akhirnya penerimaannya yang tadinya kita bermaksud memotivasi dan ternyata dia menafsirkannya berbeda”.

Translation:

“That can happen. If for example we actually mean well in delivering, for example in motivating the team and it turns out that they have a different interpretation. It could be that we intended to motivate them, but they interpreted it as a judgment. It could be like that. And if that happens, there will definitely be new problems. What we intended to motivate was how to improve their performance, to evaluate themselves, to correct themselves, to see where their shortcomings are, where they need to improve so that their performance as an individual and as a team member is good. Now if it's like that, it can't be in accordance with what we expect. It makes a difference in the end to his acceptance that we intended to motivate him and he interpreted it differently”.

From the results of the interview, the framework barriers caused by errors in interpreting messages during communication in improving work motivation can hinder communication. However, it goes back to each employee to try to understand the message again so that there is no misunderstanding.

f. Cultural barriers

The results of the researcher's interview with the content creator expert of the Public Relations, Information & Public Communication Division of Diskominfo Makassar regarding cultural differences barriers in communication in improving work motivation are as follows:

Response 1:

“Kalau saya pribadi sih sebenarnya pernah merasa awal-awal masuk. Karena perbedaan budayanya itu terletak pada cara berbicaranya jadi sempat kayak 'kok begitu' cara ngomongnya kasar atau suaranya terlalu tinggi, itukan budayanya kan saya kaget. Karena ditempat kerja yang lama budayanya tidak seperti itu kebanyakan Jawa jadi kayak lembut, bercanda-bercanda, ketawa-ketawa biasalah Jawa begitu. Tapi lama-lama terbiasa bisa beradaptasi dan akhirnya makin kesini makin bisa menerima semuanya dengan baik sudah tidak ada masalah kalau sekarang”.

Translation:

“For me personally, I actually felt it at the beginning. Because the difference in culture lies in the way of speaking so I was like 'how come' the way he speaks is rude or his voice is too high, that's the culture, I was surprised. Because in the old workplace the culture was not like that, mostly Javanese, so it was like gentle, joking, laughing, usually Javanese. But over time I got used to being able to adapt and finally the more I got here, the more I could accept everything well, there is no problem now”.

From the results of the interview, the cultural barriers during communication in improving work motivation can hinder communication, especially when new people join the organization because everyone has a different culture such as different norms, values and habits of each individual. This culture becomes a person's self-concept and character. But in the end employees can adapt and accept these cultural differences.

CONCLUSIONS

Based on the discussion, it can be concluded that organizational communication has five functions: informative function, regulative function, persuasive function, integrative function, and subordinate manager function, regarding employee goals in improving work motivation at Diskominfo Makassar. Employee barriers in using organizational communication in improving work motivation include technical barriers, semantic and psychological barriers, physical barriers, framework of thought barriers, and cultural barriers.

The findings of this research further illustrate that each communication function contributes differently to employees' motivation levels. Informative communication ensures clarity of tasks and organizational goals, while regulative communication reinforces procedures and expectations that support disciplined work behavior. Persuasive communication encourages voluntary cooperation and fosters respect between leaders and subordinates, and the integrative function strengthens teamwork by creating unity and shared purpose. These communication functions collectively enhance employees' sense of belonging and engagement, thereby increasing their motivation to perform well.

In addition to identifying the functions of organizational communication, this study also highlights the practical challenges faced by employees at Diskominfo Makassar. Mechanical barriers, such as technical issues and communication channel limitations, hinder message delivery and feedback flow. Semantic and thought-framework barriers often result from differences in interpretation, experience, and language use among employees. Cultural barriers including differences in values, habits, and communication styles also influence how messages are received and understood. Understanding these barriers is essential for developing strategies that enhance communication effectiveness within the organization.

Overall, the study shows that improving organizational communication is not solely dependent on the availability of communication channels, but also on the willingness of employees and leaders to adapt, collaborate, and engage in open dialogue. Organizations must therefore invest in communication training, cultural awareness development, and the strengthening of interpersonal skills to reduce misunderstandings and build stronger work

relationships. Addressing communication barriers holistically will allow employees to maximize their potential and support the achievement of organizational objectives.

Future initiatives should focus on creating a communication environment that is transparent, inclusive, and technologically adaptive. As public service institutions increasingly rely on digital communication tools, Diskominfo Makassar must continuously improve its digital infrastructure and communication protocols to accommodate the needs of its diverse workforce. By fostering a communication culture that prioritizes clarity, respect, and mutual understanding, the organization will be better positioned to maintain high levels of employee motivation and enhance overall performance.

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