

Development of Organizational Communication Model in Member Meetings to Increase Participation and Concern of Members at PKBM Rumah Hijau Medan

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Abstract

Community service with the title “Development of an Organizational Communication Model in Members' Meetings to Increase Member Participation and Concern at PKBM Rumah Hijau Medan” aims to create an effective and participatory organizational communication system to support the performance of PKBM Rumah Hijau Medan. The background of this activity is the low level of participation and concern among members in the decision-making process and organizational activities.

The methods used include initial observation, interviews with administrators and members, as well as conducting training and mentoring in designing an organizational communication model that fits the needs of the institution. This activity also includes the preparation of a more interactive members' meeting mechanism, the use of internal communication media, and the implementation of participatory communication strategies.

The activity results show an increase in members' understanding of their roles and responsibilities, as well as increased participation in meetings and PKBM programs. In addition, the management gained practical guidance on managing meetings and conveying information more effectively.

This program is expected to serve as a pilot model for other non-formal educational institutions to build a culture of open, inclusive, and collaborative communication, ensuring the sustainability of the organization and having a positive impact on the empowerment of the surrounding community.

Keywords: Organizational Communication, Member Meetings, Participation and Concern.

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Introduction

Humans are always required to build relationships with one another. In essence, humans are inherently a combination of individuals, ethnicities, cultures, and religions. Humans, as a form of existence, are beings that are demanded to always fulfill their needs. These needs are a demand of the competitive reality of the world. To realize this existence, humans try to initiate social reality so as not to be overwhelmed by incapacities. Therefore, it is humanly required to fulfill all of this. Communication activities within an organization aim to create mutual understanding and align experiences among its members..

With good communication, an organization can run smoothly. Conversely, a lack of or absence of communication can lead to disarray within the organization. Therefore, leadership in organizational communication is very important because the presence of a leader becomes one of the driving forces for organizational success. Communication is a process of conveying messages and ideas from a source to a destination. The source and destination in the communication process are in the form of human thoughts. The messages conveyed can be ideas, explanations of something, or impressions. Messages can take the form of commands, requests, questions, or other forms of expression. To be able to carry out their leadership, a leader must at least possess basic competence, namely

- 1) Diagnosing,
- 2) Adapting, and 3) Communicating.

Diagnostic ability is a cognitive skill that allows understanding of the current situation and what is expected in the future. Adaptation competence is a person's ability to adjust their behavior to their environment. Meanwhile, communication competence is related to a person's ability to convey their messages so that they can be clearly and properly understood by others. [1]

The definition of communication comes from the Latin word 'communis' or in English 'common,' which means the same. When we communicate, it means we are trying to create a similarity in attitude with someone. Therefore, the literal meaning of communication is the process of contacting or establishing a relationship. Communication experts say that 'communication is the process of sending and receiving symbols with attached meaning.' This means that communication is partly the activity of conveying information and understanding using the same signs. Communication is the evoking of a shared or common meaning in another person. [2]. Communication is to evoke mutual understanding in others. Likewise, Jennifer M. George defines communication as sharing information between two or more individuals or groups to achieve a common understanding.

A communication model is a simple depiction of the communication process that shows the relationship between one communication component and another. The presentation of the model in this section is intended to make it easier to understand the communication process and to see the basic components that need to be present in a communication.[3]. Communication is one of the most important yet complex aspects of human life. Humans are greatly influenced by the communication they have with other people, whether they are well-known or not. Communication plays a very vital role in human life, which is why we must pay careful attention to communication, especially the theory of communication.[4]

The Community Learning Activity Center (PKBM) Rumah Hijau Medan is one of the non-formal education institutions that plays an important role in improving the quality of human resources in the community. As a community-based organization, PKBM has a vision to empower the community through various education and training programs, such as equivalency education, life skills, and other social community activities. The success of PKBM in carrying out its programs is greatly influenced by the effectiveness of organizational communication and the active participation of all members.

However, in practice, member involvement in meetings and organizational activities often faces various challenges. Some members are less active in attending meetings, provide limited input, and have not fully understood their roles and responsibilities in organizational development. One of the factors influencing this low participation is the suboptimal communication model used in member meetings. Ineffective communication can hinder the delivery of information, the understanding of a shared vision, and synergy among members, which impacts the low concern for the development of PKBM. Communication as an educational medium is carried out using communication tools such as telephones, computers, the internet, email, and others. [5]

The development of an appropriate organizational communication model becomes a strategic step to create a more participative and inclusive meeting atmosphere. An effective communication model can ensure that every member has the opportunity to express their opinions, receive information clearly, and feel valued in the decision-making process. Thus, member participation can increase, concern for the organization can grow, and the goals of PKBM can be achieved more optimally.

Participation is the active involvement or contribution of an individual or group in an activity, process, or program. In a social context, participation often refers to the involvement of individuals or groups in community or organizational activities, both physically and intellectually. Participation can encompass various levels, ranging from being physically present at an event, contributing to decision-making, to being directly involved in the implementation of a program or project. [6]. In many cases, participation is considered a key element in building citizen engagement, strengthening social relationships, and achieving common goals within a community.

Message Networks Organizational networks consist of a number of people who occupy certain positions or perform certain roles. The exchange of messages between and among people in this organization occurs through communication channels called communication networks. In current terminology, three or more individuals who mostly interact with each other are called a group. Members of a group who interact with members of other groups are called bridges. Individuals who interact with members of two or more groups, but are not members of any group, are called liaisons. Individuals who are relatively unrelated to the organization are called isolates.

In an in-depth study of communication network analysis, Rolf T. Wigand concluded that the network approach has received particular attention in recent years in the Communication, Strengthening Management Structure, and Organizational Leadership, and is an organizational tool that helps analyze communication patterns and behavior within an organization. Schwartz conducted a study on the characteristics of liaisons in formal information networks.[7]

Vertical communication, of course, as well as horizontal communication play a very important role in increasing member activeness, where in an organization there is interaction between members and between division coordinators to build a sense of comfort, a sense of ownership, and this has great potential to create members who are active, productive, and also contributive, as well as having a good sense of cooperation. [8]

Communication is said to be effective if the message conveyed is received by the recipient and achieves a shared understanding. In group communication, building effective relationships is indeed not as easy as in interpersonal communication, because the more members there are in a group communication, the more it can cause distortion. [9].

Leadership plays a very vital role in the management of an institution because it is from this institution that human resources will be produced, ready to compete at the local and global levels. In this context, the leader will be fully responsible for the success or failure of the institution, which will later enable the institution to exist under leadership.[10]

Through the service titled "Development of an Organizational Communication Model in Member Meetings to Increase Participation and Awareness of Members at PKBM Rumah Hijau Medan," it is expected that communication strategies suitable for the characteristics of PKBM and the needs of its members can be found. This development will provide a tangible contribution to improving the quality of organizational governance, strengthening the role of members, and supporting the achievement of the vision and mission of PKBM Rumah Hijau Medan as a leading and competitive community empowerment center.

Literature Review

Organizational communication is the process of sending and receiving various organizational messages within the organization, whether it occurs within formal groups or informal groups within the organization. Goldhaber [3] provides the definition of organizational communication as follows: "organizational communication is the process of creating and exchanging messages within a network of interdependent relationships to cope with environmental uncertainty." In this definition, it is clear that organizational communication is the process of creating and exchanging messages within a network of interdependent relationships to deal with an uncertain or constantly changing environment. Organizational communication can be defined as the performance and interpretation of messages among communication units that are part of a particular organization. Organizational communication is the process of creating meaning from interactions that create, maintain, and change the organization. Organizational structure tends to affect communication; thus, communication from subordinates to leaders is very different from communication among peers. [1]

Communication is very important as it allows for the exchange of information in the form of messages between individuals, in this case within organizational groups as a means of conveying messages that is very urgent. However, it also serves as a primary tool in building effective collaboration. If communication does not run well within an organization, it will become a difficulty in carrying out operations or managing the organization. Therefore, the goals to be achieved within the organization may progress slowly. Communication acts as a connecting tool between individuals, between groups, teams, and throughout the entire organization.[11]

Communication within an organization involves the entire communication process that occurs both internally and externally. Internal communication includes how to communicate between superiors and subordinates, between departments, as well as individuals at various levels of positions. Externally, it involves how to establish communication with other organizational stakeholders, customers, suppliers, and business peers. In this context, a company or organization can communicate clearly so that the goals to be achieved can proceed smoothly. [12]

The importance of effective communication in an organization cannot be separated from its role in supporting the achievement of vision and mission. Open communication can enhance empathy and foster trust among members of the organization. In addition, communication serves as a means of conveying various values within an organization, which can provide confidence and reality to the organization. For example, in a company, meetings can be held with employees to incentivize them, which can improve work performance as well as foster harmonious interactions between individuals. [13]

In carrying out technological communication as an important role in connecting groups or organizations, especially in the current digital era, the presence of communication tools such as email and other messaging applications can facilitate and clarify the functions and objectives of an organization to be carried out effectively. Group communication is the process of exchanging information, ideas, thoughts, feelings, and experiences that occur among individuals within a group.

The group here can be formed formally, such as a work team in a company, or informally, such as a student study group. The purpose of group communication is to create mutual understanding and assist group members in achieving the goals that have been agreed upon.[14]

Research Methodology

The approach method offered to solve the problem by providing motivation will have benefits because this method is participatory as it involves all members and administrators of PKBM in the process of planning, implementation, and evaluation, so that the results of the service can be applied sustainably.

The work procedure to support the realization of the proposed solution is to first conduct initial observations in the field, approach through interviews, and identify the phenomena of the problem. After observation and socialization, the problem is studied and solutions to be offered are found, then priorities for the stages of implementation are arranged, and then the service is carried out by providing counseling, motivation, information, and guidance to all members. The entire series of work procedures are:

- Field observation, interviews, and discovering phenomena
- Analyzing problems and finding solutions to be implemented
- Preparation
- Conducting outreach to parents and the community

Results and Discussion

Another characteristic of group communication is the existence of norms or communication rules that are indirectly agreed upon by the members. These norms can include ways of speaking, the use of certain language, communication etiquette, as well as unwritten rules in expressing opinions. This helps maintain smooth communication and reduces the potential for conflict. For example, in a digital product development team, the applicable norm is that all ideas are valued without negative judgment during the initial brainstorming stage. Communication within an organization should consider good relationships with fellow members and be regarded as part of a family.

Building a family requires openness and making the family a place to receive advice and criticism. This becomes a hindering factor in communication between parents and the individuality of children, as many parents feel that parental authority is something that must be obeyed and followed, even though information and technological developments are often better understood and known by the child. [15]

Effective communication plays a key role in the success of a group or organization. Through good communication, information can be conveyed clearly, accurately, and in a timely manner to all members. Without effective communication, various work activities will be disrupted due to misunderstandings, miscommunication, or even unnecessary conflicts. Therefore, building good communication becomes a priority in managing groups or organizations. In the context of a group, effective communication can create a sense of mutual trust and strengthen cooperation among members.

When group members feel that their ideas and opinions are heard, they are more motivated to contribute. This positive relationship fosters the creation of a conducive and productive work atmosphere. For instance, in a student research group, open discussions that encourage the exchange of ideas will generate innovative concepts that enrich research outcomes. At the organizational level, effective communication plays a role in ensuring that all parts of the organization operate in harmony.

Through good communication, the vision, mission, and values of the organization can be conveyed and understood by all employees. This is important so that each individual can direct their actions in accordance with the organization's shared goals. For example, in a company

undergoing digital transformation, clear communication about the direction of changes will help employees understand their respective roles in the process. Effective communication is also crucial in decision-making. Accurate and complete information enables decision-makers in the organization to formulate the right strategies. Moreover, good communication ensures that decisions made can be clearly communicated to all relevant parties. A concrete example is when top management decides to adopt a hybrid work model; clear communication about the new work procedures will help employees adjust quickly.

In groups and organizations, effective communication also plays a role in conflict management. Conflicts are something that cannot be completely avoided in collaboration, but with good communication, conflicts can be managed and resolved constructively. Through open dialogue and empathy, the parties involved can understand each other's perspectives and find mutually beneficial solutions. For example, in a project team, differences of opinion regarding work methods can be resolved through discussions facilitated by the team leader.

Effective communication also contributes to the development of a positive organizational culture. A culture of communication that is open, transparent, and respectful of differences will create an inclusive and empowering work environment. Employees who feel valued and heard will be more loyal and enthusiastic in their work.

The rapid advancement of information technology also requires organizations to adopt more modern and digitally-based management methods to survive in increasingly intense competition. In addition, synergy between management and members becomes a crucial element in creating a harmonious, productive work environment that is oriented towards achieving common goals (Sahdan, 2023), communicating effectively through digital media.

[16]

Management information systems are a method for generating timely information for management about the external environment of the organization, with the aim of supporting the decision-making process and improving planning and control processes.[17].

Conclusion

The conclusion of the service with the title "Development of an Organizational Communication Model in Member Meetings to Increase Participation and Awareness of Members at PKBM Rumah Hijau Medan" is as follows:

1. The Importance of an Effective Communication Model: Developing an effective organizational communication model in the meetings of PKBM Rumah Hijau Medan has proven to increase member participation and awareness. With a more structured and clear communication model, members feel more valued and are encouraged to actively contribute during meetings.
2. Enhanced Interaction and Engagement: Through the implementation of the developed communication model, interactions between management and members become more open and two-way. This plays a significant role in increasing members' sense of ownership towards the activities carried out by PKBM.
3. Increased Awareness of Programs: Members involved in meetings with better communication show a higher level of concern for the programs being conducted. They feel more responsible and engaged in achieving the organization's goals. The Importance of Evaluation and Adjustment: The process of developing a communication model needs to be continuously evaluated and adjusted to the needs and dynamics within the organization. This will ensure that the communication model remains relevant and effective in supporting increased participation and members' engagement.
4. Overall, the development of an appropriate communication model in member meetings at PKBM Rumah Hijau Medan makes a significant contribution to increasing active participation and members' awareness of the programs carried out by the organization.

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