POLA KOMUNIKASI ORGANISASI ATASAN DAN BAWAHAN PADA PT APLIKASI INOVASI BANGSA – DOTX *(DIGITAL ON BOARDING TOOLS)* DIERA *WORK FROME HOME*

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Abstract

Communication is a process of interaction between individuals either by using symbols, signals, or behavior or actions. An organization needs communication to be able to interact. Communication is informative. Organizational communication is communication that is created between members of the organization. This study aims to determine the pattern of communication, enactment (receiving information), selection (information selection method), and retention (information stroange) at PT. Nation Innovation Application – DOTX (Digital OnBoarding Tools) during the Work From Home period. The theory used in this research is Organizational Information Theory – Karl Weick.This theory has three elements of sosio-cultural thinking, namely enactment, selection, and retention. Enactment is the process of receiving information from internal dan external in an organization, selection is a method for processing the selection of information that comesto an organization, while rental is the storage of information that has entered an organization. This study uses a qualitative approach and qualitative descriptive analysis methods.PT. Nation Innovation Application – DOTX (Digital OnBoarding Tools) at Work From Home era are the materials of this research.Researchers collect primary data by conducting interview techniques with resource persons. While the secondary data with literacy of books,journals, and electronic refrences. This study found that the communication pattern used by PT. Nation Innovation Application – DOTX (Digital OnBoarding Tools) is a communication pattern in all direction(all channel), because all members of the organization get feedback. Enactment where employess successfully in discarding the mindset and attitude of the old company and receiving information using Zoom and Whatsapp Group applications for meetings and receiving and distributing information, and ideas, the information selection process is carried out based on mutual deliberation. Retention of information storage is done by using Google Doc archives as well as copy writing which always records important information. During the Work From Home period, PT. Nation Innovation Application – DOTX (Digital OnBoarding Tools) organizational communicaton at the company went well, although there were obstacles such as the obstacles such as the obstruction of the internet channel. However, the communication pattern and enactment (receiving information) carried out by employess, selection (information storage) went well and in accordance withtheir function.

Keywords: *Organizational Communication, Communication Pattern, Qualitative Descriptive, PT. Aplikasi Inovasi Bangsa*

Abstrak

Komunikasi merupakan suatu proses interaksi antar sesama individu baik dengan menggunakan simbol-simbol, sinyal-sinyal, maupun perilaku atau tindakan. Suatu organsiasi membutuhkan sebuah komunikasi untuk dapat berinteraksi. Komunikasi bersifat informatif. Komunikasi organisasi merupakan komunikasi yang tercipta antara anggota organisasi. Penelitian ini bertujuan untuk mengetahui pola komunikasi, *enactment* (penerimaan informasi), *selection* (metode penyeleksian informasi), dan *retention* (penyimpanan informasi) dalam PT. Aplikasi Inovasi Bangsa – DOTX *(Digital OnBoardingTools)* selama masa *Work From Home*. Teori yang digunakan dalam penelitian ini adalah Teori Informasi Organisasi – KarlWeick. Teori ini memiliki tiga elemen dari pemikiran sosio-kultural yaitu *enactment, selection,* dan *retention. Enactment* merupakan proses penerimaan informasi dari *internal* dan *external* suatu organisasi, *selection* merupakan metode untuk memproses penyeleksian informasi yang datang ke sebuah organisasi, sedangkan *retention* merupakan penyimpanan informasi yang telah masuk ke dalam suatu organisasi. Penelitian ini menggunakan pendekatan kualitatif dan metode analisis deskriptif kualitatif. PT. Aplikasi Inovasi Bangsa – DOTX *(Digital OnBoarding Tools)* dan era *Work From Home* merupakan bahan penelitian ini. Peneliti melakukan pengumpulan data primerdengan melakukan teknik wawancara dengan narasumber. Sedangkan data sekunder denganliterasi buku, jurnal, dan rujukan elektronik. Penelitian ini menemukan bahwa pola komunikasi yang dipakai oleh PT. Aplikasi Inovasi Bangsa – *DOTX (Digital OnBoarding Tools)* adalah pola komunikasi segala arah *(all channel),* karena seluruh anggota organisasi mendapatkan *feedback. Enactment* dimana karyawan berhasil membuang pola pikir dan sikap dari perusahaan lama dan menerima informasi dari perusahaan baru (penerimaan informasi). *Selection* metode yang digunakan untuk menyeleksi informasi menggunakan aplikasi *Zoom* dan *Whatsapp Group* untuk rapatdan menerima serta menyalurkan informasi, gagasan serta ide-ide, proses penyeleksian informasi dilakukan berdasarkan musyawarah bersama. *Retention* penyimpanan informasi yang dilakukan adalah dengan menggunakan arsip *Google Doc* serta adanya *copy writing* yang selalu mencatat informasi yang penting. Selama masa *Work From Home,* PT. Aplikasi Inovasi Bangsa – DOTX *(Digital OnBoarding Tools)* komunikasi organisasi pada perusahaan berjalan dengan baik, walaupunada hambatan-hambatan seperti terhambatnya saluran internet. Tetapi pola komunikasi serta*enactment* (penerimaan informasi) yang dilakukan oleh para karyawan, *selection* (metode penyeleksian informasi), dan *retention* (peyimpanan informasi) berjalan dengan baik dan sesuai dengan fungsinya.

Kata Kunci: Komunikasi Organisasi, Pola Komunikasi, Desktiptif Kualitatif, PT. AplikasiInovasi Bangsa.

INTRODUCTION

Communication is a process of interaction between individuals either by using symbols, cues, as well as behavior and actions. This understanding of communication must involve at least two or more people, involving ways of communicating that are usually done by everyone, both verbally and in writing (verbal), and also through signs, pictures, and symbols (non-verbal). However, communication is not only informative, but so that individuals can understand well the information conveyed. Humans are greatly influenced by communication, because humans live side by side with each other and interact with each other.

Communication itself is divided into various types of communication which include intrapersonal communication, interpersonal communication, group communication, and organizational communication. Organizational communication is communication that is created among the members of the organization.

In organizational communication there are types of communication in it, including internal and external communication. External communication is communication that occurs outside the scope of the group. While internal communication is communication that occurs within the scope of the group. The relationship between superiors and subordinates in an organization is an internal communication, because it is a communication that occurs within the scope of the company and into organizational communication. Organizational communication has various types of communication, including superior-to-

subordinate communication, subordinate-to-superior communication, horizontal communication, and cross-channel communication.

Communication between superiors and subordinates occurs when superiors give orders to subordinates for the division of labor, motivating employees to be more active and enthusiastic in working so that the common goals of the organization are achieved. (Edi Harapan, Syarwani Ahmad, Op. Cit, 2016:48).

Organizational Information Theory, Karl Weick developed an approach to explain the process of how organizations collect, manage, and use information and then transmit that information back to organizational members. This theory focuses on communication as the basis for organizing and provides an organizing concept that focuses on activities and processes. (Pace dan Faules, 2005: 79).

The success of a company in achieving a goal is not only due to adequate financial problems, adequate facilities and infrastructure, but also depends on the communication used in leadership in order to maintain good relations between superiors and subordinates within the company.

The Covid-19 pandemic has caused a new order of life, one of which is for companies. This has led to the emergence of a work from home scheme, known as work from home. One of the companies that implement the Work From Home scheme which will be discussed in this study is PT. Nation Innovation Application - DOTX (Digital OnBoarding Tools).

This company is engaged in software that manages digital salary applications that can

be downloaded from the Google Play Store and App Store, but can only be logged in with employees whose companies have partnered with PT. Nation Innovation Application – DOTX (Digital OnBoarding Tools), this company can make it easier for giant companies to pay for their many employees, and has partnered with Bank Mega in its employee payroll system. PT. The Nation Innovation Application has 150 employees.

The purpose of this research is to find out the pattern of organizational communication between superiors and subordinates, to determine the enectment process, namely receiving information, to determine the selection process, namely the method used to select incoming information, to determine the retention process, namely information storage at PT. Nation Innovation Application - (DOTX Digital Onboarding Tools) in the work from home era.

The benefits of this research, the results of this study are expected to be used as information and input for the company in knowing the importance of implementing organizational communication in communicating between superiors and subordinates, so as to optimize relationships and good performance. And the results of this study are expected to be a reference for being a good employee in accordance with the provisions and objectives of the company during the work from home period.

LITERATURE REVIEW

Organizational Information Theory – Karl Weick

Organizational information theory developed by Karl Weick has a very important position in communication science. Because this theory uses

communication as the basis of how to organize and organize a group and provides a rational way of thinking in understanding how humans organize. According to this theory, the organization is not a structure consisting of a number of positions and roles but is a communication activity, so the more precise designation is organizing or organizing (which shows the process) rather than organization or organization, because organization is something to be achieved through a communication process that sustainable.

Weick's view of organization was inspired by Charles Darwin's thoughts on evolution, namely that the process of natural selection begins with variation, then selection, then retention. However, in the context of socio-cultural evolution, he is of the view that the process of organizing is a process of reducing uncertainty which contains three stages, namely the acceptance of information (enactment), selection (selection), and retention (retention).According to Weick Darwin's theory of sociocultural evolution describes organizational processes in gathering and understanding information. (Emory A. Griffin, 2012:278-282).

Darwin's theory of sociocultural evolution is Darwin's belief that only the adaptable can survive in a challenging environment. Every organization has a different vision and mission. However, the main goal shared by all organizations is to survive. Organizations have social interactions that always occur in their lives. In these social interactions there is a variety of information received by the organization. From here, organizations are faced with the process of understanding information about the environment.Weick mentions there are

three stages in the process of organizational evolution to be able to understand and give meaning to the information received. The three stages are also inseparable from the rules and communication cycles. Here are the three stages.
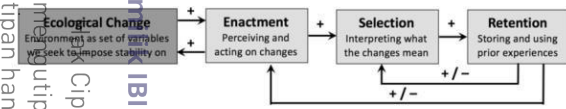
Picture 1

Organizing and Feedback Phase

Source: Google

1. Enactment

   Enactment is the process by which individuals construct, reorganize and destroy many objective features of their environment so that enactment is not just perception (Yohana, 2013:16). This definition of enactment sees the existence of information that comes from the internal environment and the external environment within the organization. It can be seen in how the information will be received and interpreted by the organization.

2. Selection

   Selection is a process of reducing this second ambiguity as one of the processes of organizational members in receiving a number of information that is considered relevant to the problem and rejecting other information that is considered irrelevant (Morissan, 2013:406). In the selection stage, an organization will conduct an information analysis. Then will choose the best method to get additional information.

3. Retention

   Retention is the collective memory that enables people to achieve goals. Retention is the final stage where the organization will be involved with the last stage, namely by reducing ambiguity. At this stage, the stored information will later be combined with other existing information that the organization will use in carrying out future activities. (West & Tunner, 2009:348).

Organizational Communication

   Organizational communication is communication between humans (Human Communication) that occurs in the context of an organization where there are message networks that depend on each other. (Bungin, 2008:274). While the other understanding of Organizational Communication is a process of conveying information, ideas, among stakeholders members of the organization reciprocally in order to achieve the goals that have been set (Wursanto, 2005:158).

   It can be concluded that organizational communication is a process that occurs within an organization in the form of delivering, receiving and exchanging information and messages that are carried out to achieve certain goals that have been set together with members and leaders of an organization.

Communication Pattern

   The pattern of communication is a model of the communication process, so that with the existence of various types of communication models and part of the communication process, a pattern that is suitable and easy to use in communication can be found. The pattern of communication is identical to the process of communication,

because the pattern of communication is a part of the communication process. The communication process is a series of activities to convey messages so that feedback is obtained from the recipient of the message. From the communication process will arise patterns, models, forms and also small parts that are closely related to the communication process. (Rachmat, 2002:6

Stephen P. Robbins (Raulina, 2014: 80) says that organizational or group communication forms five communication patterns, namely:

1. Wheel Pattern

This model is a model of the structure of communication patterns in which all reports, instructions, work orders and supervision are centered on one person who leads four or more subordinates, and there is no interaction between subordinates. The person in the middle (the leader) has full authority and power to influence its members. Problem solving in the wheel structure can be said to be effective, but that effectiveness only covers simple problems. (Raulina, 2014:80).
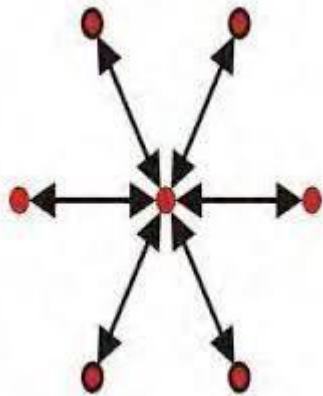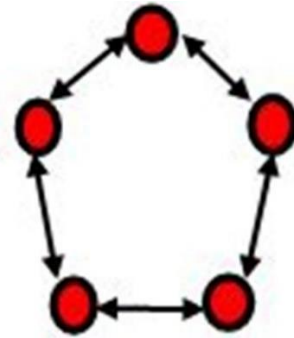

Picture 2

Communication Pattern

Source: Google

2. Circle Pattern

The circle pattern has no leader. All members have the same position. They have the same authority or power to influence the group. Each member can communicate with the other two members by his side. (Raulina, 2014:80).

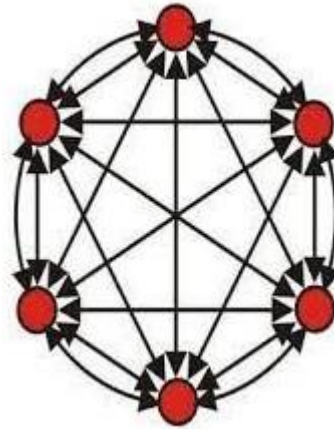

Picture 3

Communication Pattern

Source: Google

3. Chain Pattern

The chain pattern is the same as the circle pattern. Except that the very end members could only communicate with one person. A centralized state is also present in this structure. People in middle positions are more of a leader than those in other positions. In this structure, the number of open channels is limited. People can only officially communicate with certain people. (Raulina, 2014:80)
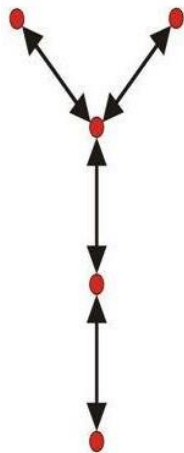
Picture 4

Communication Pattern

Source: Google

4. Y Pattern

The letter Y pattern is relatively less centralized than the wheel structure. However, it is more centralized compared to other patterns. In the Y structure there is also a clear leader but all other members act as second leaders. Pattern Y includes two central people who convey information to others at the outer boundary of a grouping. In this pattern, like a chain structure, the number of open channels is constrained and communication is centralized or centralized. People can only officially communicate with certain people. (Raulina, 2014:80).

Picture 5

Communication Pattern

Source: Google

5. All Chanel Pattern

This pattern is a model of communication pattern which is the development of a circle pattern, where all three levels can interact reciprocally without any leader or main character. This pattern has a communication network to all channels and involves all members in communicating, so that between one member and another member gets fast feedback and everyone can share information or request information directly to various units or other parts, including the leader directly. (Raulina, 2014:80).

Picture 6

Communication Pattern

Source: Google

Work From Home

Since the outbreak of the Covid-19 virus that originated in Wuhan in 2019. The world

was shocked by the virus where many victims were exposed to the virus in a relatively short time. Various countries have begun to implement various health protocols to prevent the transmission of the Covid-19 virus, in accordance with the recommendations of the World Health Organization (WHO). The health protocols carried out include washing hands, not gathering in public places and holding meetings with large numbers of people, maintaining a safe distance, limiting going out of the house, and wearing masks everywhere. As a result and impact of this, many government offices and private offices have implemented a work from home scheme, namely work from home.

Work from home is remote work. Which is actually not new in the world of work. The step to emphasize that work from home is a very good step taken by the government to prevent the spread of the Covid-19 virus which is increasingly widespread in Indonesia. One company that has implemented this remote working scheme is PT. Nation Innovation Application – DOTX (Digital OnBoarding Tools). This company has implemented a remote working scheme since December 2020.

RESEARCH METHODS

The method used in this research is descriptive analysis method. The method is the best way or technique used for research. Methods set the steps in conducting research. Research chooses what is used in approaching and searching for data. This method is adapted to the problem, approach, as well as the desired data form (Kriyantono, 2012:84).

The data collected is in the form of words, pictures, and not about numbers. This is due to the application of qualitative methods. In addition, everything that has been collected will be the key to what has been researched. Then the results of the report will contain the results of interviews with informants, notes, memos, etc. This research method is often used to examine the condition of natural objects, namely objects that develop as they are, not manipulated by researchers, and the presence of researchers does not affect the dynamics that already exist in the object. Where the researcher is a key instrument. In qualitative research, the problem formulation is the focus of research which is still temporary and will develop after the researcher enters a particular field or social situation with a view to understanding complex social phenomena.

DATA COLLECTION TECHNIQUE

Data collection techniques are the most important step in research, because the main purpose of research is to obtain data. In this qualitative research, data collection techniques can be obtained in various ways, namely observation, interviews, documentation, and triangulation or a combination. When viewed from the data source, data collection can use primary and secondary sources (Sugiyono, 2017:224-225).

Data collection techniques in this study used primary data and secondary data. The primary data used is by conducting interviews to relevant parties and documentation. While secondary data is in the form of literature books, journals and electronic references that are relevant to the research studied by the researchers.

RESULTS AND DISCUSSION

Based on the results of interviews conducted by researchers with resource persons who are employees at PT. Nation Innovation Application – DOTX (Digital OnBoarding Tools) which include Ange Raina, Kamallia Salsabila, and Adira Wahyuni. Then the researcher will describe the discussion related to the purpose of this research. The purpose of this study was to determine the pattern of communication, enactment (the process of receiving information), selection (information selection method), retention (information storage), and the continuity of organizational communication at PT. Nation Innovation Application – DOTX (Digital OnBoarding Tools) during the work from home era.

Researchers have obtained some of the desired data through interviews with sources that are relevant to the topic studied by the researcher. Therefore, the researcher will analyze the results that have been obtained, namely the results of interviews, with the aim of the author's research, namely the pattern of organizational communication of PT. Nation Innovation Application – DOTX (Digital On Boardng Tools) during the WFH (Work From Home) period.

1. Communication Pattern

Based on the results of in-depth interviews that researchers conducted on all activities of PT. Nation Innovation Application – DOTX (Digital OnBoarding Tools) in the work from home era, the organizational communication pattern formed in this company is based on a communication process that always runs every day in the form of company activities. The pattern of organizational communication formed within PT. This Nation Innovation Application (Digital OnBoarding Tools) is an all-channel organizational communication pattern. Where as we know that this communication pattern has a communication network of all channels that see all members of the company in communicating. So that between one member and another member will get a quick feedback and everyone can share information freely and directly to each unit or other division, including the leaders of PT. Nation Innovation Application – DOTX (Digital OnBoarding Tools). employees are also free to express their opinions, and can find out incoming information, and fellow division employees can share information from other divisions and get feedback.

Members also often provide information and also updates on new things about clients or proposals for the company in the future. employees can contribute ideas and are free to express their opinions. Because this company strongly adheres to the principle of deliberation, so whatever the CEO decides, it will be discussed with the employees first to get the best results.

2. Enactment

This is the first stage and the earliest stage of the entry of information into an organization. In this stage there is information that comes from within the external and internal environment within the organization. Continuous communication of PT. Nation Innovation Application – DOTX (Digital OnBoarding Tools) during

this work from home era, in terms of receiving information (enactment) from external and internal can.

Is said to be going pretty well. This was strengthened by the statements of sources stating how and what internal and external information entered the company during this pandemic. With the number of teams and leaders in PT. Nation Innovation Application – DOTX (Digital OnBoarding Tools) has two leaders, namely the CEO and Co-CEO.

And there are four divisions, each of which has a division head. Enactment is the process of receiving information to an organization, in carrying out the process of receiving information, of course, there are many old objectivity that must be removed, for example, the disposal of objectivity referred to within the scope of the company such as in the company there are new employees.

The new employee must blend in with the new work environment and cannot carry the attitudes and traits of the old company, therefore there is a process of removing objectivity at this stage. Researchers also found statements from informants that they threw out all the attitudes and traits of the old company, and tried to study the attitude and mindset of the new company, because each company has its own character. Therefore, the process of receiving external and internal information has been carried out well by the company. As well as the process of removing objectivity at PT. Nation Innovation Application – DOTX (Digital OnBoarding Tools)

against employees on an individual basis. So after the enactment process carried out by the employee members, the employee will be ready to receive incoming information from the new company.

3. Selection

The second stage is, selection. Selection is also known as the information selection method. Methods in selecting an information in an organization. Members of the organization will certainly receive various forms of relevant information and will reject information that is considered unfavorable. Organizations are required to choose the best method to obtain the required information. PT Application Innovation Bangsa – DOTX (Digital OnBoarding Tools) uses a communication room during Work From Home via Zoom Meeting or Google Meet.

This was reinforced by the statement of the sources, namely Ange Raina, Kamallia Salsabila, Adira Wahyudi who said that the communication room their company used during their work from home period was via Zoom and Google Meet, or the communication method they used everyday was Whatsapp. group and with working hours of 08:00-17:00 WIB, and they also said that in selecting information that entered the company, it could only come from within the company. Because they are based on deliberation, employees have the right to express their opinions and ideas as well as information they know and in the end their method of

selecting this information is to hold a meeting or deliberation with all members of the company.

4. Retention

The last stage is the retention stage. This stage is data storage. The informant said, at the stage of storing all information owned by PT. The Nation Innovation Application – DOTX (Digital OnBoarding Tools) uses notes that are recorded by copywriting during the meeting. Especially during this pandemic, everything has turned into online information storage found in Google docs. And in this stage of storing information is very important. Because of this stage, retention is a collective memory. If you face similar internal and external problems, there will be information about this because all data has been backed up.

CONCLUSION

Based on the results of the research and discussion in the previous chapter, the researchers got several conclusions according to the research objectives, namely to determine the pattern of organizational communication, enactment, selection, and retention at PT. Nation Innovation Application – DOTX (Digital OnBoarding Tools) in the work from home era. The pattern of organizational communication that exists at PT. The Nation Innovation Application – DOTX (Digital OnBoarding Tools) is an all-channel communication pattern, where all employees can communicate to all colleagues and can exchange information among divisions and will receive immediate feedback. In PT. The Nation Innovation Application applies a

principle that is deliberation. Whatever decisions will be taken by the company's leaders will always be discussed together with the employees. It is proven that in employee meetings they are allowed to provide ideas, ideas and information to their leaders.

And based on Organizational Information Theory – Karl Weick, there are 3 elements, namely enactment, selection, and retention. Researchers can draw the conclusion that during the work from home era based on the enactment process at PT. The Nation Innovation Application – DOTX (Digital OnBoarding Tools) is to process information receipts, and the information received is in the form of internal and external information. Where can we know that, the process of receiving information that occurs at PT. Nation's Innovation Application- DOTX (Digital OnBoarding Tools) is the employee discarding the attitudes and traits of the old company, and not bringing these traits to a new place. Where the disposal of objectivity will allow employees to receive information in the new company. Information can be from external, namely from clients and the government, and internal to the scope of the company.

The company uses the selection method for information that enters the company, by always selecting information together by holding joint meetings. Because this company feels deliberation. So everything should be discussed beforehand. Namely, the process of selecting the incoming information, will be selected based on the information that deserves to be received or not. Because the selected information will be used to build a better company.

And information storage (retention) in online form. In the process of selecting information, the company will hold meetings, and listen to the appreciation and ideas of subordinates indiscriminately. As well as the storage of information carried out by copy writing as well as, the existence of minutes at the time the meeting is held, which will record the information contained during the meeting. Information that has been properly selected during the meeting (selection) will be stored (retention) using google docs. The information that has been stored can be used by the company to advance the company.

There were several obstacles during the work from home scheme, one of which was the most core and all sources agreed that it was an internal obstacle, namely the problem of internet interference. Because when working from home all communication uses the internet, it must require fast internet. If the internet is not stable then communication will not run effectively, and will experience delays. Therefore, internet interference is a serious obstacle during this work from home era. If the barriers from the external is, the barriers that occur communication with clients. The informants agreed that face-to-face communication with clients is very important and more effective than using the internet. But once a week PT. The Innovation Bangsa application regularly reports developments to clients, and clients also often discuss by exchanging information with employees. So these three elements are closely related from the process of receiving information, selecting incoming information and storing that information, so that it will result in the continuity of organizational communication during the work from home period at PT. Nation Innovation Application.

SUGGESTION

Suggestions from this research My advice to PT. The Nation Innovation application is

1. to maintain good relations between superiors and subordinates by continuing to communicate regularly and carry out organizational activities online in the work from work from home era. So that good relations are always established and the responsibility of members of each organization towards work remains good.
2. Because of the work from home where the employees of PT. The Nation Innovation application must always be alert, indeed work all day outside of office hours, it is better to use online media to make employees feel less tired of work and make the organization more solid with games and chatting together via online.
3. Conducting training so that the cooperation will be even better and able to improve the quality of the company and achieve common goals well. And to be able to compete with competing companies and gain the trust of investors.
4. In order for communication to be reorganized, so that communication within an organization can be well structured.

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