Leadership Communication Bulding Relationships in Organizations

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Abstract: *Entitled "Leadership Communication Building Relationships in Organizations" with the objective of understanding how Leadership Communication builds relationships in organizations, a qualitative descriptive approach applied in this study, focusing on understanding leadership communication building relationships in organizations, particularly characterizing leadership communication, leadership communication effectiveness, and leadership communication building relationships in organizations. Data collected in this study comes from literature such as communication journals. Communication, leadership, and organization are three different but inherent concepts existing in an organization. Effective leadership communication in an organization requires continuous communication, listening, encouragement, providing illustrative stories, simplifying messages, and acting firmly through actions. Leadership communication building relationships in organizations requires involvement, commitment from all individuals in the organization, and beyond effective communication, as the reality may not always align with the ideal communication practices within a leadership organization. Leadership communication occurs through formal communication networks via official channels within the organizational hierarchy or position-based functions, consisting of downward communication (authority level high to authority level low) and upward communication (authority level low to authority level high) Efforts must be made to develop positive behavior among employees or members, thereby supporting the achievement of organizational objectives through effective communication, messaging, and situational awareness. Training on leadership is necessary to develop conscious leaders who understand what is lacking within their team and how they can improve the organizational environment.*

INTRODUCTION

Leadership communication builds relationships within organizations, which I consider crucial for harmonizing relationships between members and leaders, as well as among members in a healthy organizational environment. A leader plays a significant role in translating the organization's vision and objectives into reality through communication. Through communication, a leader can identify the organizational leadership identity, provide guidance, instructions, and service orientation to members, correct members' service, and motivate them during fieldwork. These actions require effective leadership communication skills to build harmonious relationships within the organization, thereby achieving organizational objectives effectively and efficiently.

Primarily, communication serves as a conduit for conveying questions or messages to others. Its function includes declaring and supporting self-identity, influencing others, enabling individuals to feel, think, and behave as desired, creating and fostering relationships with others, developing a sense of community, and more. Thus, leadership communication within an organization is an important aspect in developing interpersonal relationships within the organization.

Communication and leadership exist in every organization and cannot be separated from organizational life. They motivate, provide orders, instructions, guidance, and performance evaluations to members' service. Achieving organizational objectives, therefore, necessitates communication skills from a leader to convey messages to members and regulate what happens within the organization. Thus, effective communication skills are vital in leadership communication to build harmonious relationships within an organization.

Leadership communication in organizations becomes essential in constructing interpersonal relationships related to achieving organizational objectives. As a leader in an organization, when providing guidance, instructions, orders, chairing meetings, delivering speeches, the communication methods must consider attractiveness aspects to build relationships with members in the organization. Therefore, organizational leadership requires clear and effective communication to attract members to perform their assigned tasks professionally.

Ineffective and unattractive leadership communication can adversely affect building interpersonal relationships within the organization, impacting members' professionalism in executing the organization's mission. Therefore, a leader must possess effective leadership communication skills to influence leadership to achieve organizational objectives decided earlier.

An essential question for organizational leadership to build harmonious relationships at work is, "how can leadership communication build relationships within an organization?" Seeking answers to this primary question and the objective of this study is to understand how leadership communication constructs relationships within an organization.

The importance of this work lies in deepening the understanding of communication theory, especially leadership communication, to build harmonious relationships within organizations. Although there have been numerous studies globally on leadership communication, there is still a lack of research on this topic in Timor-Leste. Hence, it is interesting for researchers to conduct studies in this area.

THEORETICAL FRAMEWORK

The communication described in this work refers to the communication that occurs between those who command and those who obey, which takes place within an organization. The term "communication" comes from Latin, where in communicatus means "to share" or "to put together," focusing on efforts that indicate achieving a sense of unity (Ikrimah1, et al, 2022). This

implies that communication shares information between the communicator (sender of information) and the communicatee (receiver of information) regarding a specific subject matter.

Communication involves the transmission of information, ideas, emotions, skills, using symbols, words, design, figures, graphs, etc. This transmission process is commonly referred to as communication (Bernard Berelson and Gary A. Strainer, cited in: Ikrimah1, et al, 2022). In another perspective, a concise definition provided by Harold D. Lasswell, cited in Rusnawati (2022), states that communication is the process of answering questions such as "Who says, what, through which channel, to whom, and with what effect." From these two ideas, a simple definition of communication can be derived: communication is the process of transmitting information from one person about a certain matter through a channel to another person who is influenced by the information received.

In organizations, leadership plays a crucial role in constructing relationships among members because leaders mobilize and direct the organization. As stated by Sutrisno (2015), cited in Ikrimah1, et al (2022), "Leadership is the process of an individual's activity to mobilize others through leadership, mentoring, influencing others to accomplish desired results." In another perspective, according to Thoha (2011), cited in Ikrimah1, et al (2022), "Leadership is the activity of influencing others' behavior, the art of influencing individual or group behavior." Similarly, leadership is the process of showing the way and influencing the activities of individuals who are part of a group. Leadership involves engaging others, whether subordinates or members led by the leader (Sunarto, 2005, cited in: Mulyono, 2018). Based on the ideas of the experts mentioned above, researchers can define leadership as the process of an individual's activity to mobilize and influence others by showing the way, mentoring, influencing the behavior of individuals or groups within the organization to accomplish desired results.

Thus, leadership communication is the process of an individual's activity to mobilize and influence others by transmitting information using appropriate channels regarding a specific subject matter, mentoring to influence the service behavior of individuals or groups within the organization.

Leadership communication activities occur within the organizational environment, where a leader faces challenges in harmonizing relationships within the organization. An organization is a social entity consciously coordinated, with relatively identified limitations that continually function to achieve objectives and mutual goals. As stated by Stephen F. Robbins, as cited in Anggorowati1, et al. (2021), an organization is a unit established for a specific purpose, with members working together and coordinated, structured service form, aiming to achieve a specific goal or objective. Organizational principles have clear objectives, which are the things or goals to be achieved. Because the objectives to be achieved are the organization's objectives, these objectives must be achieved through collaborative work by individuals or groups.

Organizational communication is the interpretation and understanding of messages between communication units that are part of the organization's structure (Wayne Pace and Don F. Faules, 2002, cited in Mulawarman, et al. 2021). In another perspective, organizational communication represents, presents, and forms the organizational climate and its culture, attitudes, values, and objectives that characterize the organization and its members (Atmaja, et al. 2019). This means that organizational communication involves interpreting messages between communication units that guide the culture, attitudes, values, and characteristics of the organization and its members.

Organizational communication mostly focuses on building relationships and interactions with internal members and attracting external audiences (Atmaja, et al., 2019). In another perspective, as Mark Koschmann (in his animation video) cited by Atmaja, et al. (2019) explains,

"We have two ways to look at organizational communication. The conventional approach focuses on communication within the organization, while the organizational communication approach sees the organization as the result of its existing communication within. Communication doesn't just send messages between communicator and communicatee, but communication shapes our social world. This means that through organizational communication, relationships can be formed vertically (from top to bottom) and horizontally (among members)."

Constructing harmonious relationships within an organization requires effective organizational leaders who understand the business they lead, develop a vision and mission for business development, readiness to respond to social responsibility demands, and a commitment to lead the organization to bring prosperity to the community at the local, national, or international levels (Kadarusman, 2012, cited in: Yudiaatmaja, 2013). This implies that achieving organizational objectives also depends on leadership's ability to organize employees to realize the organization's vision and mission already decided upon. Thus, organizations can provide satisfaction to the community based on their vision and mission.

Additionally, Johansson, Miller, and Hamrin (2014), cited in Anggorowati1, et al. (2021), discovered that leadership competence is related to member involvement and organizational performance. A successful leadership position and a leader's firm capacity in building relationships based on their communication methods significantly influence the motivation and performance progress of members working under their leadership (Girma, 2016; Khalifa, Gooden, Davis, 2016; Lindsey, Nuri-Robins, Terrell, Lindsey, 2019, cited in Anggorowati1, et al., 2021). Therefore, it can be said that communication skills are a fundamental competence for a leader to build harmonious relationships within the organization. Effective leadership communication and the personal characteristics of a leader that reflect organizational culture, values, and character can inspire members to follow suit.

METHOD

A qualitative descriptive approach was applied to uncover solutions to the problem addressed in this study, which is how leadership communication builds relationships within an organization, focusing on characterizing leadership communication, the effectiveness of leadership communication, and how leadership communication constructs relationships within the organization. The methodology involved studying bibliographic or literature present in a specific journal, which can be considered as part of bibliographic or literary research, not involving field research. The data used were collected from secondary sources, such as scientific journals related to leadership communication, organizational communication, and relationship building within the organization. These data were synthesized in a narrative form after categorization to answer the research objectives on how leadership communication builds harmonious relationships within the organization.

RESULTS AND DISCUSSION

Leadership Communication That can Build Harmonious Relationships Within An Organization

a. Characterizing leadership communication

Leadership communication occurs within an organization because communication, leadership, and organization are three inherent concepts for the role of leaders in building harmonious relationships between leaders and members, among members, or within the organization as a whole. At the core of leadership lies human relationships, and at the core of

human relationships lies communication. Therefore, leadership communication is inherently intertwined with organizational communication.

Organizational communication is understood as the process of creating and exchanging messages within interdependent relational networks to operate within the organizational environment (Goldhaber, 1993, cited in Mahmuda, 2015:5). The characteristics of organizational communication include being structured with a structure linked to authority inherent in positions or roles, both formal and informal, stable, and planned, with rules or standards accepted by organizational members. In organizational communication, communication can occur in stages at different levels. In its process, messages are transmitted through communication channels from one level to another (Mahmuda, 2015:5). Moreover, Max Weber, as cited in Mahmuda (2015:5), refers to organizational communication as a phenomenon called positional communication, which refers to the relationship formed between positions rather than individuals and has formal characteristics occurring in two directions: upward and downward, where individuals communicate according to their positions.

Downward communication in organizations involves information flowing from positions of authority to those with lower authority. According to Katz and Kahn (Pace and Faules, 2002:185) in Mulawarman, et al., there are five types of information commonly communicated from superiors to subordinates: (1) information on how to perform tasks, (2) information on the reasoning behind tasks, (3) information on organizational policies and practices, (4) information on employee performance, and (5) information to develop task ownership. Research findings on communication show that managers spend 70-90 percent of their time communicating with their teams and other individuals in the workplace (Moran et al., 2014; Daft & Marcic, 2016; Grunberg, et al., 2018, cited in Anggorowati1, et al., 2021:5).

Additionally, effective communication also benefits those who are subordinate. This occurs because a good leader has the ability to change people's perceptions and encourage them to perform beyond their previous expectations (concept of transformational leadership by Gill, 2011 cited in Anggorowati1, et al., 2021:5-6).

b. Effectiveness of leadership communication

Leadership communication, to be successful, requires effective leadership communication skills, which can unify all members to perform their assigned tasks. Pace and Faules (2001:165) state that effective communication creates a harmonious atmosphere and uses language that is easily acceptable and understandable, as well as engaging in communication. With effective communication, subordinates feel respected for their performance, feel satisfied and confident with information, media, and organizational relationships. Effective leadership communication in an organization requires a leader to: (1) ensure that communication processes are continuous, (2) actively listen to and encourage input from others, (3) communicate with illustrative stories, (4) simplify messages and deliver them directly, and (5) act decisively (....). This means that communication must be clear and complete and address the objectives of both superiors and subordinates (Pace and Faules; 2001:165, cited in: Mulawarman, et al.; ....).

c. Leadership communication builds relationships within the organization

Organizational communication is the process of building relationships to reduce environmental uncertainty due to its regulated and stable structural characteristics, which can provide predictions for information (Mahmuda, 2015:5). Building a solid organization for sustainability benefits ensures that everyone in the organization is committed. Developing commitment can result in ensuring that everyone in the organization participates (Beer, 2009,

cited in Anggorowati1, et al., 2021:6). Therefore, leadership communication exists within organizational communication, as a leader can communicate directly to build harmonious relationships between leaders and followers within the organization.

Without involvement, there is no commitment. How can involvement be built? Through communication. Therefore, every organizational leader must have effective communication skills every day. However, what actually happens in organizational life is that communication by organizational leaders is not always well designed (Covey, 2013, cited in Anggorowati1, et al., 2021:6). Therefore, the difference between what is needed and practiced in the field cannot be avoided.

Goldhaber (in his book, 1993, pp. 155-169) states that communication occurs through two networks: Formal Network and Informal Network. Formal communication network occurs when messages are conveyed through official channels of organizational hierarchy or position source. Formal communication consists of downward communication (information flowing from higher authority levels to lower ones); upward communication (information flowing from lower authority levels to higher ones); horizontal communication (exchanging information among colleagues within the same unit or authority level, and between equals or superiors); and diagonal communication (information communication within a functional line or work unit, between those without superiors and subordinates). Leaders must play a stimulating role in internal communication and develop their leadership communication skills (Men, 2014, cited in Anggorowati1, et al., 2021:6). Thus, formal communication network is communication that occurs among individuals who hold vertical or horizontal positions in an organization.

In another study, the findings of Johansson, Miller, and Hamrin (2014) indicate that leadership competence is related to member involvement and organizational performance (Cited in Anggorowati1, et al., 2021:6). The success of a leadership position and a leader's ability to firmly build relationships based on their communication style will influence the progress of motivating service for members working under their leadership (Girma, 2016; Khalifa, Gooden, Davis, 2016; Lindsey, Nuri-Robins, Terrell, Lindsey, 2019, cited in Anggorowati1, et al., 2021:6). Therefore, some communication experts (Dues, 2003; Gilbert, 2004; Johnson et al., 2003; Nelson, 2004) have concluded ten effective communication methods that communicators (message senders) can particularly apply, such as: (1) Clearly articulating members' ideas before communication; (2) Confirming clear objectives about the issue to be communicated; (3) Understanding and considering the conditions of the involved parties in communication; (4) Consulting with the individuals themselves in communication planning; (5) Being careful when communicating, especially with language, tone, gestures, and focusing on the main content of the message; (6) Being proactive and flexible in delivering messages or appreciating those who receive them; (7) Taking continuous action on the messages sent; (8) Consistently communicating; (9) Ensuring that their actions support their words; (10) Seeking to understand not only to be understood. This means that a leader must communicate effectively to influence leadership presence and must also have active listening skills.

Communication expert, Prof. Albert Mehrabian (2014), in Anggorowati1, et al.; (2021:6), declares that there are three elements in direct communication (face-to-face), which are words, tone of voice, and body language. According to him, these three elements play different roles in delivering messages: words contribute 7%, tone of voice contributes 38%, and body language contributes 55%. Thus, body language or non-verbal communication plays a more significant role, especially when there is a lack of communication synchronization. If words and gestures are not in sync, people tend to trust body language over spoken words.

CONCLUSION

Communication, leadership, and organization are three different but inherent and coexisting concepts within an organization. The characteristics of organizational communication include being structured with a hierarchy inherent to positions or roles, informal yet stable and planned, with rules or patterns accepted by organizational members. The communication process involves delivering messages through communication channels from one level to another. Organizational communication demonstrates a phenomenon called positional communication, related to the relationships formed between positions rather than individuals, characterized by formal direction both upwards and downwards.

Leadership communication is inherent in organizational communication, focusing primarily on formal communication from top to bottom and from bottom to top. Effective leadership communication in organizations requires continuous communication, active listening and encouragement, storytelling, simplifying messages, and demonstrating firmness through actions. Leadership communication that builds relationships in organizations requires the involvement and commitment of all members in the organization, and effective communication practices, even if the reality may not always align with ideal communication practices within leadership.

Leadership communication occurs within the formal communication network through official channels in the organizational hierarchy or job functions, composed of communication upwards (authority from higher to lower levels) and downwards (authority from lower to higher levels). Formal communication (formal network) is communication that occurs among individuals holding vertical or horizontal positions within an organization. Leadership competence is related to member involvement and organizational performance. The success of leadership positions and a leader's ability to build relationships based on their communication style will influence the progress of motivating service for members working under their leadership.

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