

ABSTRAK

Penelitian ini dilatarbelakangi adanya anomali pada proses komunikasi organisasi garmen yang berjalan tidak sesuai dengan Standar Operasional Prosedur sehingga menyebabkan disintegrasi komunikasi di PT Teratai Widjaja. Oleh karenanya dilakukan penelitian yang bertujuan untuk menganalisa pola komunikasi, mendeskripsikan faktor hambatan, dan melahirkan Standar Operasional Prosedur Proses Komunikasi, melalui hasil konstruksi wawancara informan dengan merancang pengembangan Standar Operasional Prosedur berdasarkan model komunikasi implementasi Standar Operasional Prosedur, dari hasil analisa situasi pada hambatan komunikasi, identifikasi alur proses komunikasi yang relevan dengan situasi dan tujuan komunikasi organisasi. Penelitian ini dilakukan dengan metode kualitatif menggunakan pendekatan studi kasus restropektif sebagai referensi perbaikan fenomena komunikasi. Teori yang digunakan di dalam penelitian ini adalah Teori Pola Informasi Komunikasi (Goldhaber), Positional Komunikasi Organisasi (Weber), Teori Komunikasi Kewenangan (Chester Barnard), dan Teori Hambatan Komunikasi (Thomas Harris). Hasil penelitian menunjukkan proses komunikasi diagonal formal maupun informal membentuk pola jaringan komunikasi sesuai dengan kapasitas pemahaman pemangku jabatan terhadap sistem yang menyebabkan timbulnya hambatan komunikasi internal, eksternal dan hierarki karena adanya *domino effect*. Selain itu Standar Operasional Prosedur yang berlaku tidak dikaji berdasarkan kebutuhan komunikasi tepat sasaran ataupun analisa situasi, melainkan dari intuisi dan ekspektasi, serta tidak dilakukannya enkulturasasi sistem kedalam budaya organisasi.

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Kata Kunci : Komunikasi Organisasi, Hambatan Komunikasi Organisasi, Komunikasi Diagonal

ABSTRACT

This research is motivated by the existence of anomalies in the communication process of garment organizations that run not in accordance with Standard Operating Procedures, causing communication disintegration at PT Teratai Widjaja. Therefore, research was conducted which aims to analyze communication patterns, describe obstacle factors, and give birth to Standard Operating Procedures for the Communication Process, through the construction of informant interviews by designing the development of Standard Operating Procedures based on the communication model of Standard Operating Procedures implementation, from the results of situation analysis on communication barriers, identification of communication process flows that are relevant to the situation and objectives of organizational communication. This research was conducted with a qualitative method using a retrospective case study approach as a reference for improving communication phenomena. The theories used in this research are Communication Information Pattern Theory (Goldhaber), Positional Organizational, Communication (Weber), Authority Communication Theory (Chester Barnard), and Communication Barriers Theory (Thomas Harris). The results showed that the formal and informal diagonal communication process formed a communication network pattern according to the capacity of the position holder's understanding of the system which caused internal, external and hierarchical communication barriers due to the domino effect. In addition, the applicable Standard Operating Procedures are not reviewed based on the needs of targeted communication or situation analysis, but from intuition and expectations, and no system enculturation into the organizational culture.

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Keywords: *Organizational Communication, Organizational Communication Barriers, Diagonal Communication*