



## Role of Communication in Organizational Leadership

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### **Abstract**

An organization of communication plays an important role for good relationships inside, outside and between the organization itself. The primary role within the organization is the human relations and public relations, so that will be integrated relationships among them. To simplify the process of achieving goals, relations that are external to be created, developed and constructed well. Leadership is an attempt to influence people through communication to achieve goals by influencing people with instructions or orders that cause others to act or respond. Leadership includes the importance of the communication process, so that the essence of leadership is communication, so communication is very important in leadership.

**Keywords:** *Leadership; Human Relations; Public Relations; Organization*

### **Introduction**

Leadership is included in the applied science group of social science, due to its principles and formulations are useful in improving human welfare. As a first step in studying and understanding everything related to aspects of leadership and its problems, it is necessary to first understand the meaning and understanding of leadership through various perspectives.

*Leadership is an effort to influence many people through communication to achieve goals by influencing people with instructions or commands, or actions that cause other people to act or respond and cause positive change, a dynamic force that is important to motivate and coordinate organizations in order to achieve goals, abilities to create confidence and support among workers so that organizational goals can be achieved (Dubrin 2005).*

For an organization to achieve its goals, it is the duty of the group's leader board in maintaining relationships within the organization as well as relationships with external parties. In coordination, it is inseparable from communication classified as "human relations" internal relations and external relations called "public relations". In order to achieve goals effectively and efficiently, internal and external relations must be properly maintained, developed and fostered. Human relations in the organization is the essence of leadership because the way subordinates are moved is based on the opinion that humans are

creatures with dignity, feelings, ideals, desires, tempers, and hopes. No two individuals are the same in all things even though human goals are universal, for example, every human being wants to be free, wants to be respected, to gain progress in life and so on. Every human being has positive and negative qualities that a person brings into the organization to which he joins. In this case the group leader must know and understand the essential nature of humans in order to mobilize their subordinates. One of the means is to know and to be able to apply the principles of human relations.

Organizations arise along with the need for communication. Morissan (2009) states that communication will form the organization in it.

### ***The Study***

#### ***Definition of Human Relations***

Human relations are a whole relationship both formal and informal that needs to be created and fostered in an organization in such ways to create an intimate and harmonious team worker to achieve predetermined goals. Human relations are also thought to be important by managers to eliminate "wounds" due to miscommunication and misinterpretation that occurs between managers and their employees with the public outside the organization. Human relations in a broad sense is persuasive communication carried out by one person to another in any situation and in any area of life, giving happiness and satisfaction to both parties. For a leader in human relations duty, it is important to implement it in any situation, as it will reflect his personality and the image of the organization they lead. The success of a person in carrying out human relations is measured in how they communicate ethically; friendly, polite, respectful and respectful of others.

Whereas in a narrow sense that human relations are a persuasive communication carried out by one person to another face-to-face in a work environment and in organizations with the aim of raising enthusiasm and work activities in a productive spirit of cooperation with feelings of happiness and satisfaction. With human relations, efforts can be made to remove communication barriers, prevent misunderstanding, and develop constructive aspects of human nature (Norman RFMaier. Principles of Human Relations, John Wiley & Sons, Inc. New York, London, 1963, p. vii.) Aside from that, in carrying out human relations, organizational leaders or group leaders communicate with their employees humanely to encourage them to work together, so that the results are satisfying in addition to their work with satisfaction. There are ten main principles of human relations which are often referred to as "the ten commandments of human relations. The principles are as follows:

1. There must be a synchronic relation between organizational goals and individual goals. Every person has limited abilities, be it physical, biological or mental limitations. Therefore, every person will not be able to satisfy all their needs efficiently and economically if they do not cooperate with other people or join various organizations.
2. A pleasant work atmosphere, including attractive work, harmonious work relationships, a work environment that can generate morale and fair treatment.
3. Reasonable informality in the employment relationship. The open nature of democratic organizations is manifested by informal working relationships. The better the administration and management of an organization, the more informal the working relationship will be, and without forgetting the formal side of the work relationship. If informality is allowed to dominate work relations too much, respect for leaders decreases, on the other hand, if formality is too prominent, rigidity in work relationships will arise, resulting in delays in work.

4. Subordinates are not machines. Humans are to be treated with respect. Material and non-material needs are satisfied, personality is recognized, abilities are developed, and desires are attended to. All these things that feelings, appreciation and understanding are very important in determining.
5. An interesting and challenging job. A routine job will soon be boring, and an interesting job full of challenges will increase the passion for work, creativity and initiative.
6. Sufficient work equipment. Work is often hindered due to the lack of adequate tools for carrying out the task. The least necessary tools to carry out the task properly must be available, even if management is operating in shortages.
7. "The right man in the right place." A leader must be able to find out the talents and skills and expertise of their subordinates. So that everyone can be placed according to their skills and abilities. In an organization, it is known that the existence of "Occupational incompetence" is that there are maximum limits to be achieved by someone in his career. There are those who are very good in certain positions but less capable in other positions.
8. Develop the abilities of subordinates to the maximum level. Everyone is given the opportunity to develop mental capacity through education, training, courses and other techniques.
9. Recognition and appreciation for good performance in duties. Recognition and awards can take the form of extraordinary promotions, periodic extraordinary salary increases, monetary prizes, letters of appreciation and a combination of several things.
10. Depreciation must be commensurate with the services provided. Everyone must be given wages and salaries that are commensurate with the services provided and can guarantee a decent standard of living.

### ***Application of Human Relations***

Leaders of the organization must be able to see the criteria for implementing Human Relations as follows:

- a. Whether subordinates are loyal to their superiors
- b. The presence or absence of loyalty on superiors to their subordinates
- c. The presence or absence of loyalty among fellow superiors
- d. The presence or absence of loyalty among fellow subordinates
- e. The presence or absence of loyalty among members to the organization
- f. The presence or absence of enthusiasm for work
- g. Work relations are rigid or flexible, formal or informal
- h. high or low moral
- i) High or low discipline
- j. Amount of frauds occurred

It can be concluded that human relations are the essence of leadership, and said principles can be applied in order to achieve goals efficiently, effectively and economically.

## ***Role of Public Relations in the Administrative Process***

"Public Relations" is the whole activity carried out by an organization towards other parties in the framework of fostering understanding and obtaining support from other parties for the best possible achievement of organizational goals. If the main objective of public relations activities is to provide a "corporate image" as positively as possible to outsiders, this can be carried out well if the organization manages to create a good "organizational personality". To carry out public relations activities as well as possible is the responsibility of everyone in the organization, from the highest leadership to the lowest positioning officers. Public relations activities are carried out not limited to office hours because public relations are reflected in the way of life of organizational members outside of working hours. It should be emphasized that the main purpose of public relations activities is to gain understanding and community support which is the responsibility of everyone to be carried out. Public relations activities are classified into two groups, namely formal public relations and informal public relations.

### ***Formal Public Relations***

This activity is carried out by the leadership of an organization whose implementation practices are left to the public relations section (public relations). These activities are carried out through various forms of activities such as interviews with the press, press releases, brochures publication, written advertisements, images and other forms, program sponsorship on radio, television, advertising boards and others.

### ***Informal Public Relations***

To get an accurate picture of the organization's activities to external parties, informal public relations activities play a very important role. The main form of informal public relations activities is the behavior, attitudes and behavior of members of the organization outside the organizational environment that uphold the reputation of the organization.

From a public relations perspective, organizations always face two kinds of society, namely the special public and the general public. Special public (special society) are people, agencies and certain parties who have a close relationship and direct interest with the organization. Because this special society is important for the survival of the organization, their support is necessary for the organization. Therefore, this group must receive special attention from the leadership of the organization as an object of public relations activities. Even though the general public does not have a close relationship and direct interest in the organization, it should be remembered that the last institution, the wider community, also determines whether an organization has the right to continue its life. In daily activities, prioritizing formal public relations activities requires greater attention.

### ***Relations with the Internal Public (Internal Public Relations)***

Public intern includes employees and shareholders, so that there will be a special relationship, namely the relationship with employees and relationships with shareholders. Relationships with employees are a vibrant and dynamic force that is nurtured and immortalized in relationships with the everyday person behind the desk (a public relation expert Archibald William). Therefore, a leader must communicate directly with employees and establish personal contact. By communicating and visiting them, their attitudes, opinions, difficulties, desires, hopes and feelings will be known. In an effort to create a pleasant atmosphere, two-way communication is very important and absolutely exists, namely communication between leaders and subordinates and between subordinates and leaders which is a

feedback based on "good human relations" in accordance with the principles of all public relations. Communication carried out by leaders to subordinates does not experience many difficulties, but communication that runs from the bottom up will experience obstacles. Therefore, it is the duty of a leader to organize communication that is persuasive and informative.

### ***Relations with the External Public (External Public Relations)***

The external public is the customers, the surrounding audience, government agencies, the press and other groups outside the organization. One of the objectives of external public relations is to strengthen relationships with people outside the organization to form favorable public opinion. Public relations are to conduct effective communication, which is informative and persuasive, aimed at the public outside the organization. Communication held by external public relations must be reciprocal, not only a good leader should be good at providing information, they must also be good at receiving information. External public judgments are not only about an organization including services, activities, and members but the whole that includes the organization.

### ***Requirements for Public Relations Officers***

Formal public relations tasks are carried out well, and there are special conditions that must be possessed by an official. These special conditions are accompanied by duties, responsibilities and authority to receive delegation of the implementation of public relations activities from the leadership of the organization in daily operations. The conditions are as follows;

- a. Officials must clearly know the objectives of the organization. Without knowing this, there is no way they can direct public relations activities well.
- b. The policies of the organization leadership. The policy may be controversial or at least unpopular with the public. It must be known by the head of the public relations unit so that he can immediately provide a satisfactory explanation if desired.
- c. The officials should know the background of the policy formulation that has been formulated. To find out the background of the policies formulated, the head of the public relations unit must be positioned as close as possible to the highest leadership of the organization. They are given the right to participate in the organization leadership meeting.
- d. The officials should understand the administrative philosophy adopted by the leadership of the organization. The overall goals, policies and actions of the leadership starts from the philosophy being adopted. A head of the public relations unit must adhere to the same philosophy as that of the organization's leadership.
- e. Mastering the systems, procedures, and work methods of each unit in the organization. If you don't master it, misunderstandings may arise. If errors arise in the area of purpose, policy of a principle in nature, this is easier to resolve than if misunderstandings arise over very technical and detailed matters, such as systems, procedures and work methods.
- f. Capable of communicating with external parties, either written or oral. The main tool for carrying out public relations activities is through communication channels.
- g. Patient and steadfast in dealing with external parties, especially those who are antagonistic.

h. An attractive personality (pleasant personality). A person with a “sullen” profile is not suitable as head of the public relations unit.

### **Conclusion**

Coordination of an organization regardless of whether human relations is broader than public relations or vice versa, it is certain that in order to facilitate the process of achieving goals, relations between humans both internal and external must be created, developed and fostered. Failure to create, develop and foster relationships both internally and externally means failure of organizational leadership to achieve predetermined goals. In the coordination of an organization cannot be separated from communication, because communication is the process of achieving thoughts or feelings by one person to another. To achieve goals in the organization, good communication is needed in internal communication, namely communication between managers and those within the organization and external communication, namely communication between managers or other officials with the public outside the organization.

### **Suggestion**

In order to smoothen the relationship coordination an organization must have reliable public relations, be able to recognize and know the relationship of an organization well.

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