



CONCEPTUAL ANALYSIS OF ORGANIZATIONAL COMMUNICATION IN IMPROVING COORDINATION, WORKING RELATIONS, AND ORGANIZATIONAL EFFECTIVENESS

Annisa Ariftha¹, Nursapia Harahap²

^{1,2}Universitas Islam Negeri Sumatera Utara, Indonesia

*Corresponding Author: annisaarifthaa@gmail.com

Article Info

Article history:

Received :

Revised :

Accepted :

Available online

<http://jurnal.uinsu.ac.id/index.php/analytica>

E-ISSN: 2541-5263

P-ISSN: 1411-4380



This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license

ABSTRACT

Organizational communication is a fundamental element in building coordination, working relationships, and the effectiveness of achieving organizational goals. This article aims to conceptually examine the meaning, function, media, forms, and flow of organizational communication in supporting the work dynamics of modern organizations. This study uses a qualitative approach based on literature review by examining various relevant concepts and theories of organizational communication. The results of the study indicate that organizational communication functions not only as a process of conveying messages, but also as a mechanism for integration, control, coordination, decision-making, and the formation of interpersonal relationships. Effective communication enables each member of the organization to clearly understand their roles, duties, and responsibilities. In addition, the use of appropriate communication media, whether interpersonal media, group media, or digital technology-based media, can accelerate the distribution of information and reduce the potential for misunderstandings. Verbal and nonverbal forms of communication also play an important role in strengthening the meaning of the message conveyed. Meanwhile, the flow of vertical, horizontal, internal, and external communication shows that organizations require an open, directed, and continuous communication system. This article emphasizes that organizational success is greatly influenced by the ability to manage messages, communication networks, relationships between members, and responses to a dynamic environment. Thus, organizational communication can be understood as the main foundation in creating an organization that is adaptive, productive, and oriented towards achieving common goals.

Keywords: *organizational communication; organizational effectiveness; communication flow; communication media; internal communication*

1. INTRODUCTION

Organizational communication is a fundamental aspect that determines the continuity of activities, coordination, and goal achievement within an organization. Organizations cannot be understood simply as collections of individuals with specific tasks and responsibilities, but as social systems that thrive through the exchange of messages, meaning, and information. In this context, communication is the primary means of connecting leaders, members, work units, and the organization's external environment. Effective communication enables each member to more clearly understand their roles, functions, and the direction of the organization's work. Conversely, poorly managed communication can lead to misunderstandings, poor coordination, internal conflict, and low work effectiveness. Therefore, the study of organizational communication is crucial to explain how the communication process plays a role in building coordination, work relationships, and organizational effectiveness.

Conceptually, organizational communication is not only concerned with the process of conveying messages from one party to another but also encompasses the formation of shared meaning within a complex organizational environment. DeVito (2018) explains that communication is the process of sending and receiving messages that shape meaning in human interactions. In organizations, this process occurs through various patterns of relationships, both formal and informal, which mutually influence one another. Sukaesih and Yantos (2025) emphasize that organizational communication encompasses internal communication, interpersonal relationships, relationships between leaders and members, as well as top-down and bottom-up communication. Thus, organizational communication can be understood as an interactive system that regulates how messages are produced, delivered, received, and interpreted by organizational members in order to achieve common goals.

The increasingly complex development of modern organizations demands a more open, focused, and adaptive communication system. Today's organizations face not only internal challenges such as division of labor, cross-unit coordination, and human resource management, but also external challenges related to social, technological, and environmental changes. Syafitri (2025) explains that communication within organizations plays a role in coordinating the activities of individuals, groups, and work units to align with organizational goals. This demonstrates the strategic function of communication as a liaison between organizational units. Furthermore, communication serves as a control mechanism, disseminates information, establishes a work culture, and serves as a basis for decision-making. Without clear and continuous communication, organizations risk experiencing work fragmentation as each member acts based on their own perceptions and interests.

Besides serving as a means of coordination, organizational communication also plays a crucial role in building harmonious working relationships. Good working relationships are determined not only by the formal structure of the organization but also by the quality of interactions between members. Communication allows individuals to convey opinions, aspirations, criticism, and information needed to carry out their duties. Lase, Absah, and Lumbanraja (2025) state that communication helps unify organizational activities through a clear division of tasks between leaders and subordinates. In this context, vertical communication serves to maintain relationships between leaders and members, while

horizontal communication supports coordination between members of equal standing. Open communication can increase participation, strengthen trust, and create a sense of belonging to the organization. Therefore, the quality of working relationships depends heavily on the organization's ability to build healthy, participatory communication patterns that are responsive to the needs of its members.

Media and forms of communication are also important factors in determining the effectiveness of organizational communication. Developments in information technology have expanded organizational communication channels, from face-to-face communication, telephone calls, meetings, official letters, to digital platforms. The right communication media can accelerate information distribution, broaden the reach of messages, and facilitate work coordination. Ritonga (2025) explains that organizational communication media function as a means of conveying messages from communicators to recipients in various work situations. Furthermore, organizational communication can also occur in verbal and nonverbal forms. Verbal communication helps convey information explicitly, while nonverbal communication reinforces the meaning of messages through expressions, gestures, eye contact, and other social symbols. Thus, the effectiveness of organizational communication depends not only on the content of the message, but also on the media, form of delivery, and the appropriateness of the communication context.

Based on this description, this study focuses on a conceptual analysis of organizational communication in improving coordination, work relationships, and organizational effectiveness. This focus is important because organizational communication is inseparable from an organization's success in managing messages, networks, information flows, interpersonal relationships, and responding to a dynamic environment. Qorib (2024) emphasized that organizational communication encompasses elements of process, message, network, interdependence, relationships, environment, and uncertainty. All of these elements demonstrate that organizational communication is a complex system and plays a direct role in shaping organizational effectiveness. Therefore, this article aims to examine the concept, function, media, forms, and flow of organizational communication as a basis for understanding how communication can strengthen coordination, create productive working relationships, and support the optimal achievement of organizational goals.

2. RESEARCH METHOD

This study uses a descriptive qualitative approach with a library research approach. This approach was chosen because the article focuses on a conceptual study of organizational communication, particularly regarding the definition, function, purpose, media, forms, basic concepts, and communication flow within organizations. Descriptive qualitative research aims to understand and explain a phenomenon in depth based on conceptual data, rather than statistical measurements. In the context of this article, organizational communication is analyzed as a system of message exchange that plays a role in building coordination, working relationships, and organizational effectiveness. Therefore, a library research method is considered appropriate because the primary

sources for discussion come from academic literature, organizational communication theory, and previous studies relevant to the research focus.

The data sources in this study consist of secondary data obtained from books, journal articles, research findings, and academic references discussing organizational communication. Data were collected through documentation techniques, namely by reviewing various written sources relevant to the study's focus. The data collection process was carried out by identifying literature discussing the concept of organizational communication, the function of communication within organizations, communication media, forms of verbal and nonverbal communication, formal and informal communication, and vertical, horizontal, internal, and external communication flows. The literature used was then classified based on the discussion themes to facilitate the analysis process. Using this technique, the research can develop a systematic understanding of how organizational communication works as a mechanism for coordination, control, information delivery, and the formation of working relationships within organizations.

The data analysis technique used in this study was qualitative content analysis. The analysis was conducted by reading, categorizing, interpreting, and synthesizing various concepts found in the literature. The analysis stage began with data reduction, which involved selecting information relevant to the research focus. Next, the data was presented in the form of thematic descriptions based on key aspects of organizational communication, such as concepts, functions, media, forms, and communication flows. Finally, conclusions were drawn to explain the role of organizational communication in improving coordination, strengthening working relationships, and supporting organizational effectiveness. Through this method, the article is expected to provide a comprehensive theoretical understanding of the importance of organizational communication as a foundation for creating an adaptive, productive, and goal-oriented organization.

3. RESULT AND ANALYSIS

The study's findings indicate that organizational communication is the process of exchanging messages, information, and meaning within an organizational environment with specific structures, roles, and goals. Organizational communication is not only defined as the activity of conveying messages from communicators to recipients, but also as a social process that fosters shared understanding among organizational members. In this context, communication serves as the foundation for coordination, cooperation, and integration of organizational activities. DeVito (2018) explains that communication is the process of sending and receiving messages that shape meaning in human interactions. This perspective is relevant to organizational communication because every organizational activity always requires shared meaning so that messages, policies, instructions, and organizational goals can be uniformly understood by all members. Thus, organizational communication can be understood as the primary foundation connecting individuals, groups, structures, and organizational goals within a single, directed work system.

Conceptually, organizational communication is complex because it occurs within an open system influenced by both internal and external factors. Sukaesih and Yantos (2025) explain that organizational communication encompasses internal communication,

interpersonal relationships, relationships between leaders and members, and both top-down and bottom-up communication. This means that organizational communication does not operate in a single entity, but involves various interconnected channels, forms, and patterns of relationships. As an open system, an organization constantly receives input from the environment, processes it through internal processes, and then produces output that is then reconnected with the external environment. In this process, communication serves as a connecting mechanism that maintains the organization's continuity. Therefore, the main characteristics of organizational communication lie in the continuity of the process, the diversity of messages, the network of relationships, the interdependence between units, and the organization's ability to reduce uncertainty through effective information exchange.

The function of organizational communication is evident in its ability to coordinate the activities of individuals, groups, and work units to align with organizational goals. Syafitri (2025) states that organizational communication functions to coordinate activities within the organization so that each member can work according to their role and responsibilities. This coordinating function is crucial because an organization consists of various parts with different tasks, but still directed toward the same goal. Without good communication, the division of labor can occur separately, leading to a lack of synchrony in task execution. Furthermore, communication also serves as a means of disseminating information, controlling work, making decisions, and shaping organizational culture. Clear communication enables leaders to provide direction, while organizational members accurately understand work policies and procedures. Thus, the function of organizational communication is not only technical but also strategic in maintaining organizational effectiveness and stability.

The purpose of organizational communication is closely related to efforts to unify all organizational activities so that they run in accordance with the established vision and mission. Communication aims to create work integration by conveying clear messages between leaders and organizational members. Lase, Absah, and Lumbanraja (2025) emphasize that communication functions to coordinate tasks that have been divided according to the roles of each member, both leaders and subordinates. In this case, communication becomes a tool to direct individual and group behavior so that it does not deviate from organizational goals. Other goals of organizational communication are to build job security, strengthen participation, reduce conflict, and foster a sense of ownership in the organization. When communication is open and two-way, organizational members will more easily express aspirations, criticisms, and ideas. This condition can improve the quality of work relationships and strengthen the organization's overall effectiveness.

From a media perspective, research results indicate that the effectiveness of organizational communication is significantly influenced by the appropriate selection of communication channels. Organizational communication media serve as a means of conveying messages from the communicator to the recipient in various work situations. Ritonga (2025) explains that organizational communication media serve not only as a means of conveying information but also as a link that enables effective interaction. Communication media can take the form of interpersonal media, such as face-to-face conversations and telephone calls, or group media, such as meetings, seminars,

conferences, and organizational discussion forums. Developments in information technology have also expanded communication media through the internet, digital messaging, chat applications, and online work platforms. Appropriate use of media can accelerate information dissemination, facilitate coordination, and reduce misunderstandings. However, communication media that are inappropriate for the context of the message can actually lead to distortion of meaning. Therefore, organizations need to select media based on the communication objective, message characteristics, number of recipients, and feedback needs.

The form of organizational communication can be determined by the method of message delivery, message packaging, and level of formality. Communication can occur verbally, in writing, or through electronic media. In terms of message packaging, organizational communication is divided into verbal and nonverbal communication. Verbal communication uses words as the primary means of conveying information, both orally and in writing. Nonverbal communication utilizes facial expressions, gestures, eye contact, appearance, use of space, and other social symbols. Nurifa et al. (2025) emphasize that verbal communication is crucial for conveying information clearly, while Nurrahmawati and Toni (2025) explain that nonverbal communication can reinforce the meaning of a message through gestures and expressions. Furthermore, organizational communication can take both formal and informal forms. Formal communication follows the organizational structure, while informal communication develops through everyday social relationships. The two complement each other because organizations require both structural order and social closeness among members.

The direction of communication within an organization indicates how messages flow within the organizational structure. Vertical communication consists of downward and upward communication. Downward communication occurs from leaders to subordinates in the form of work instructions, policies, procedures, evaluations, and organizational directives. Conversely, upward communication occurs from subordinates to leaders in the form of reports, suggestions, criticisms, complaints, and information regarding work implementation. Muhammad (2014) explains that downward communication is used to provide instructions, explain policies, and build member understanding of organizational tasks. Meanwhile, horizontal communication occurs between individuals or groups of equal standing within the organization. Horizontal communication serves to accelerate coordination, resolve problems, strengthen teamwork, and avoid excessive bureaucratic hurdles. Therefore, both vertical and horizontal communication are necessary to create a balanced and effective flow of information and support organizational decision-making.

The role of internal and external communication is crucial in building relationships, coordination, and organizational performance. Internal communication occurs between organizational members and serves to support task implementation, strengthen coordination, and build harmonious interpersonal relationships. Open internal communication can increase member participation, reduce work stress, and strengthen a sense of belonging to the organization. Poernamasari (2025) explains that organizational communication plays a role in building harmonious interpersonal relationships, while Safnur et al. (2025) emphasize the importance of social relationships in improving organizational performance. On the other hand, external communication connects the organization with external parties, such as the public, partners, customers, the media, and other stakeholders. External communication serves to build image, obtain feedback, and

maintain public trust in the organization. Therefore, effective organizational communication must be able to balance internal and external needs so that the organization can operate adaptively, productively, and responsively to environmental changes.

4. CONCLUSION

Organizational communication plays a fundamental role in building integrated activities, working relationships, and effectively achieving organizational goals. All aspects of communication, from basic concepts, functions, objectives, media, to communication flows, are interconnected and form a unified system that supports organizational dynamics. Communication serves not only as a means of conveying information but also as a mechanism for coordination, decision-making, and the formation of harmonious interpersonal relationships. The existence of vertical, horizontal, internal, and external communication illustrates the need for a balanced and directed flow of information for organizations. Furthermore, various forms of communication, such as verbal and nonverbal communication, as well as the use of communication media, contribute to the effectiveness of interactions within the organization. A good understanding of organizational communication will help reduce misunderstandings and increase work efficiency. This demonstrates that communication is a key element in maintaining organizational stability and sustainability.

The success of organizational communication is greatly influenced by the organization's ability to manage messages, communication networks, and relationships between members in a dynamic environment. Concepts such as process, message, network, interdependence, relationships, environment, and uncertainty demonstrate the complex and evolving nature of organizational communication. Effective communication can foster openness, participation, and a sense of belonging among organizational members. Clear communication flows, both top-down, bottom-up, and horizontal, play a crucial role in improving coordination and the quality of decision-making. The interactions fostered through communication also reflect a balance between structural and social aspects within the organization. Proper communication management will positively impact individual and overall organizational performance. Thus, organizational communication is a key foundation for creating an adaptive and productive organization.

References

- Adha, N., & Anwar, H. (2025). Hakikat teori dan konsep organisasi dalam perspektif nilai-nilai Islam. In *An-Nizom: Jurnal Penelitian Manajemen Pendidikan Islam*.
- Amir, A. S., Sos, S., & Fatimah, J. M. (2025). *Komunikasi Organisasi dan Manajemen*. Divya Media Pustaka.
- Apriani, G., Aprillina, I., Kiram, S., Mentari, F. S. D., Jaali, L., & ... (2026). *Komunikasi Kelompok dan Organisasi: Buku Ajar*. books.google.com.
<https://books.google.com/books?hl=en&lr=&id=AoDREQAAQBAJ&oi=fnd&pg=PA235&dq=konsep+dan+teori+komunikasi+organisasi&ots=LOpNNAleP9&sig=Z6vd2KS5ajJpIEif9VPLnHR0hDo>

- Astiani, D., Ridha, M., & Tyas, L. H. (2025). Fundamental Komunikasi dalam Organisasi. *Jurnal Komunikasi Dan Kewirausahaan*.
<https://jurnas.saintekmu.ac.id/index.php/jkk/article/view/171>
- Asyrah, N. A., & Arnita, A. (2024). Konsep Teori Behavioristik Dan Penerapannya dalam Komunikasi Organisasi Mahasiswa. In *Al-Ittishol: Jurnal Komunikasi dan Penyiaran Islam*.
- Ayunita, D., & Asbari, M. (2025). Memahami Konsep Dasar Komunikasi Bisnis: A Literature Review. *Jurnal Ilmu Sosial, Manajemen*
<https://ejournal.ayasophia.org/index.php/jismab/article/view/159>
- Bang, F. K., Sary, K. A., & Juwita, R. (2025). Strategi komunikasi organisasi Ormas LPADKT dalam melestarikan budaya Dayak di Kota Samarinda. *Professional: Jurnal Komunikasi Dan Administrasi Publik*.
<https://jurnal.unived.ac.id/index.php/prof/article/view/8620>
- Devito, J. A. (2018). *Human Communication The Basic Course*.
- Elfisa, Y., Yunus, M., & Melina, A. (2025). *Perilaku Organisasi: Teori Praktis*. books.google.com.
https://books.google.com/books?hl=en&lr=&id=bcqcEQAAQBAJ&oi=fnd&pg=PA1&dq=konsep+dan+teori+komunikasi+organisasi&ots=pzs7ITldJ1&sig=l6UHxAF3rB X-vI8yPagW_6nY_Yc
- Faeyza, A., Lestari, I., & Syahputra, M. R. (2025). *Komunikasi Organisasi*. books.google.com.
https://books.google.com/books?hl=en&lr=&id=G9ieEQAAQBAJ&oi=fnd&pg=PA1&dq=konsep+dan+teori+komunikasi+organisasi&ots=QV9_PYZn2-&sig=Wtt8ZBe7yzNSddAUTAS41Zv3_mE
- Fagun, R. I., & Adiguna, R. S. (2025). Analisis Pola Komunikasi Organisasi antara Pimpinan dan Karyawan PT. Jambi Event Organizer. *Journal of Communication*.
<https://jurnal.unhjambi.ac.id/index.php/coms/article/view/56>
- Fernando, L., & Mukrodi, M. (2025). Peran Komunikasi Dalam Organisasi: Konsep, Proses, Teknik, Dan Faktor Yang Mempengaruhi Efektivitasnya. *Anthronomics: Jurnal Manajemen Sumber Daya Manusia*.
<https://journals.sanusantara.com/index.php/anthronomics/article/view/265>
- Furqan, F., Abdullah, A., & Furqan, M. (2024). Membumikan Komunikasi Islam dalam Kehidupan Sosial Melalui Warung Kopi di Kota Banda Aceh. *Jurnal Keislaman*.
<https://journal.staitaruna.ac.id/index.php/JK/article/view/266>
- Hariri, K. (2025). Strategi komunikasi organisasi kader Posyandu dalam meningkatkan kesadaran imunisasi bagi orang tua di Gampong Mesjid Punteuet Kecamatan Blang Mangat rama.unimal.ac.id. <https://rama.unimal.ac.id/id/eprint/9062/>
- Isnaini, S., & Puspa, R. (2025). *Komunikasi Organisasi di Tengah Persaingan Bisnis*. books.google.com.
https://books.google.com/books?hl=en&lr=&id=mPCIEQAAQBAJ&oi=fnd&pg=P1&dq=konsep+dan+teori+komunikasi+organisasi&ots=_oqol5yKk6&sig=UZmx1Yeu Md7LRAVSPNX_uzaPBmg
- Kusumah, R. M., Mursyidah, D. S., Sayidah, N., & Trinovani, E. (2025). *Perilaku Organisasi (Konsep dan Teori)*. books.google.com.
<https://books.google.com/books?hl=en&lr=&id=Db2JEQAAQBAJ&oi=fnd&pg=PP>

- 1&dq=konsep+dan+teori+komunikasi+organisasi&ots=oaNBckquCx&sig=cQtgjH9eDl ZOLIkhubZ_ogqP4Bc
- Kusumoningtyas, A. A. (2025). Konsep kekuasaan dalam organisasi. *Perilaku Organisasi*.
https://books.google.com/books?hl=en&lr=&id=pqVNEQAAQBAJ&oi=fnd&pg=PA100&dq=konsep+dan+teori+komunikasi+organisasi&ots=uBGkvxOPv&sig=cw4AqnduiDw9_iu_tXZcHy-h9ME
- Lase, D., Absah, Y., & Lumbanraja, P. (2025). Teori budaya organisasi: Konsep, Model, dan implikasi untuk manajemen organisasi. *Tuhenori: Jurnal Ilmiah Multidisiplin*.
<https://falulufohalowo.com/index.php/tuhenori/article/view/128>
- Marpaung, H. W., & Ritonga, H. J. (2026). Rekonstruksi Teori Komunikasi Organisasi dalam Era Digital dan Disrupsi Informasi: Studi Literatur. *PESHUM: Jurnal Pendidikan, Sosial* <https://al-haramjournal.id/index.php/PESHUM/article/view/15745>
- Maulana, J. (2025). Komunikasi Organisasi di era digital Etika, Inovasi, dan Transformasi Berkelanjutan. [books.google.com. https://books.google.com/books?hl=en&lr=&id=paZEQAAQBAJ&oi=fnd&pg=PA7&dq=konsep+dan+teori+komunikasi+organisasi&ots=d2-mbOMb5a&sig=cCLPrU8XV_85zJdhhxSgn9LkZMo](https://books.google.com/books?hl=en&lr=&id=paZEQAAQBAJ&oi=fnd&pg=PA7&dq=konsep+dan+teori+komunikasi+organisasi&ots=d2-mbOMb5a&sig=cCLPrU8XV_85zJdhhxSgn9LkZMo)
- Mila, A. (2025). Komunikasi organisasi dalam mempertahankan citra dan kepercayaan publik terhadap Yayasan Payungi Smart Madani Kota Metro. [repository.radenintan.ac.id. https://repository.radenintan.ac.id/id/eprint/40015](https://repository.radenintan.ac.id/id/eprint/40015)
- Mukhlisiana, L., Judijanto, L., Sepriano, S., & Tauwi, T. (2026). Komunikasi Organisasi. [books.google.com. https://books.google.com/books?hl=en&lr=&id=HV2_EQAAQBAJ&oi=fnd&pg=PP3&dq=konsep+dan+teori+komunikasi+organisasi&ots=JX8B1CE1vA&sig=v9I3N9M9nt94RYc2Paj053-hsAs](https://books.google.com/books?hl=en&lr=&id=HV2_EQAAQBAJ&oi=fnd&pg=PP3&dq=konsep+dan+teori+komunikasi+organisasi&ots=JX8B1CE1vA&sig=v9I3N9M9nt94RYc2Paj053-hsAs)
- Nurifa, S., Gusti, S. P., & Supena, S. T. (2025). Studi teori organisasi konsep dan arah perkembangannya. *Musyteri: Jurnal Manajemen, Akuntansi, Dan Ekonomi*.
<https://cibangsa.com/index.php/musyteri/article/view/895>
- Nurrahmawati, M., & Toni, A. (2025). Peran Komunikasi Organisasi dalam Mengubah Toxic Workplace Environment. *JIIP-Jurnal Ilmiah Ilmu Pendidikan*.
<http://jiip.stkipyapisdampu.ac.id/jiip/index.php/JIIP/article/view/7121>
- Poernamasari, N. (2025). Manajemen Komunikasi: Organisasi Dan Korporasi. [books.google.com. https://books.google.com/books?hl=en&lr=&id=BMiREQAAQBAJ&oi=fnd&pg=PA14&dq=konsep+dan+teori+komunikasi+organisasi&ots=zos87xR00G&sig=pOJoKb7ue40SVXwDfaTfmw7gDzs](https://books.google.com/books?hl=en&lr=&id=BMiREQAAQBAJ&oi=fnd&pg=PA14&dq=konsep+dan+teori+komunikasi+organisasi&ots=zos87xR00G&sig=pOJoKb7ue40SVXwDfaTfmw7gDzs)
- Putri, M. C., & Ritonga, M. (2025). Komunikasi organisasi bagian legislasi dalam pengesahan raperda di Sekretariat DPRD Kota Palembang: analisis berdasarkan teori sistem umum di Sekretariat DPRD Kota Palembang. *Jurnal Teknologi Informasi Dan Komunikasi*.
<https://ejurnal.provisi.ac.id/index.php/JTIKP/article/view/1104>
- Qorib, F. (2024). Tinjauan Singkat Teori Komunikasi; Sejarah, Konsep, Perkembangan, dan Tantangannya. In *Jurnal Riset Manajemen Komunikasi*.
[researchgate.net. https://www.researchgate.net/profile/Fathul-](https://www.researchgate.net/profile/Fathul-researchgate.net)

- qorib/publication/399401169_Tinjauan_Singkat_Teori_Komunikasi_Sejarah_Konsep
_Perkembangan_dan_Tantangannya/links/6958e8e60c98040d4826a333/Tinjauan-
Singkat-Teori-Komunikasi-Sejarah-Konsep-Perkembangan-danTantangannya.pdf
- Raharjo, N. P., & Vidya, A. (2024). *Komunikasi Organisasi*. books.google.com.
https://books.google.com/books?hl=en&lr=&id=sNqrEQAAQBAJ&oi=fnd&pg=PP1&dq=konsep+dan+teori+komunikasi+organisasi&ots=D71R_SARnF&sig=rbApvCX B-vXL429qBmHRztp79g8
- Rasyid, A. (2025). Membumikan Komunikasi Islam dalam Kebijakan Pemerintahan untuk Mewujudkan Keharmonisan Sosial. *Acintya: Jurnal Teologi, Filsafat Dan Studi Agama*. <https://e-journal.samsarainstitute.com/jtfsa/article/view/66>
- Ritonga, E. Y. (2025). *Komunikasi Organisasi*. books.google.com.
<https://books.google.com/books?hl=en&lr=&id=gw5nEQAAQBAJ&oi=fnd&pg=PA1&dq=konsep+dan+teori+komunikasi+organisasi&ots=UuRbA9aHOn&sig=icy7ypGd Z9GhdA0LvjSCVyriw3k>
- Safnur, F. A., Fauzan, A., Istanjung, I., Arraafi, I. Al, & Putra, M. A. (2025). *Konsep Dasar Pengembangan Organisasi*. books.google.com.
<https://books.google.com/books?hl=en&lr=&id=CUG3EQAAQBAJ&oi=fnd&pg=PR3&dq=konsep+dan+teori+komunikasi+organisasi&ots=2ZhNjPPkhY&sig=PqbW-nl7f96q97PcyxYF79gbNb0>
- Sakhroni, I., Alamsyah, T., & Wahjono, S. I. (2025). Pengaruh Kepemimpinan Dan Komunikasi Terhadap Kinerja Karyawan Properti. *Jurnal Ekonomi, Manajemen, Bisnis, Dan Sosial (EMBISS)*.
<https://ipv6.embiss.com/index.php/embiss/article/view/358>
- Salsabila, Q., & Akhmad, B. A. (2025). Pola Komunikasi Organisasi Yayasan Duta Inspirasi Indonesia pada Program Inspiring Leader Camp melalui WhatsApp. *Jurnal Persuasi*. <https://ppjp.ulm.ac.id/journals/index.php/psik/article/view/15465>
- Sangapan, L. H. S., Paryanti, A. B., & Manurung, A. H. (2025). Tren penelitian komunikasi organisasi di era hybrid work: Kajian systematic literature review. *Jurnal Komunikasi Dan Ilmu Sosial*. <https://dinastires.org/JKIS/article/view/2553>
- Sari, E. D., Aulia, V. R., & Fachrurozy, D. (2025). Perspektif Evolusi Teori Organisasi bagi Organisasi di Masa Depan. *Jejak Digital: Jurnal Ilmiah*
<http://indojournal.com/index.php/jejakdigital/article/view/274>
- Sukaesih, A., & Yantos, Y. (2025). Relasi Konseptual antara Komunikasi Organisasi dan Budaya Organisasi: Suatu Kajian Teoretis. *Al-Manar Journal of Economic and Social Studies*. <https://journal.al-manarpublisher.com/index.php/AJESS/article/view/182>
- Suryani, I., Elizah, I., & Dalilah, N. (2025). Etika Dalam Komunikasi Organisasi. *Jurnal IlmuManajemen Dan Pendidikan*.
<https://jurnal.kopusindo.com/index.php/jimp/article/view/603>
- Syafitri, D. A. R. (2025). Komunikasi dalam organisasi: konsep, model, dan hambatan. *AL MIDAD: Jurnal Ilmu Pendidikan Dan Studi Keislaman*.
<https://ejournal.staidhtulungagung.ac.id/index.php/almidad/article/view/108>
- Syamsudin, I. Y., & Swarnawati, A. (2025). Pola Jaringan Komunikasi Organisasi Pada Democracy and Electoral Empowerment Partnership (Deep Indonesia). *Jurnal*
-

- Ilmiah Komunikasi (JIKOM) STIKOM IMA.
<https://jikom.uima.ac.id/jurnal-stikom/index.php/jikom1/article/view/396>
- Tahalele, O., Baihaky, R., Masfuah, W., & Febriana, K. A. (2026). *Komunikasi Organisasi: Konsep, Teori, dan Praktik dalam Organisasi Modern*. books.google.com.
<https://books.google.com/books?hl=en&lr=&id=2vfAEQAAQBAJ&oi=fnd&pg=PA110&dq=konsep+dan+teori+komunikasi+organisasi&ots=unry8R9qvn&sig=nTSmeNUwj9vD7jQ0BNSTYHAErOs>
- Tahira, J. H., & Suryani, I. (2025). *Konsep-Konsep Dasar Organisasi*. In *Jurnal Intelek Insan Cendikia*.
- Watie, E. D. S., Sukmana, O., Susilo, J., & Simamora, J. (2025). *Teori Komunikasi: Konsep, Teori dan Transformasi*. books.google.com.
https://books.google.com/books?hl=en&lr=&id=ikSBEQAAQBAJ&oi=fnd&pg=PA54&dq=konsep+dan+teori+komunikasi+organisasi&ots=ZrZDTNhb_U&sig=JoAX3A9HwdFMk-VgAwfvGxiUwYY
- Weber, B. M. (2025). *Komunikasi Organisasi*. researchgate.net.
https://www.researchgate.net/profile/Damar-Nurdiantoro/publication/397017229_Analisis_Nilai_Organisasi_pada_Disney_Grid_2022_menurut_Teori_Birokrasi_Max_Weber/links/6902275c9708d52f2da38e7f/Analisis-Nilai-Organisasi-pada-Disney-Grid-2022-menurut-Teori-Birokrasi-Max-Weber.pdf
- Yahya, S., & Darman, D. (2025). *Komunikasi organisasi: Analisis bibliometrik*. *Jurnal Bisnis Mahasiswa*.
<http://jurnalbisnismahasiswa.com/index.php/jurnal/article/view/940>