

Learning Module



Course

**EGPB 401:
2 (2-0)**

BUSINESS COMMUNICATION



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CHAPTER 1

THE ROLE OF COMMUNICATION IN BUSINESS WORLD

Background of Market Communication with the emergence of "Economic Of Relative Plenty," In the current era entrepreneurs must endeavor to bridge the gap between producers and the consuming public, who act as purchasers or users of the goods and services produced. It is the duty and responsibility of a businessperson to influence the demand for their company's products consistently and continuously seek prospective buyers for their offerings. As an entrepreneur, one must disseminate the refinements achieved in production, ensuring that the produced goods reach the consumer. Each entrepreneur must cultivate a relationship with the market.

The establishment of marketing communication is an absolute prerequisite for every producer engaged in large-scale production, particularly when targeting unfamiliar consumers. The establishment of market communication is also indispensable for entrepreneurs seeking to ensure the sustainability and progressive growth of their businesses. Within the business sphere, various means of marketing communication can be utilized by entrepreneurs to communicate with consumers. These marketing communication tools include sending letters, telegrams, telephone conversations, personal visits, and others.

The aforementioned types of marketing communication tools are suitable when used in limited marketing areas for goods and services. However, for communicating within expansive marketing areas where potential consumers number in the thousands or even millions and tens of millions, specialized communication means such as advertising are necessary. Advertising, as part of the endeavors pursued by every entrepreneur, serves as a marketing instrument with a scope that operates precisely within the realm of mass communication.

1. Basic Concept and The Role of Communication.

Communication stands as a fundamental human endeavor. Through the act of communication, humans can establish connections among themselves, whether in their daily lives at home, within workplaces, markets, societies, or wherever they may find themselves. Not a single individual can remain untouched by the realm of communication. The significance of communication to humanity is undeniable, and the same holds true for any organization. The presence of proficient communication can facilitate the seamless and triumphant functioning of an organization, while conversely, the absence or inadequacy of organizational communication can lead to stagnation and disorder. Take, for instance, the scenario of a school where the headmaster fails to provide the teachers with information regarding the commencement of classes after a semester break and the specific subjects that each teacher should instruct. In such a scenario, there is a substantial likelihood that teachers may not show up for classes, resulting in students being left without instruction. This situation renders the school ineffective in fulfilling its intended purpose. This example elucidates that even a mere lapse in information provision can yield profound repercussions for an institution. Given the imperative nature of communication within organizations, it demands the attention of managers to ensure its facilitation in the execution of their duties. Effective communication holds significance for all forms of organizations. Consequently, organizational leaders and communicators must comprehend and refine their communication competencies (Kohler, 1981). In order to navigate the intricacies of communication with ease, a preliminary grasp of fundamental communication concepts is necessary. Hence, this first chapter elucidates the foundational concepts of communication, encompassing communication definitions, models, basic components, and principles.

3. Purpose of Communication.

There exist four purposes or motives for communication that warrant discussion here. These motives, or intentions, need not always be consciously articulated, nor is it necessary for all involved parties to agree upon their communication goals. The purposes may be conscious or subconscious, discernible or obscured. The four purposes are:

- a. Discover one of the main purposes of communication concerning self-discovery (personal discovery)

When engaging in communication with others, you gain insights not only into them but also into yourself. In fact, a significant portion of self-perception is constructed from

what you learn about yourself through interactions with others, particularly within interpersonal encounters. By discussing our own selves with others, we procure invaluable feedback concerning our emotions, thoughts, and behaviors. From such encounters, we realize, for instance, that our feelings are not markedly dissimilar from those of others. This positive affirmation aids in cultivating a sense of "normalcy." Another manner in which self-discovery takes place is through the process of social comparison, evaluating our abilities, achievements, attitudes, opinions, values, and failures against those of others. In essence, we evaluate ourselves predominantly by measuring against others. Through communication, we are granted the opportunity to attain a deeper understanding of both ourselves and the individuals with whom we converse. However, communication's realm extends further, enabling us to explore the outer world—a world replete with objects, events, and fellow human beings. In contemporary times, we heavily rely on diverse communication media to obtain information about entertainment, sports, warfare, economic development, health and nutrition matters, as well as novel products available for purchase. Much of what we derive from these media intersects with what we glean from our interpersonal interactions. We acquire copious information from media, discuss it with others, and ultimately assimilate and internalize these materials as a result of the interplay between these two sources.

b. To Connect.

One of the most potent motivations is our desire to forge connections with others (to nurture and sustain relationships). We seek to be loved and liked, and in turn, to love and like others. We dedicate a substantial amount of our time and communicative efforts to fostering and maintaining social bonds. You communicate with close friends at school, at the workplace, and perhaps through telephone conversations. You engage in conversations with parents, children, and siblings. You interact with colleagues.

c. To reassure.

Mass media predominantly aims to persuade us to alter our attitudes and behaviors. Media keep survive by relying on advertisement funding, geared toward enticing us to purchase a myriad of products. Currently, you might find yourself more often acting as a consumer rather than a conveyor of messages through media, but it might not be long

before you find yourself crafting these messages—working for a newspaper, editing a magazine or engaging in advertising agencies, television broadcasts, or other communication-related fields. However, a significant portion of our time is also spent on interpersonal persuasion, both as the source and recipient. In our day-to-day interpersonal encounters, we strive to influence others' attitudes and behaviors. We endeavor to prompt them to engage in particular actions, explore fresh dietary approaches, acquire specific products, watch films, read books, enroll in particular courses, hold certain beliefs as true or false, endorse or condemn specific ideas, and so forth.

d. To engage in play

A substantial fraction of our communicative behaviors are directed towards leisure and entertainment. We listen to comedians, engage in conversations, and immerse ourselves in music and films largely for amusement. Likewise, much of our communicative endeavors are designed to entertain others (narrating jokes, presenting novel ideas, and weaving captivating stories). On occasion, this entertainment serves as the ultimate goal, while at other times, it acts as a means to captivate the attention of others, allowing us to achieve other objectives.

4. Components of communication:

- a. Communicator, the one who delivers informational messages or news.
- b. The message, the news.
- c. Communicant, the recipient of the intended message.
- d. Response, the reaction.
- e. Medium is an instrument employed to disseminate information.

5. Face-to-face Communication

According to Wiryanto (2004), interpersonal communication is the interaction that takes place in face-to-face situations between two or more individuals, whether in an organized setting or within a crowd. On the other hand, Febrina (2008) defines

interpersonal communication as the exchange between individuals, involving two-way, verbal, and nonverbal interactions. It entails the sharing of information and emotions among individuals, either one-on-one or within small groups. Interpersonal communication pertains to interaction with others and encompasses subcategories like dyadic communication, public communication, and small group communication. The Johari Window model focuses on the equilibrium of interpersonal communication

Included within interpersonal communication are:

- Oratory
- Nonverbal communication
- Inference
- Paraphrasing

Possessing effective interpersonal communication that supports processes such as:

- Trade
- Counseling
- Training
- Guidance
- Conflict resolution

Interpersonal communication is a subject of inquiry across several disciplines, particularly within the realm of psychology, notably in transactional analysis. This form of communication can be impeded by communication barriers or hindered by arrogance, shyness, and other factors.

Varieties of Communication

A. Communication According to Delivery Methods

Essentially, every individual can communicate with one another, for humans are not solely individual beings but also inherently social creatures with an inherent need to communicate with their peers. Nevertheless, not everyone possesses the adeptness to communicate effectively; hence, it is essential to recognize various methods of information dissemination.

According to the method of information delivery, distinctions can be made as follows:

a. Oral Communication

- Occurs directly and is unrestricted by distance, enabling two parties to engage face to face, such as in a dialogue between two individuals.
- Takes place indirectly due to geographical constraints, such as communication through telephony and the like.

b. Written Communication

- Scripts, usually employed to convey complex news.
- Images and photographs, as they cannot be elucidated through words or sentences.

B. Communication According to Continuity

Communication, based on its continuity, can be differentiated as:

1. Direct Communication

The process of communication occurs directly, devoid of third-party intermediaries or pre-existing communication mediums, and is unhampered by distance.

2. Indirect Communication

Indirect Communication transpires with the aid of a third party or through the utilization of tools or communication media.

C. Communication According to Behavior

Communication, classified by behavior, can be categorized as:

1. Formal Communication

Communication occurs within an organization or company wherein protocols are established within its organizational structure, such as company meetings, conferences, seminars, and the like.

2. Informal Communication

Communication transpiring within an organization or company that exists outside the framework of its organizational structure and lacks official recognition. It might have negligible influence on organizational or company interests, exemplified by rumors, gossip, and similar phenomena.

3. Non-formal Communication

Communication exists between formal and informal communication, entailing interactions

associated with the execution of organizational or company tasks intertwined with personal activities of the organization's or company's members. For instance, meetings concerning the company's anniversary celebration.

D. Communication According to Intention

Differentiations based on the intention of communication:

1. Speeches
2. Lectures
3. Presentations
4. Interviews
5. Issuing Orders or Assigning Tasks

Thus, it becomes evident that the communicator's initiative plays a pivotal role, and similarly, the communicator's competence is determinant in the success of the communication process.

E. Communication in Terms of Scope

In terms of its scope, communication can be differentiated as follows:

1. Internal Communication

Communication that transpires within the ambit or sphere of an organization or company, transpiring amongst its members exclusively.

Internal communication can be categorized into three forms:

- a. Manifesting as communication flowing from superiors to subordinates, encompassing instructions, admonitions, commendations, and the like.
- b. Horizontal communication, transpires within the organizational or office context among individuals holding equivalent positions.
- c. Diagonal communication, unfolds within the organization or office among individuals with disparate hierarchical positions, not aligned in a strictly vertical fashion.

2. External Communication

Communication takes place between an organization or company and external entities in society that exist beyond the boundaries of the said organization or company.

Communication with external entities can take the form of:

- a. Expositions, exhibitions, promotions, and the like.

- b. Press conferences.
- c. Television and radio broadcasts and the like.
- d. Social services, community engagement, and the like.

External communication is intended to foster understanding, trust, assistance, and collaboration with the broader society.

F. Communication According to the Flow of Information

Communication, according to the flow of information, can be categorized as follows:

1. One-Way Communication (Simplex)

Communication that occurs unilaterally.

2. Two-Way Communication

Communication that is reciprocal.

3. Upward Communication

Communication occurs from subordinates to superiors.

4. Downward Communication

Communication occurs from superiors to subordinates.

5. Lateral Communication

Communication that transpires between individuals of equal status.

G. Communication According to Network Structure

Within an organization or company, communication takes place according to established network structures. Communication within these networks can be divided into:

1. Chain Network Communication

Communication occurs through the hierarchical channels of the organization's command structure, adhering to formal communication patterns.

2. Circle Network Communication

Communication transpires through circular channels of communication.

3. Star Network Communication

This type of communication occurs through a central hub, with shorter communication paths.

H. Communication According to Individual Roles.

Various types of communication roles exist, among others:

Communication between individuals. In this form of communication, individual roles significantly influence the success of the process.

1. This communication can occur either informally or non-formally. The communicator must have the ability to influence others effectively.
2. Communication between individuals and a broader environment
This type of communication occurs when individuals possess the capacity to establish connections with a larger environment.
3. Communication between individuals and two or more groups.
In this type of communication, an individual acts as an intermediary between two or more groups, requiring excellent skills to become a harmonious coordinator.

I. Communication According to the Number of Communicators

Communication can be categorized according to the number of participants as:

1. Individual Communication
Communication occurs between two individuals on private matters.
2. Group Communication:
Communication takes place within a group or collective on issues affecting the interests of many within the group. This form of communication is more open compared to individual communication.

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Practice Task

1. Enumerate and expound upon two fundamental forms of communication, and provide examples for each.
2. Briefly elucidate how the process of communication takes shape, and craft its diagram.
3. Enumerate several issues correlated with the emergence of misunderstandings in communication.

CHAPTER II

INTERNAL AND EXTERNAL COMMUNICATION IN BUSINESS

Business has been a familiar concept from times of old until the present. Various technologies have greatly facilitated success in business, evolving alongside the passage of time. In the realm of business, we cannot overlook a crucial aspect that significantly contributes to its success. This aspect is communication.

Upon understanding business communication, it's essential to recognize that communication in business is akin to general communication. The distinction lies mainly in its slight orientation towards business matters.

Diverse forms of communication, be it with internal or external parties, are inevitable. Hence, in this paper, we will elaborate on the facets of internal and external communication within the domain of business.

A. The Function of Agribusiness Management

In the realm of communication studies, various experts have articulated opinions regarding the functions of business communication. According to Chester Bornder, an executive's role, besides fostering cooperation and formulating organizational objectives, also encompasses sustaining and upholding communication functions within the organization. In general, the functions of business communication are as follows:

1. Informative

Leaders and members of business organizations require a multitude of information to fulfill their tasks. This information pertains to the organization's endeavors in achieving its goals. The primary activity within communication is conveying information or messages.

2. Regulatory

Communication serves as an organizer and controller of the organization. It takes the form of regulations, procedures, directives, and reports.

3. Persuasive

Communication persuades others to adopt or execute ideas, concepts, or tasks.

4. Integrative

Through communication, a divided organization with numerous sections and departments remains a unified and cohesive entity.

5. Surveillance

Both mass and interpersonal communication inherently involve surveillance. In interpersonal communication, for instance, parents exercise surveillance by cautioning their children to be careful when consuming fish with many bones.

Internal Communication

Internal communication encompasses communication occurring within the boundaries of an organization or company, among its members. The organizational framework indicates a division of labor among individuals within the organization. It can be classified as leaders and those led. To execute and oversee the achievement of objectives, managers or administrators establish regulations in such a manner that they don't need to communicate directly with all employees. They create groups based on job types and appoint an employee responsible for each group. The number and size of these groups depend on the organization's scale.

Internal communication can be categorized into three types:

- 1) Vertical communication, which occurs in the form of communication from superiors to subordinates, such as orders, reprimands, compliments, and the like.
- 2) Horizontal communication, which transpires within the organization's confines, among individuals of equal position.
- 3) Diagonal communication, this takes place within the organization, between individuals with varying positions not aligned vertically

Internal communication spans various methods, which can be classified into two types:

a. Personal communication

Personal communication involves interaction between two individuals and can unfold in two ways:

1) Face-to-Face Communication

Personal face-to-face communication transpires in a dialogic manner, where individuals converse while maintaining eye contact, facilitating personal connection.

The effectiveness of persuasive communication in such situations arises from the opportunity for personal contact, enabling communicators to fully understand the physical and mental conditions of their audience, the environmental atmosphere during communication, and the direct responses of the audience.

2) Mediated Communication

Mediated communication employs tools like telephones, devoid of personal contact.

b. Group communication

Group communication entails interactions between a group of people in a face-to-face situation. These groups can be small or large, but their classification is not determined by an exact calculation; instead, it's based on characteristics and the communicants' nature in relation to the communication process.

1) Small group communication

2) Small group communication transpires between a manager or administrator and a group of employees, providing an opportunity for verbal feedback

3) According to Shaw (1976), there are six methods for identifying a group. Based on this premise, it can be stated that small group communication comprises an assemblage of individuals who can mutually influence one another, derive satisfaction from each other, interact for specific objectives, assume roles, are interdependent, and engage in face-to-face communication. Should any of these three components be absent, the individuals involved would not communicate within the small group.

4) When undertaking face-to-face communication within a small group, the following aspects warrant consideration:

- a) Conduct meticulous preparation before communicating.
- b) Arouse attention as communication commences
- c) Cultivate personal engagement during communication
- d) Speak with firmness, clarity, and conviction
- e) Present facts and opinions in a systematic and logical manner
- f) Demonstrate respect for communicants' criticisms
- g) Refrain from assuming superiority
- h) Refrain from being obstinate
- i) Avoid emotional expressions

5) Large group communication

- 6) A large group is a collection of communicants in significant numbers, where opportunities for verbal responses during communication are often limited. In internal corporate communication, instances of large group communication are rare, except during flag ceremonies, where a leader or supervisor often utilizes this format to disseminate general information pertinent to the entire workforce.
- 7) Internal communication encompasses interactions with superiors, subordinates, and colleagues. Internal business communication serves several functions:
 - a. Issuing and clarifying rules and procedures
 - b. Informing about company progress
 - c. Encouraging employees towards improvement
 - d. Evaluation, recognition, and discipline the employees

Functions of Internal Communication in Business

The essence of internal business communication lies in communication between superiors, subordinates, and colleagues. The functions of internal business communication are as follows:

1. Issuing and Explaining Rules and Procedures
2. Informing the Company's Progress
3. Encouraging Employee Improvement

1. The scope of internal communication encompasses communication with owners, management, and employees. The role of a business practitioner is to foster good relationships with these parties through communication activities. These three parties are the targets of communication, often referred to as stakeholders. Stakeholders consist of groups within and outside the business organization, contributing to its success. The approach employed in internal communication may involve oral, written, audio-visual, or a combination of these.
2. Evaluation, recognition, and discipline the employees
Nevertheless, the most effective communication route is two-way communication, urging business communicators to establish both formal and informal channels. This is prompted by the limitations within internal communication in business, where messages often emanate dominantly from management. Even hierarchical communication patterns can lead to message reduction.

Internal communication comprises four facets:

1. *Downward Communication*

Communication from higher levels to lower levels, where managers or supervisors convey messages to their subordinates.

2. *Upward Communication*

Communication from lower levels to higher levels, where subordinates send messages to their superiors.

3. *Horizontal Communication*

Communication between peers or employees of equivalent positions.

4. Cross Communication

Communication between section heads or divisions with employees of other sections or divisions.

6. External Communication

External communication refers to communication between an organization or company and the external public beyond its boundaries. External communication can manifest in various forms:

- a. Expositions, Exhibitions, Promotions, etc;
- b. Press Conferences;
- c. Television and Radio Broadcasts, and the like ;
- d. Social Services, Community Service, etc.

External communication takes the form of bidirectional communication, encompassing communication from the organization to the public and vice versa.

1. Communication from the Organization to the Public

This communication is generally informative, designed in a manner that makes the public feel involved, establishing an emotional connection.

2. Communication from the Public to the Organization

This communication acts as feedback stemming from organizational communication efforts. If the disseminated information generates controversial effects among the public, it's referred to as public opinion. External communication includes consumers, suppliers, governments, and the general public.

Functions of External Communication in Business

External business communication involves interactions with external parties, such as consumers, suppliers, governments, and others. The functions of external business communication encompass:

1. Persuading Consumers to Purchase Products
2. Explaining Products or Services
3. Clarifying Required Specifications
4. Promoting a Positive Corporate Image
5. Granting Credit and Managing Receivables

The sphere of external communication within business encompasses communication with customers, distributors, suppliers, and regulatory agents. These four groups outside the business or organizational entity hold significance for the continuity of the business. These groups not only sustain but are also sustained by the organization. Their progress dictates the business's advancement, necessitating the nurturing, preservation, and enhancement of good relationships with these groups.

Analysis of Business Communication Audience

One of the crucial aspects of communication, including business communication, is understanding the audience. Knowing the audience dictates how we communicate and the content of our messages. For instance, the way you communicate with subordinates differs from how you communicate with superiors. This differentiation occurs because we are aware of our audience. However, it's practically impossible to fully know the audience, especially in mass communication within business. Nonetheless, we cannot deny that a better understanding of our audience enhances message comprehension.

Different levels of communication inherently differentiate the methods of identifying the audience. In interpersonal communication, identifying our communication partner is straightforward since we meet them face-to-face, and we might even know them personally. In group communication, identifying the audience becomes more challenging. While our communication partners are visible, we cannot identify them with the same ease. Identifying the audience in mass communication is even more complex. This is because we don't directly encounter our business communication audience, they often don't know each other, and they are spread across various locations.

To facilitate audience identification, categories are usually established. Generally, there are three common categorizations used for audience identification: (1) demographic, (2) geographic location, and (3) psychographic.

Identification of the audience based on demographic factors encompasses age, gender, family status, education level, occupation/position, income level, religion, race, and ethnicity. Through such demographic identification, for instance, we ascertain the role of an individual. This then dictates the manner and content of the communicated message. This can be observed, as illustrated in the previous example, where communication approaches differ between superiors and subordinates.

Identification based on geographical location is intertwined with culture, dwelling place (metropolis, urban center, small town; village or city; coastal or mountainous region). Tailoring messages based on such audience identification ensures that messages for urban dwellers, for instance, differ from those for rural inhabitants due to variations in experiential scope and cultural orientation.

Identification based on psychographic factors relates to perception, dissonance, cognition, learning processes, habits, motivation, and needs.

The identification process commences with recognizing the socio-psychological components of humans, divided into three categories:

1. The affective component linked to emotions.
2. The cognitive component related to knowledge.
3. The conative component tied to human actions.

Audience identification can also be pursued through motives and needs, viewing individuals as an audience with three components: affective, cognitive, and conative. Through this lens, human needs of both biological and sociogenic nature can be understood. One of the well-known theories on motives and needs is Abraham Maslow's hierarchy of needs, encompassing:

- Biological needs
- Need for security
- Need for connection and affection
- Need for esteem

- Need for self-actualization

David McClelland, on the other hand, identifies three human needs:

- Need for achievement
- Need for affection
- Need for power

Understanding these audience needs is crucial to devising communication strategies, tailoring appropriate message content, and employing effective communication tactics in line with the identified audience. The increasing complexity of business communication, driven by the growing complexity of societal conditions, necessitates a careful approach to communication. This precision in communication is guided, in part, by the identification of the audience, which can be achieved through the motif and needs approach.

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Practice Task

- A. Seek an advertisement that captivates you from either print or online media. Utilize the advertisement to attain:
- 1) What information did you glean from the advertisement?
 - 2) Why are you drawn to this advertisement? Does it align with your most pressing needs at present?
 - 3) What course of action would you take after encountering this advertisement?

- 4) What emotions are evoked within you concerning the showcased product in the advertisement?
- B. Observe the disparities in the teaching methodologies employed by kindergarten and high school educators. Do differences in communication approaches emerge between these two? If so, what accounts for these variances?

CHAPTER III

INTERPERSONAL COMMUNICATION

In both business and non-business organizations, every individual's daily life is intricately woven with the world of communication. One form of communication is interpersonal communication. What does interpersonal communication mean? Interpersonal communication refers to the interaction between individuals within a society or organization (both business and non-business) using specific communication media and easily understandable language (informal) to achieve a specific goal.

1. Definition of Interpersonal Communication

Based on this definition, there are at least four specific aspects to consider in understanding the definition of interpersonal communication:

1. Communication involves two or more people.
2. It uses specific media, such as phones, mobile phones, or face-to-face interaction.
3. Bahasa yang digunakan biasanya bersifat informal (tidak baku), kadangkala
4. The language used is often informal (casual), sometimes including local dialects, colloquial language, or a mixture of languages.
5. The goal can be personal if communication occurs within society,
6. or task-oriented if it happens within an organization.

In a society, interpersonal communication takes the form of communication between an individual and others to achieve personal goals. One way to aptly explain interpersonal communication is using the framework proposed by Harlow Lasswell, known for his communication model involving verbal expression. This can be done by answering questions like who says, what, in which channel, to whom, and with what effect

2. Objectives of Interpersonal Communication

The objectives of interpersonal communication include:

1) *Conveying Information*

During interpersonal communication, an individual naturally possesses diverse aims and aspirations. Among these is the intention to transmit information to others, enabling them to acquire the disclosed information.

2) *Sharing Experiences*

Interpersonal communication, in its essence, also serves the purpose of sharing experiences, whether they be delightful or disheartening.

3) *Fostering Sympathy*

4) *Collaborative Endeavors*

Another objective of interpersonal communication is to foster collaboration between individuals, mutually pursuing specific goals or engaging in mutually beneficial activities.

5) *Expressing Disappointment or Dismay*

Interpersonal communication also offers an avenue for individuals to articulate their feelings of disappointment or discontent to others. By unburdening the heart, a degree of mental relief is attained, often referred to as a sense of solace upon the divulgence of long-concealed emotions.

6) *Cultivating Motivation*

Through interpersonal communication, one can stimulate others to undertake virtuous and constructive actions. Motivation is an internal impetus compelling an individual to act. Essentially, people are inclined to act under the influence of external motivation, encompassing both financial and non-financial incentives. Acknowledgment of performance or commendation for accomplished tasks are typical manifestations of such motivation.

3. Leadership Styles

A person's leadership style is based on several assumptions known as Theory X and Theory Y (McGregor, 1967). Theory X Assumptions:

- 1) People generally dislike work and try to avoid it
- 2) People prefer to be directed and coerced to perform tasks
- 3) People are not ambitious, avoid responsibility
- 4) People are primarily motivated by basic needs
- 5) People need to be tightly controlled and are not capable of solving organizational problems

Theory Y Assumptions:

- 1) People have opinion that work is natural and can be as enjoyable as play

- 2) People exercise self-direction and self-control if they are committed to the goals.
- 3) People seek acceptance, recognition, and achievement, in addition to basic needs.
- 4) People accept and even desire responsibility when they are properly motivated and guided
- 5) People have the ability to be innovative problem solvers within the organization

According to Ludlow and Panton, there exist four leadership styles that can be applied in various situations and conditions:

1. Directing
2. Coaching
3. Supporting
4. Delegating

Situational Leadership Style

The chosen leadership style within a particular situation and context can be aptly applied at that time. However, as circumstances evolve, the applied leadership style can also change. This is the essence of situational leadership..

There are three critical abilities/skills that warrant attention in the implementation of situational leadership, namely:

a) Analytical Skills

An essential skill for a manager, involves the evaluation and assessment of subordinates' performance in their roles.

b) Flexibility Skills

A skill set necessary for a manager to apply leadership styles that match the specific situation and context, informed by accurate analysis.

c) Communication Skills

A manager must possess the ability to articulate ideas to subordinates and elucidate changes in leadership styles effectively.

Core Leadership

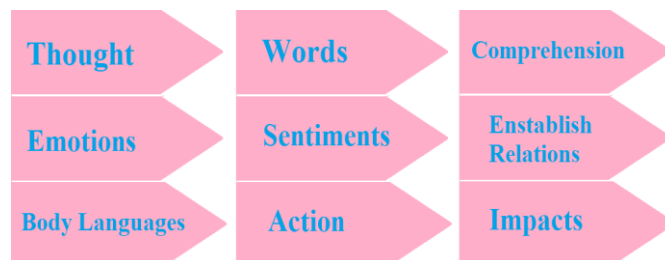
According to Hellriegel and Slocum, a dynamic manager must possess five skills referred to as core leadership skills. These are:

1. Empowerment
2. Intuition
3. Self-understanding
4. Vision
5. Value Congruence

4. Core Leadership

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1. Empowerment
2. Intuition
3. Self-understanding
4. Vision
5. Value Congruence



Actively perceiving through the faculties of the mind, emotions, and bodily expressions.

- 1) Through cognition, one can select words that are expressible, thus fostering understanding.
- 2) Through emotions, feelings (joy, sorrow, confidence, or doubt) can be articulated in interpersonal interactions.

- 3) Through bodily language, a greater conviction can be imbued into verbal expressions and emotions, thus manifesting as specific actions that others can comprehend.

According to Lehman, Himstreet, and Baty, the majority of managers spend their workdays engaged in listening and speaking with supervisors, employees, customers, and various business associates. The habit of being an effective listener yields several positive outcomes:

- 1) A proficient listener is appreciated by others as they meet the basic human need for being heard.
- 2) Employee performance and achievement improve when received messages are well understood.
- 3) Accurate feedback from subordinates enhances their job performance.
- 4) Both managers and employees avoid the emergence of misunderstandings in message delivery.
- 5) An adept listener can distinguish between facts and mere gossip.
- 6) Proficient listeners tend to unearth novel ideas from others, thus fostering creativity.
- 7) Effective listeners also contribute to stellar work performance and heightened job satisfaction.
- 8) Job satisfaction increases because individuals are cognizant of events, participate actively when they listen and engage in discussions, all nurtured by effective communication.

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Practise Task

1. What is meant by interpersonal communication?
2. What distinguishes interpersonal communication from business communication?

3. Elaborate on the Two-Factor Theory proposed by Herzberg!
4. Enumerate several assumptions utilized in Theory X and Theory Y put forth by Douglas McGregor! Please provide a concise explanation.