IMPLEMENTATION OF ORGANIZATIONAL COMMUNICATION IN THE UMKM PROGRAM AT THE CHAMBER OF COMMERCE AND INDUSTRY (KADIN) OF BANDUNG CITY

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ABSTRACT

This research discusses the implementation of organizational communication at the Bandung City Chamber of Commerce and Industry (KADIN) in supporting the development of Micro, Small, and Medium Enterprises (MSMEs). Effective organizational communication is crucial for maintaining coordination among members, strengthening stakeholder involvement, and ensuring that policies and programs are implemented according to their objectives. This study uses a qualitative approach with in-depth interviews, observation, and document analysis to understand how communication is applied within the organization. The research findings indicate that KADIN Bandung City has implemented organizational communication principles such as clarity of information, openness, response speed, and the relevance of communication to members' needs. However, challenges still exist in its implementation, such as gaps in the utilization of digital technology, insufficient feedback from members, and hierarchical barriers in information dissemination. To overcome these obstacles, KADIN needs to optimize the use of communication technology, enhance communication training for members, and create more discussion forums to increase information openness.

Keywords: *Organizational communication, KADIN, MSMEs.*

ABSTRAK

Penelitian ini membahas implementasi komunikasi organisasi di Kamar Dagang dan Industri (KADIN) Kota Bandung dalam mendukung pengembangan Usaha Mikro, Kecil, dan Menengah (UMKM). Komunikasi organisasi yang efektif sangat penting dalam menjaga koordinasi antar anggota, memperkuat keterlibatan pemangku kepentingan, serta memastikan kebijakan dan program yang dijalankan berjalan sesuai tujuan. Penelitian ini menggunakan pendekatan kualitatif dengan metode wawancara mendalam, observasi, dan analisis dokumen untuk memahami bagaimana komunikasi diterapkan dalam organisasi. Hasil penelitian menunjukkan bahwa KADIN Kota Bandung telah menerapkan prinsip-prinsip komunikasi organisasi seperti kejelasan informasi, keterbukaan, kecepatan respons, dan relevansi komunikasi dengan kebutuhan anggota. Namun, masih terdapat tantangan dalam implementasinya, seperti kesenjangan dalam pemanfaatan teknologi digital, kurangnya feedback dari anggota, serta hambatan hierarkis dalam penyebaran informasi. Untuk mengatasi kendala tersebut, KADIN perlu mengoptimalkan pemanfaatan teknologi komunikasi, meningkatkan pelatihan komunikasi bagi anggota, serta menciptakan lebih banyak ruang diskusi guna meningkatkan keterbukaan informasi.

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Kata Kunci: Komunikasi Organisasi, Kadin, UMKM

INTRODUCTION

Amid the rapid and increasingly challenging development of the business world, the role of communication within organizations has become ever more vital. Communication in an organization is not merely the exchange of information; more importantly, it is a continuous process of building mutual understanding, strengthening interpersonal relationships, and coordinating various activities to achieve shared goals. Smooth communication enables efficient task distribution, timely and accurate decision-making, and the creation of a healthy and inclusive work culture. Conversely, poor communication can lead to problems such as execution errors, internal conflicts, low employee motivation, and overall performance decline. For this reason, any organization that aims to survive and grow in today's competitive era must regard communication as a strategic aspect that requires serious attention and proper management.

One organization that plays a key role in driving economic activity is the Chamber of Commerce and Industry (KADIN). This organization serves as a platform for business actors and a strategic partner of the government in formulating and implementing economic policies. KADIN actively bridges the interests of the business community with the government, facilitates collaboration among members, and promotes the development of small, medium, and large business sectors. To perform its functions optimally, the effectiveness of organizational communication within KADIN is crucial. Internally, KADIN comprises a highly diverse membership, ranging from micro-entrepreneurs to large corporations, each with different backgrounds and needs. Therefore, strong and transparent communication is required so that all members feel involved, can contribute, and have a sense of ownership of the organization's agenda. Open communication also fosters mutually beneficial cooperation and partnerships among members.

Externally, KADIN is also expected to build harmonious communication with the government. Through effective communication, KADIN can convey the views and interests of business actors and actively participate in the formulation of broad-impact economic policies. This ability to establish cross-sector communication strengthens KADIN's position as a representative of the business community.

KADIN's external communication capabilities significantly influence public perception of its role and contributions. To maintain a positive public image, KADIN must effectively communicate its programs, activities, and achievements through both conventional mass media and digital platforms, which are now the primary means of communication. A communication strategy that adapts to the advancement of information technology will help the organization reach a wider audience and increase public engagement with its economic agendas.Based on the above explanation, it can be concluded that the success of KADIN—particularly at the city level, such as KADIN Bandung—greatly depends on how well the organization can manage communication, both internally and externally. Therefore, this study aims to further explore the forms of organizational communication implementation applied by KADIN Bandung and to identify the various challenges and opportunities it faces in its efforts to enhance the quality of communication.

Theoretical Framework

Basic Concepts of Organizational Communication

Organizational communication is a broad and complex field of study, with various definitions proposed by experts. Pace and Faules (2023) define organizational communication as *"the guidance and interpretation of messages among communicating units of a particular organization,"* emphasizing the role of communication in directing and interpreting messages among different units within an organization. This definition highlights the importance of a clear and accurate flow of information between units to achieve common goals.

Meanwhile, Goldhaber (2023) states that organizational communication is *"the process of transmitting information, understanding, and meaning between and among individuals and groups within an organization."* This perspective sees organizational communication as involving not only the transmission of information but also the understanding and construction of meaning among individuals and groups within an organizationan essential element in creating deep mutual understanding.

Miller (2021) offers a more dynamic definition, stating that organizational communication is *"the process of creating, exchanging, interpreting, and storing messages*

within a system of human relationships in an organization." This definition reflects the continuous nature of organizational communication and the variety of activities involved from the creation to the storage of messages within the interpersonal and group relationships in the organization.

From these various definitions, it can be concluded that organizational communication involves a highly complex process, including the sending, receiving, interpreting, and storing of messages that occur within a system composed of interacting individuals and groups. The main objective of organizational communication is to achieve shared goals through coordination, collaboration, and the co-creation of meaning among members of the organization.

Organizational Communication Theories

Several theories of organizational communication are relevant in explaining how communication occurs within organizations. The Systems Theory, as proposed by Katz & Kahn (2022), views organizations as systems composed of interrelated and interdependent parts. In this context, communication functions as the lifeblood that connects these parts, allowing the organization to operate as a whole. This theory emphasizes the importance of feedback, openness, and adaptability in organizational communication. On the other hand, the Information Theory introduced by Shannon & Weaver (2023) perceives organizations as information processors aimed at reducing uncertainty. Communication plays a crucial role in collecting, processing, and disseminating relevant information for accurate decision-making. This theory highlights the importance of accuracy, clarity, and efficiency in the communication process.

Schein (2024), through the Organizational Culture Theory, argues that an organization is a culture composed of shared values, beliefs, and practices among its members. In this case, communication serves to form, maintain, and transform that culture.Lastly, the Social Construction Theory, put forward by Berger & Luckmann (2023), emphasizes that social reality within an organization is constructed through communication. Through symbolic interaction, organizational members create shared meanings, build identities, and negotiate their roles within the organization.

Dimensions of Organizational Communication

Organizational communication encompasses various dimensions, which are divided into internal and external communication. Internal communication occurs within the organization, among its members, and may take the form of vertical communication (between superiors and subordinates), horizontal communication (among colleagues), and diagonal communication (between individuals or departments at different hierarchical and functional levels).

Meanwhile, external communication involves the organization's interactions with external parties, such as customers, suppliers, government agencies, the media, and the general public. The purpose of external communication is to build strong relationships, promote the organization's image, and influence public opinion.

Effectiveness of Organizational Communication

The effectiveness of organizational communication depends on the extent to which communication can achieve its intended goals. Several factors influence communication effectiveness, including message clarity, the communication channels used, feedback, communication barriers, and organizational culture. Messages should be delivered in clear and easily understood language, well-structured, and free from ambiguity. The chosen communication channel should also be appropriate to the type of message, the audience, and the communication objectives. Constructive feedback allows the sender to know whether the message has been correctly received and understood. Additionally, communication barriers such as technical disruptions or bias can reduce effectiveness, while an organizational culture that supports openness and honest communication can enhance the effectiveness of organizational communication.

Organizational Communication in Non-Governmental Organizations

In non-governmental organizations (NGOs), such as KADIN, organizational communication plays a crucial role. NGOs typically have a more flexible structure, limited resources, and a focus on public service or advocacy. In this context, organizational communication helps in building legitimacy, garnering support, increasing participation, and facilitating advocacy. Effective communication helps the NGO build a credible and trustworthy image, gather support from various stakeholders, and encourage members and the public to actively engage in the organization's activities. Furthermore, strategic

communication is also essential to convey advocacy messages to the government and relevant authorities (Foysal et al., 2023).

Recent Developments in Organizational Communication

With the development of technology and social changes, organizational communication has undergone significant transformation. One of the recent developments is the use of digital communication and social media. Organizations increasingly rely on digital platforms and social media to interact with various stakeholders. Social media enables organizations to communicate directly with the public, build communities, and disseminate information quickly and widely (Castillo-Esparcia et al., 2024). Additionally, sustainable communication has become a key focus in building transparent and responsible relationships regarding the social and environmental impacts of organizational activities (Gulich et al., 2024). On the other hand, in an era full of uncertainty, crisis communication has become increasingly important to help organizations manage crises and restore their reputation.

Conclusion Organizational communication is a complex and multidimensional process that is crucial for the success of organizations, whether they are business, government, or non-governmental organizations like KADIN. Effective communication involves the transmission of information, the construction of shared meaning, and the coordination of actions to achieve organizational goals. Various theories of organizational communication, such as systems theory, information theory, and organizational culture theory, provide useful frameworks for understanding the dynamics of communication within organizations. The effectiveness of organizational communication is influenced by several factors, including message clarity, communication channels, feedback, communication barriers, and organizational culture. In non-governmental organizations, organizational communication plays a key role in building legitimacy, garnering support, increasing participation, and facilitating advocacy. Recent developments, such as digital communication, sustainable communication, and crisis communication, require organizations to continuously adapt and develop relevant and effective communication strategies.

RESEARCH METHODOLOGY

This research uses a qualitative approach with a descriptive method, aiming to describe and deeply understand the implementation of organizational communication in the Chamber of Commerce and Industry (KADIN) of Bandung City. This approach was chosen because it allows the researcher to explore the complex communication phenomena within the social, cultural, and structural contexts specific to a non-governmental organization like KADIN. The qualitative descriptive method enables the researcher to build a comprehensive understanding of the communication dynamics that occur through an interpretive process based on the perspectives of organizational actors. The research was conducted within the work environment of KADIN Bandung, located at Jalan Talaga Bodas No. 31, Bandung, during the period from 2021 to 2024. The selection of this period takes into account significant organizational dynamics, including changes in communication structure, the adoption of information technology, and the adaptation process post-COVID-19 pandemic, which influenced both internal and external communication patterns of the organization.

Data for this study were collected through several techniques: in-depth interviews, participatory observation, document studies, and focus group discussions (FGD). Interviews were conducted semi-structured to maintain flexibility while remaining focused on the research objectives. Interview questions were developed based on four main areas: the effectiveness of message delivery, communication structure between units, the use of information technology in organizational communication, and members' perceptions of the organizational communication process. Observations were carried out participatively during both formal and informal activities of KADIN, such as regular meetings, training sessions, seminars, and discussion forums, with the aim of capturing communicative interactions directly between administrators, staff, and members. Documentation was performed by collecting and analyzing official organizational documents, including meeting minutes, circular letters, annual reports, internal communication media, and recordings of relevant activities. Meanwhile, FGDs were held to gain a collective perspective from KADIN members who come from diverse business backgrounds and have varied communication experiences within the organization, in

order to explore shared understanding of the functionality of the existing communication system.

Informants in this study were selected using purposive sampling, a technique where participants are chosen deliberately based on specific criteria considered to provide relevant and in-depth information related to the research focus. The informants consisted of KADIN core administrators, operational staff, members from the MSME sector and creative industries, as well as external partners such as academics, local government officials, and private sector institutions who frequently interact with KADIN. The criteria for selecting informants include experience within the organization, positions or roles related to communication flows, and direct involvement in organizational activities. The total number of informants for this study was 25 individuals, consisting of 5 administrators, 5 staff members, 10 active members, and 5 external partners. This technique aims to ensure that the researcher gathers a rich and varied picture of organizational communication across different levels and from diverse perspectives.

Data analysis was carried out in stages, starting with the transcription of interview and group discussion results, followed by coding of statements deemed relevant, and then grouping them into categories or themes based on similar meanings. This process allowed the researcher to identify patterns and tendencies that emerged from the data. After categorization, the researcher developed main themes that became the core findings, in line with the research focus. The entire analysis process was conducted with an interpretive approach, combining field findings with organizational communication theory as the analytical framework.

To maintain the validity and authenticity of the data, the researcher employed triangulation techniques, both source triangulation and methodological triangulation. Source triangulation was carried out by comparing information obtained from various types of informants, while methodological triangulation involved combining the results of interviews, observations, documentation, and FGDs. Additionally, data confirmation with informants (member check) was also performed to ensure that the researcher's interpretations did not deviate from the original intent and understanding of the sources. The analysis results were then compiled into a descriptive narrative that details the various communication phenomena occurring in KADIN Bandung City. This narrative presentation is designed to concretely show how messages are delivered, how

interactions occur between units, how technology is used to facilitate communication, and how members respond to and evaluate the communication system in place. With this approach, it is hoped that the research will provide a valuable contribution to understanding organizational communication practices in membership-based non-profit organizations like KADIN, and offer input for developing more effective and inclusive communication strategies in the future.

RESULTS AND DISCUSSION
Results

The results of this study indicate that the implementation of organizational communication at KADIN Bandung City takes place within a dynamic and complex framework. Communication occurs both vertically between leaders and members, as well as horizontally between work units within the organization. General findings show that formal communication, such as plenary meetings, official circulars, and regular deliberative forums, are the primary means of conveying strategic information. Meanwhile, informal communication through social media, WhatsApp Groups, and non-formal discussions also plays a significant role in strengthening coordination and solidarity among members.

Specific findings reveal differences in the level of communication participation among members, which are influenced by factors such as age, digital literacy, and limited access to information technology.Effective communication within the organization largely depends on the fulfillment of communication goals and principles, including message clarity, openness, trust, and constructive feedback. At KADIN Bandung City, most communication activities reflect these principles, such as openness in discussion forums and the application of digital communication systems to expedite information dissemination. However, not all processes run optimally. There are still obstacles such as miscommunication between departments, delays in information that result in untimely decision-making, and a lack of evaluation of the effectiveness of communication media used.

The implementation of effective communication principles faces several issues, including a dominant leadership style, weak conflict management, and a lack of organizational communication training for new members. Some administrators

acknowledged that communication is often one-way, especially in strategic forums, which makes members feel less involved in the decision-making process. Another challenge arises from the need to adapt to digital changes, where some members, particularly those from conventional MSME sectors, are not accustomed to using online platforms for communication and collaboration.

Solutions to the communication obstacles at KADIN Bandung City include several strategies. First, there is a need for regular digital and organizational communication training for all members to enhance capacity and participation. Second, optimizing the organization's information management system to integrate and streamline communication channels for greater efficiency. Third, the establishment of an open, participatory, and routine member aspiration forum is necessary. Fourth, strengthening the organizational culture that emphasizes the importance of feedback, transparency, and collective responsibility in ensuring smooth communication.

The discussion of these findings shows that the success of organizational communication is heavily influenced by a combination of systems, human resources, and organizational culture. Organizational communication theory that emphasizes openness and two-way communication channels, as proposed by Goldhaber, can be used as a reference to evaluate and improve existing communication patterns. The ongoing digital challenges demand that organizations like KADIN must be able to transform quickly, one of which is through the digitalization of communication and the enhancement of digital literacy for all members.

The demands for future change place KADIN Bandung City in a strategic position to lead collaboration among business actors by strengthening its organizational communication system. Adapting to the digital era is no longer an option, but a necessity. Therefore, future improvement efforts should focus on strengthening the digital communication structure, enhancing human resource capacity in information technology, and developing objective and sustainable internal communication evaluation mechanisms. With these strategies, KADIN Bandung City can improve the effectiveness of organizational communication to support its role and contribution to the growth of an inclusive and competitive regional economy.

CONCLUSION

Based on the results of the study and discussion, it can be concluded that the implementation of organizational communication at KADIN Bandung City is functioning, but not yet fully optimal. Both formal and informal communication have been used simultaneously; however, participation and communication effectiveness are still hindered by digital literacy disparities, one-way communication styles, and a lack of specific training for members. Although principles of effective communication such as openness, message clarity, and feedback are beginning to be applied, structural challenges and adaptation to the digital era remain significant barriers. Therefore, comprehensive improvements in technology, human resources, and communication culture are necessary so that organizational communication can fully support KADIN's role as a driver of regional economic growth..

As a follow-up to the findings and conclusions of this study, it is recommended that KADIN Bandung City actively develop an organizational communication system that is adaptive to the developments in digital technology. Organizational communication training based on information technology should be conducted regularly, not only for the management but also for all members, especially those from the MSME sector. In addition, it is important to strengthen two-way communication channels through participatory forums that allow members' aspirations to be openly expressed. KADIN is also expected to build an inclusive, collaborative, and responsive organizational culture that addresses both internal and external dynamics. Lastly, regular evaluations of the effectiveness of organizational communication should be carried out so that any emerging obstacles can be promptly identified and addressed strategically.

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