Dynamics Of Organizational Communication Patterns And Their Implications For The Performance Of Kedondong Village Apparatus

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ABSTRACT

Organizational communication plays an important role in shaping work effectiveness and coordination in public institutions, including village governance. Nevertheless, studies on village administration have largely emphasized leadership and administrative performance, while organizational communication patterns at the village level remain underexplored. This study addresses this gap by examining the organizational communication patterns implemented in the Government of Kedondong Village and their implications for officials' performance. Using a qualitative descriptive approach, data were collected through semi-structured interviews with six village officials, supported by observation and documentation. The findings show that vertical communication is predominantly top-down and instructive, with limited institutionalized bottom-up feedback mechanisms. Horizontal communication occurs through inter-sectoral technical coordination but is constrained by perceptual differences and varied communication styles among officials. Diagonal communication is frequently used to facilitate task completion; however, it remains informal, undocumented, and highly dependent on individual initiative. This study contributes to organizational communication scholarship by providing empirical insights into communication patterns within grassroots public organizations. It also offers practical implications for public sector governance by highlighting the need to institutionalize more inclusive and structured communication channels to enhance coordination, accountability, and performance in village administration.

Keywords: *Organizational Communication, Communication Patterns, Village Governance, Public Organization.*

INTRODUCTION

Village governments bear significant responsibility for delivering public services, implementing development programs, and managing governance directly at the community level. As the frontline of public service, village officials must ensure that their performance is both effective and efficient in meeting community needs. Communication is an essential

component of human interaction and serves as the primary medium for information transmission.

Within organizational contexts both corporate and governmental—organizational communication plays a pivotal role in ensuring effective information flow throughout organizational structures and in managing feedback from various stakeholders. One manifestation of organizational communication can be observed within village governance systems, where effective communication is a determining factor in policy formulation, inter-unit coordination, and the enhancement of community participation in administrative and sustainable regional development processes (Pradhana et al., 2023).

According to Veronika Missa, communication plays a crucial role in carrying out various organizational activities and functions, serving as a benchmark for organizational effectiveness and efficiency (Veronika et al., 2013). The social function of communication contributes to the creation and maintenance of harmonious relationships among village officials and between village officials and the community. This function emphasizes the reinforcement of values such as tolerance, cooperation, security, tranquility, and mutual support to build a stable, cohesive, and sustainable social environment.

Organizational communication is indispensable for ensuring the smooth execution of employees' duties. This process involves information delivery, idea exchange, and coordination within the organization. Communication functions as a critical element in coordinating operational aspects, synergizing resources, and directing all organizational components toward achieving predetermined objectives optimally. In the context of village officials, organizational communication not only affects internal performance but also influences interactions and relationships with the community (Mingkid & Harilama, 2018). Similarly, (Kuniarsih, 2021) asserts that the more effective intra-organizational and extra-organizational communication mechanisms are, the higher the level of employee work effectiveness.

Poor communication can lead to delays in decision-making, inadequate public services, and declining public trust in village government. However, communication barriers frequently arise, such as limited access to technology, miscommunication, insufficient communication skills, and limited human resource capacity among village officials.

Effective organizational communication patterns play a vital role in supporting administrative orderliness and enhancing the performance of village officials (Saputra, 2024). Internal communication significantly contributes to improving village officials' performance. Effective information flow enables efficient task coordination, minimizes misunderstandings, and increases work productivity. Halawa demonstrates that internal organizational communication has a significant and positive contribution to enhancing employee work motivation and performance (Halawa, 2023). Likewise, (Munthe & Tiorida, 2017) found that internal communication correlates by 79.1% with improvements in employee performance, confirming that effective internal communication strengthens employees' understanding of organizational vision, mission, and roles, while significantly enhancing overall productivity and performance.

Kedondong Village is one of the rapidly developing villages characterized by a high level of administrative orderliness, distinguishing it from neighboring villages. Administrative discipline reflects not only effective data management and public service delivery but also indicates the presence of a well-functioning communication system within the village government organization.

Analyzing organizational communication patterns in Kedondong Village is strategically important, given the role of communication in supporting the effectiveness of village officials' performance. As the frontline of governance, villages require structured communication systems to ensure that policies and tasks are implemented properly. Suboptimal communication patterns may lead to misunderstandings, information delays, and reduced public service quality. Therefore, this study aims to identify the organizational communication patterns practiced in Kedondong Village and the obstacles encountered, providing a comprehensive overview of organizational communication dynamics. The findings are expected to serve as a reference for formulating more effective internal communication strategies to enhance the performance and professionalism of village officials.

Previous research by V. Missa focused on improving public services but did not specifically address internal communication among village officials (Veronika et al., 2013). Hence, this study focuses on organizational communication patterns in improving the

performance of Kedondong Village officials, aiming to understand how organizational communication patterns are implemented.

METHODS

This study employs a descriptive qualitative approach to gain an in-depth understanding of organizational communication phenomena among Kedondong Village officials in improving performance. According to Sugiyono descriptive qualitative research aims to describe and analyze naturally occurring phenomena without researcher manipulation (Sugiyono, 2019). The approach emphasizes a deep understanding of meaning, processes, and communication dynamics through interviews, observation, and documentation.

Semi-structured interviews were conducted with village officials, including the Village Head, Village Secretary, Hamlet Head, and other staff, to explore communication patterns, encountered obstacles, and their impact on performance and public service delivery.

No	Name	Position
1.	Fatchul Anam,S.Pd	Village Head
2.	Ana Ratih Megawati,S.Sos	Village Secretary
3.	Samsul Anwar,S.Kom	Head of Planning Affairs
4.	M.Wahyudi Tsnaini,S.Pdi	Head of Community Welfare Section
5.	Rofiqotul Hidayah,S.Pdi	Head of General and Administrative Affairs
6.	Baderun	Hamlet Head

Tabel 1. Research Informants

To ensure data validity, triangulation techniques were applied by comparing data from different sources, methods, and time periods to enhance credibility, consistency, and accuracy. Data analysis followed the Miles and Huberman model, comprising data reduction, data display, and conclusion drawing/verification (B. Miles & Huberman, 1994).

RESULT AND DISCUSSION

Based on organizational communication theory proposed by Pace and Faules (2006), communication patterns within organizations are classified into four main forms: vertical, horizontal, diagonal, and cross-channel communication. These four patterns are conceptually

designed to support the effectiveness of information flow within an organization, encompassing hierarchical relationships, interdepartmental coordination, and cross-unit collaboration. The presence and application of these communication patterns enable organizations to implement communication processes that are more responsive, collaborative, and adaptive to complex workplace dynamics (Pace & Faules, 2006) (Robbins & Judge, 2019). However, the findings of this study conducted in the Kedondong Village Government indicate that only three of the four communication patterns are practically implemented in daily work activities, namely vertical, horizontal, and diagonal communication.

A. Vertical Communication

Vertical communication refers to the process of information exchange that occurs between parties within an organization who are connected through hierarchical relationships, namely between superiors and subordinates. This form of communication may take place from superiors to subordinates (top-down) in the form of instructions, policies, and directives, as well as from subordinates to superiors (bottom-up) in the form of reports, proposals, or feedback. The primary purpose of vertical communication is to ensure that important messages related to task implementation, decision-making, and reporting are conveyed clearly and systematically in accordance with organizational channels. The effectiveness of vertical communication largely depends on openness, message clarity, and the availability of adequate formal communication channels to prevent information distortion (Pace & Faules, 2006)(Robbins & Judge, 2019).

The pattern of vertical communication in the Kedondong Village Government is predominantly characterized by a top-down flow, in which the village head, as the highest authority, delivers directives, instructions, and policies directly to village officials positioned at lower levels of the organizational hierarchy. This communication pattern is carried out through formal forums such as weekly meetings, official circular letters, and digital communication media, particularly WhatsApp. The results of interviews with six informants—the Village Head, Village Secretary, Head of Planning Affairs, Head of Community Welfare Section, Head of General Affairs, and the Hamlet Head—indicate that communication from superiors to subordinates functions relatively effectively in terms of policy dissemination and the execution of routine tasks. The information

conveyed is generally well understood by village officials and implemented in accordance with the given instructions.

Nevertheless, bottom-up communication, or the flow of information from subordinates to superiors, has not demonstrated a comparable level of effectiveness. Field findings reveal that the delivery of reports, proposals, and feedback from village officials to the village head remains incidental and has not been institutionalized within a formal communication system. Several informants acknowledged feelings of hesitation or concern when expressing opinions to leadership, particularly when such views potentially differ from established policies. This condition is influenced by a strong hierarchical culture and the limited availability of participatory forums that facilitate two-way communication. Therefore, although top-down vertical communication is structurally established and conducted in an orderly manner, bottom-up communication patterns require strengthening in terms of both organizational mechanisms and culture to ensure the sustainable implementation of healthy, participatory two-way communication.

This phenomenon is consistent with the perspective of Pace and Faules, who emphasize that vertical communication plays a crucial role in facilitating task coordination and the execution of managerial functions (Pace & Faules, 2006). In Kedondong Village, vertical communication supports the control and implementation of work programs and serves as the primary channel through which the village head conveys vision and policies to village officials. However, the effectiveness of vertical communication is also influenced Fitriani dan Nugroho argument that effective vertical communication in the context of village governance is not only essential for accelerating the delivery of instructions from superiors to subordinates (top-down), but also plays a significant role in facilitating reporting processes, evaluation, and the communication of feedback from subordinates to superiors (bottom-up) (Fitriani & Nugroho, 2020).

In the Kedondong Village Government, bottom-up communication patterns continue to face several challenges. Based on interviews with village officials, communication from subordinates to superiors tends to be insufficiently structured and heavily dependent on individual initiative. For instance, village officials generally convey reports or aspirations only when requested or during formal meetings, while systematic

mechanisms that encourage openness and regular active participation have not yet been established. Furthermore, not all officials feel comfortable expressing their input, particularly when the information may conflict with existing policies. These barriers indicate that although top-down vertical communication has been well established, bottom-up communication requires strengthening through the development of a more participatory organizational culture, the provision of regular dialogue spaces, and the establishment of reporting systems that support transparent and responsive two-way communication.

Thus, the vertical communication pattern in the Kedondong Village Government can be categorized as functioning relatively well in terms of control and directive delivery (top-down). However, it still requires strengthening in aspects of reporting and feedback from subordinates (bottom-up) to ensure that two-way communication is genuinely established in an effective and sustainable manner.

Table 1. Vertical Communication Patterns in Kedondong Village Government

Informant	Communication Pattern	Description
Village Head	Top-down	Delivers strategic directives to all village officials
Village Secretary	Bottom-up	Conveys reports from village officials to the village head

B. Horizontal Communication

Horizontal communication within the Kedondong Village Government takes place through direct interactions among village officials who hold equivalent positions, such as between heads of affairs (*kaur*) and heads of sections (*kasi*). This form of communication is commonly employed in the planning of village activities, cross-sector coordination, and the completion of daily tasks that require collaboration across sections or functional units. The communication channels utilized include formal mechanisms, such as coordination meetings, as well as informal means, such as face-to-face conversations or messaging applications like WhatsApp. This horizontal communication facilitates teamwork, accelerates technical decision-making, and supports the efficient completion of tasks that depend on cross-functional collaboration.

This communication pattern is consistent with the theory, which explains that horizontal communication refers to the exchange of messages among individuals who occupy structurally equivalent positions within an organization (Pace & Faules, 2006). The key focus in analyzing horizontal communication lies in the extent to which information exchange among individuals or units at the same hierarchical level can support work coordination, strengthen collaboration among organizational members, and prevent errors resulting from miscommunication. Effective horizontal communication enables shared understanding, task synchronization, and clear role distribution in the implementation of village governance activities. In the context of the Kedondong Village Government, horizontal communication functions as a linkage among village officials who hold different functional responsibilities yet remain interdependent, such as between the Head of Planning Affairs and the Head of the Community Welfare Section in the planning and implementation of development programs. Analysis of horizontal communication should encompass aspects such as message clarity, communication frequency, interpersonal openness, and the availability of coordination forums that facilitate equitable two-way discussions. Failure to address these aspects may lead to task duplication, role conflicts, or delays in decision-making. Therefore, horizontal communication is essential in ensuring that each organizational unit operates in alignment without having to rely solely on vertical communication from superiors.

Furthermore, Priansa argues that horizontal communication enables organizations to avoid work duplication, strengthen collaboration, and resolve conflicts directly (Priansa, 2017). This is evident in Kedondong Village, where village officials demonstrate openness in exchanging information and making joint decisions despite not operating within the same functional areas. Accordingly, the horizontal communication practiced in Kedondong Village has contributed to smoother coordination and improved performance effectiveness, aligning with the organizational communication framework proposed by Pace and Faules, which emphasizes the importance of lateral communication patterns in supporting organizational efficiency and integration.

Table 2. Horizontal Communication Patterns in Kedondong Village Government

Informant	Communication Pattern	Description

Head of Planning Affairs & Head of Community Welfare Section	Lateral	Frequently engage in discussions related to program planning
Head of General Affairs	Lateral	Coordinates across divisions during activity implementation

C. Diagonal Communication

Diagonal communication refers to the process of information exchange between individuals or units within an organization that occupy different hierarchical positions and belong to different departments or functional areas, without a direct hierarchical relationship. This communication pattern has become increasingly important in modern organizations, particularly in the context of cross-sectoral or cross-functional coordination that demands efficiency and effectiveness. Explain that diagonal communication can accelerate information flow and enhance cooperation among units with different structural positions but interrelated tasks (Robbins & Judge, 2019). Meanwhile, emphasize that diagonal communication is strategic in nature because it involves interaction across different organizational levels and departments to support operational effectiveness (Pace & Faules, 2006). In the context of village governance, diagonal communication may occur, for example, between the Head of Planning Affairs and the Hamlet Head when designing village development programs, where both parties come from different structural positions and functional roles yet must coordinate to achieve shared objectives.

The process of diagonal communication in the Kedondong Village Government operates functionally across various village governance activities that involve cross-sectoral and cross-positional collaboration. This communication occurs, for example, when the Head of Planning Affairs coordinates directly with the Hamlet Head (*Kamituwo*) to design and formulate development programs based on community needs at the hamlet level. Although both actors belong to different work units and do not share a direct hierarchical relationship, communication between them remains necessary to

align perspectives, compile proposal data, and formulate participatory village development planning.

Diagonal communication also occurs in the context of activity reporting, data collection, and technical coordination of government assistance programs that require synergy between administrative staff and field implementers. This communication pattern tends to be flexible and informal, yet remains oriented toward organizational objectives and task effectiveness. In practice, village officials in Kedondong Baru commonly utilize informal communication channels, such as WhatsApp or direct discussions, to facilitate rapid and efficient cross-functional communication.

This phenomenon is further supported by the theory proposed by Effendy, who defines diagonal communication (*cross communication*) as communication that involves leaders from one work unit interacting with staff from another unit without a direct structural relationship (Effendy, 2005). Effendy emphasizes that although this form of communication is often informal, it plays a crucial role in resolving cross-functional issues. However, he also cautions that diagonal communication must be managed prudently to prevent misunderstandings or conflicts of interest among organizational units.

Furthermore, explain that diagonal communication occurs between employees who occupy different hierarchical levels and perform different functional roles without a direct authority relationship (Oktavianoe, 2023). In this context, communication effectiveness depends on openness, role clarity, and an organizational culture that supports collaboration. In Kedondong Village, the implementation of diagonal communication has provided benefits in accelerating coordination and activity implementation. However, village officials also recognize that such communication must be conducted with due consideration of organizational ethics and clear information channels in order to avoid misinterpretation or structural conflicts.

Table 3. Diagonal Communication Patterns

Informant	Communication Pattern	Description
Head of Planning Affairs & Hamlet Head (*Kamituwo*)	Diagonal	Directly communicate development processes to leaders or staff outside formal structural channels

The three communication patterns have been proven to contribute positively to the effectiveness of village organizational performance, particularly in terms of task execution, information dissemination, and decision-making processes. Nevertheless, cross-channel communication defined as communication that transcends formal boundaries among work units without strictly adhering to structural hierarchies—has not yet been optimally implemented in Kedondong Village. This condition is influenced by the persistence of a formal bureaucratic culture, limited utilization of communication technology, and insufficient understanding among village officials regarding the importance of cross-functional collaborative communication. As a result, the potential for more dynamic cross-sectoral synergy has not been fully realized. Therefore, although the three communication patterns have been implemented and have generated positive impacts on the achievement of village organizational objectives, the development of cross-channel communication remains a potential area that warrants further attention to support a more comprehensive enhancement of village officials' work effectiveness.

CONCLUSION

Based on the findings of this study on organizational communication patterns in Kedondong Village and their relationship to the improvement of village officials' performance, the organizational communication practices implemented in the Kedondong Village Government encompass vertical, horizontal, and diagonal communication patterns. Vertical communication is utilized in the processes of delivering instructions, reports, and evaluations between leaders and subordinates. Horizontal communication occurs among village officials at equivalent structural levels and is employed for cross-sectoral coordination. Meanwhile, diagonal communication is applied in interactions across different hierarchical levels and functional areas, and has been shown to accelerate information flow and responsiveness to

cross-sectoral issues. The effectiveness of organizational communication has been proven to contribute to the enhancement of village officials' performance. Communication patterns that operate in an open, two-way, and structured manner support task execution efficiency, strengthen coordination, increase job satisfaction, and enhance responsiveness to community needs.

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