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ORGANIZATIONAL COMMUNICATION IN LICENSING OFFICE OF YOGYAKARTA CITY TO ACHIEVE SERVICE PERFORMANCE

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ABSTRACT

Communication is the instrument used in interacting with fellow human beings, both in real life - today and in organizational life. The process of effective communication is a requirement as a good cooperation to achieve organizational goals. Title Licensing Agency is an organization in the field of services is still relatively new, however Licensing Office of Yogyakarta city has a strong commitment in carrying out its functions. Awards obtained Jogjakarta City Government Licensing Service Award include Investment Award from BKPM as City Best One Stop Service Providers in 2007 later in the year 2008 Licensing Office Title again awarded the Excellent Service Award 2008 as the image of one government agency that has the quality of public services best. This study sought to describe the steps the Licensing Office of organizational communication Jogjakarta City Government to improve service performance. This research is a qualitative descriptive case study method.

While the findings from this study are:

1. Licensing Office of Yogyakarta City optimized communication down (down ward communication) and communication upwards (upward

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communication) one of which is to conduct meetings / regular meetings for information exchange, coordination and controlling. Starting from information on how to do the job, the rationale for doing the work to develop a sense of duty, submission of information that requires all civil actions, delivery of general information, directions or orders delivery company, giving praise to employees on his achievements as well as giving warning to employees for his negligence. Communication to the top serves as a feedback communication, delivery of progress on the supervisor's job

2. Licensing Office of Yogyakarta optimizing the function of informal and personal communication in supporting performance
3. Socializing service culture

Keyword: organizational communication, downward communication, upward communication

INTRODUCTION

Communication is the instrument used by humans in their interaction with the others both in real life. In organizations, communication is a tool that serves as well as motivational interconnecting each member so an organization can go forward. The process of effective communication is a requirement good cooperation to achieve goals organization. Communication is used as a means of coordinating where communication within the organization enabling member of organizations to coordinate activities them to achieve organizational goals. Communication within an organization is an essential element in addition to destination organization and motivation, as well as in the Licensing Office of Yogyakarta City. Licensing Office of Yogyakarta city was officially established as a One Stop Service in 2006. Its establishment was based on the desire to reduce overlapping in the process of licensing, then all the serving of licensing can be managed in one place in a transparent manner.

Title Licensing Office is an organization in the field of service still relatively new, however Licensing Office has a strong commitment in carrying out its functions. The commitment is so strong. This became the basis Licensing Office in acting, as evidenced by obtaining a number of awards in the field of service as evidence of the commitment that they hold.

Award obtained such as the Investment Award from BKPM as The Best of City Operator Service in year of 2007 later in the year 2008. Licensing Office again awarded the Award Image of Excellent Service in 2008 as one government agency that had the best quality public services. Licensing

Office of the achievements the city of Yogyakarta in the field of service perceived contrasted with the conditions of public services in Indonesia today, where according to the Home Affairs Department Public Service that the services of government offices in Indonesia present fairly bad in their performance. Licensing Office of Yogyakarta city at present still make an effort to provide the best service to the community also trying to hear the wishes of the community, especially the committee licensing in order to become inputs for the organization in making decisions organization. In order to support that goal, Licensing Office of Yogyakarta city now using IKM (*Indeks Kepuasan Masyarakat*) or Public Satisfaction Index.

IKM is used to provide input for Licensing Department in providing service to the community, where activities became one of the inputs for the organization in making decisions. These efforts in improving the quality of service prove that the Licensing Office cannot separate the process of coordination without communication.

Communication is an activity that cannot be separated from an organization, as well as in the Licensing Office of the Jogjakarta City This study aimed to describe the communication strategy both external and internal organization Licensing Office in Yogyakarta efforts to improve the performance of services provided, where communication is an important element for the organization, in achieving an organization.

THEORITICAL FRAMEWORK

I. ORGANIZATION COMMUNICATION.

Many definitions of organizational communication according to scholars one of them are Wayne Pace and Don Faules, according to them, the organization they communications defined as the performance and interpretation of messages between the units communications that are part of a particular organization (Wayne and Faules, 2002: 31). The purpose of communication in organizational process is

to establish mutual understanding. In short for equalization occur within the framework of reference (frame of references) as well as field experience (field of experiences). According to Panuju (1997: 2) although it is almost impossible to equate the cognitive individuals within the organization, but through communication activities planned and substance contents at least there is a process dissemination (diffusion), the dimensions of the organization in every person. Panuju illustrates that the communication function within the organization as a shaper of organization climate, that is an ambiance or the number of overall feeling and attitude of the people who worked in the organization. According to Redding and Sanborn:

"Communication organization is sending and receiving information in complex organizations. Included in this field is communication Internally, human relations, union relations managers, communication downward or communication from superiors upward communication/communication from subordinates to superiors, horizontal communication or communications of people–people in the same level, listening, writing, and communication evaluation program" (Masmuh, 2008: 5).

II. DIMENSIONS OF ORGANIZATIONAL COMMUNICATION

A. DOWN WARD COMMUNICATION

Communication that flows from one level in the group or organization to lower level, the pattern was used by the leadership group and managers to set goals provide work instructions, informing policy and procedures, demonstrate the problems require attention, and bring feedback on performance (Robbins, 2007: 394). Upward communication flows to a higher level in the group or organization. This communication is used to provide feedback to the supervisor, to inform the progress of target and deliver problems

B. HORIZONTAL COMMUNICATION

When communication occurs between members of the same work group, among members of the working group at the same level, between managers at the same level, or between any personnel horizontally is called horizontal communication (Robbins, 2007: 395).

C. CROSS CHANNEL COMMUNICATION

Most organizations, the willingness of employees to share information across borders, functional boundaries with individuals who do not occupy position of their superiors and subordinates, they crossed the line of functional and communicate with people who supervised (Pace & Faules, 2001: 197). Function of Communication in Organizations Communications operates four main functions within the group or organization such as control, motivation, and emotion and information disclosure.

1. Communication functions as a control of the behavior of members in several ways. Each member has a hierarchy of authority and formal guidelines must be adhered to by employees. For example, when employees are asked to first used to communicate any complaints related to work directly, according to the description of their duties or in accordance with company policy, the communication control

- functions (Robbins, 2007: 392).
2. Communication strengthens motivation by explaining to employees what to be done, how well they work, and what is done to improve the performance below Standard. Preparation of targets specifically, feedback on progress towards targets and encouragement desired stimulates motivation and communication demands (Robbins, 2007: 392).
 3. Communication that occurs within the group is the fundamental mechanism where the members expressed disappointment and satisfaction. Therefore communication facilitates the release of emotional expression of feelings and fulfillment social needs (Robbins, 2007: 392).
 4. Communications related to its role in facilitating decision decision. Communications provide the information required of individuals and group to make a decision through submission of data to identify and evaluating options (Robbins, 2007: 393).

II. METHODS AND MEDIA

Methods and media used by an organization in delivering information has contributed to the information generated in the communication conducted, all in all must be adapted to the content of messages will be delivered. Communication methods used in delivering the messages must be tailored to the content of your message. It is also reduce the risk of distortion of the message. Communication methods consist of verbal (oral and written communication) and non verbal. Organizations make use of a wide variety of non verbal forms of communication. Non verbal methods can have powerful effect. For example, a well designed reception area and smiling, smartly- dressed staff are a likely to have a positive influence on a prospective customer, reinforcing statements about "professionalism" and "customer service" (Blundel, 2004: 75) The advantage of verbal communication method is the speed and feed. However, there are also disadvantages of the methods.

The verbal communication, if the message must go through a lot of people possibility of distortion in the message delivered will be large enough (Robbins: 2007:396). While written communication is a message that is packed in paper the organization reports, letters, bulletins which usually involves information from employers on job orders, policies and so forth. Written communication is very important for communication of complex and long. The advantage of this method is messages can be saved in the long term and can be proved. How ever the weakness of this method itself is time-consuming process of delivering and huge costs besides feedback

on the message given is not can be immediately accepted. In delivering the message, find out the effectiveness of the media as a channel message very important. Communication media have different capacities in conveying any information. According to Robbins (2007: 406), there are some rich media in the ability to handle a variety of cues in simultaneously, facilitating the quick feedback, and very personal. But the media the other poor in the three factors above. Here is the range of the media that have high level of wealth channel to the media that have low levels of wealth channel (Robbins, 2007: 407): a) The conversation face to face and video conference b) Direct speech and conversations over the phone c) Voice mail and online discussion groups d) The speech was recorded before and Email e) Formal reports and bulletins as well as memos or letters A rich media is a medium that allows every member involved in the delivery of messages to deal directly as organization meetings or video conferences. This is because the amount of information during the communication to be given the maximum and feedback on the message delivered can be immediately obtained.

III. PUBLIC SERVICES

In a service organization in particular, provide quality services is the responsibility of the organization in order to give satisfaction to the customer. The creation of quality services must be supported by the application of the standard or concept of service in a service organization. According to Gronroos:

“Service is an activity or series of activities that are invisible (intangible) that occur as a result of interaction between consumers and employees or other matters provided by the service provider company that intended to solve problems of consumers (Ratminto and Winarsih, 2008: 2).

While the public service it self has a sense as any service activities performed by public service providers as an effort to meet the needs of service recipients as well as implementation provisions of laws (Ratminto and Winarsih, 2008: 18). In the process of implementation of public services to differentiate into several type of service that is based on the service provider organization own. Differences in presenting organizations themselves have contributed significant in the creation of work culture in the service performed.

According to Ratminto and Winarsih (2008: 19), they are many types of public services:

- 1) Public service by the private sector. All provision goods or public services are maintained by the private sector.
- 2) Public service held by the government and as primary properties. All

the provision of goods and public services organized by government in which the government is the one and the only providers and users would not want to use it.

- 3) Public services are organized by the government and being as secondary properties. All forms of public provision of goods or services provided by the government, but the user also can access from some service providers.

Public service which should take place according to the standard of service that has been set by the government. This is so that services can go well with the end result can provide service satisfaction for the community. In addition to the standard of service applicable, may be measured by the organization in terms of quality services provided. Standard Public Service according to ministerial regulations (Men Pan) no. 63 year 2004 of as follows (Ratminto and Winarsih, 2008: 24)

- 1) Procedure Service: the existence of a clear procedure and service to the recipient including in the case of complaints
- 2) Completion Time: the certainty of time specified in the service process, including complaints handling
- 3) Service Charge Cost of Service: including details of use are clearly defined service processes
- 4) Product Services: the service results will be accepted in accordance with the provisions that have been set
- 5) Infrastructure: providing adequate services and infrastructure by the organizers public service
- 6) Competence of Service Provider: Competence of service provider official shall be established by appropriate based on the knowledge, expertise, skills, attitudes and behavior required.

RESEARCH METHOD

Basically there is two main approaches in the research paradigm that is quantitative and qualitative approaches. The differences of this approach is not solely due to the use of statistics as a tool aids, but involves three other fundamental differences of view basis of the nature of reality, the relationship of researchers with the researched things, relationship between the symptoms observed, the role of values in research and generalization ability. Also each has research process (Sugiyono, 2000: iv)

This study used a qualitative paradigm, since there is no perform hypothesis testing, not generalizing, inter subjective, process research that is cyclical, reflecting its characteristics of the study. This research included

in descriptive research, which describes systematic, factual and accurate information on the facts, and the relationship between the phenomena being investigated (Nasir, 1988:63). This research method is a case study in which the researchers studied, explain or interpret the case in the context naturally without any intervention from outside parties (Yin, 2000: 7). A case study will learn as much as possible about individual, group, or an event, giving views and details on the subject under study.

RESULTS AND DISCUSSION

Licensing Office of Yogyakarta City is an institution belonging to government that is able to demonstrate the various achievements in the middle of the scars in most government institutions. The idea to establish a licensing agency emerged from the mayor of Yogyakarta, which then realized with a comparative study conducted in District of Cibening, West Java province when it has begun to implement "one-door service." According to interview with the Head of Section of Performance Development, Mr. Nursulistiyohadi, the concept of service begun with implementing "one door and one roof services" or being called UPTSA. With the concept of "one door and one roof", the government of Jogjakarta city demonstrates their transparency and basing on the consideration that people not need to go from one agency to other agency especially between a permit and other permits that should be related to one another. For example, HO (Disturbance Permit) and the IMB (Building Permits) are inter-related, now with this UPTSA people just need to come in one room at a time is a form of management transparency.

Furthermore, payment can be done by customers directly in a bank counter, then the total nominal as well as evidence legitimate payment can be known directly by applicants, so that other forms of extorting can be reduced as early as possible Internal communications are conducted by service areas in Licensing Department also conducted an intensive and continuous.

According to Nursulistiyohadi, coordination and internal communication are very necessary to synergize vision as a goal organization in the Licensing Office of Jogjakarta City. Coordination is also important for the basic control and evaluation of each work unit. Communications under the Licensing Office of Jogjakarta used in disseminating information related to the major policies relating to licensing, directives, orders and their respective fields in terms of services, training and other information for employees.

Downward communication is conducted in the Department of Licensing and using a proper media. Downward communication also often made orally and face to face meetings performed in the Licensing Office,

for example in terms of information on new policies. Beside formal communication, informal is also pursued such as putting humor between jobs that create familiarity and intimacy in an effort to improve the quality of service. In some situations, an upward communication also occurred. Communications that flow from subordinates to superiors, these communications are used in delivering information to superiors about the problems, report activities of each work unit and as a means for employees to ask about job instruction.

According to Mrs Yustina, coordination and communication is used when there are complaints from applicants. Promptly responds are needed to complaints coming from the applicants. Upward communication often occurs in formal meetings among structural officials and also in each unit section. Upward communication in the Licensing Office of Jogjakarta City within each unit enduring in a stable climate, the staff does not feel shy or afraid to deliver the messages. This is because of the intimacy that exists between every staff and employers, in addition to the spatial structure that brings together every staff from each unit into one same room. Delivery of upward communications stay in touch with flow through structural, meaning that when staffs want to deliver report to the head office of this information must first pass their respective superiors.

Horizontal Communication takes place when coordination is needed between the relevant units of a level. Coordination made in solving the problems or the exchange of information between the staff at a level equivalent. According to Mrs. Yustina, head of Licensing Complaints and Advocacy, the process to respond complaints from as follows:

“When the complaint signed to us, we directly process, our first step is trying to checking it through to the general administrative section then we went to coordinate with the coordinator of research and field and doing make a research, and finally solve the problems”

Cross channel communication can be seen in the mechanism licensing arrangements. Licensing files that have been signed will be managed at the Section of Coordination of Research and Field to do later on coordination with relevant agencies, if the relevant agencies to give permission then the permit will be processed. Permits that have been processed and entered go to Administration for the sign. After that a new permit will be issued. Formal gatherings or meetings is also conducted by the Office Permits can be used to convey aspiration to superiors and coordination among the fields In addition to communication that formally implemented, informal communication is also pursue in the organization as Mr. Nursulistiyohadi, Head of Section of Performance Development:

"Yes we chatted and chatted outside of work we do often. Trying to become an empathic listener and give a response full understanding"

To improve service, according to him, it is necessary efforts to increase continuously. For that, the briefings to the Front Office staffs for example, conducted continuously as well as meetings conducted and monitored in Part System Information and Data Meanwhile, to improve the quality of services to service users, the efforts made, among others, they did "In House Training of employees" to enhance and improve skills for all employees in the service. They held with classical methods and simulation. For example, employees in FO (Front Office) got a simulation of such ethics when they got the phone call, how handling complaints and so forth Cultural services adopted by a service organization can affect the quality of services provided therein. When is no difference when providing services to all applicants because all applicants have equal rights. According to Mr. Hardono, Head of General Administrative Section:

"There is no privilege..... All applicants have the same rights, the only difference being the serial number of the queue. Who got first queue number being served first?"

To instill the same perception to all employees the organization has an obligation socialize the service culture such as the meetings that are conducted and morning ceremony. Socialization is also made through actions of their superiors in which explicitly reject all forms of action that does not comply with the rules such as being bribe by the applicants

DISCUSSION

Downward communications within an organization that the information's flow from

high authoritative positions to those in lower authoritative. According to Katz and Kahn (Pace and Faules, 2002: 185) There are five types of information commonly communicated from superiors to subordinates:

- 1) Information on how to do the job
- 2) Information about the rationale for doing the work
- 3) Information on policies and practices of organization
- 4) Information regarding employee performance and
- 5) Information to develop a sense of ownership of the task

Downward communication in Licensing Office of Jogjakarta City is conducted to the fifth matter, ranging from information on how to do the

job, rationale for doing the work to develop a sense of ownership task. Submission of information that requires the action of all employees, delivery of information of a general nature, direction or order delivery company, giving praise to employees for work performance and giving warning to the employee for his negligence. Upward communication is more widely used for provide feedback to his superiors that encourage better performance.

Communication oral, written and communication technology are used optimally. The performance of open communication channels is demonstrate as wide as possible and had been tried up to remove psychological barriers or obstacles in the status. Planty and Machaver (Pace and Faules, 2002) put forward seven principles as guidance in upward communication:

1. Effective communication must be planned. Although confidentiality strengthens all communications program effective, supervisors and managers should stimulate, encourage and find ways to develop communication 2). Effective communication should be sustainable 3) Effective communication using a regular channel 4) Emphasize the sensitivity in the idea of a lower level. 5) Includes listening objective. Upward communication program includes measures to address problems 6) Effective communication using various media and methods to improve flow of information Organization's communication efforts undertaken by the Licensing Office of Yogyakarta city are:
2. Conduct meetings / meetings for information exchange, coordination and controlling employer to inform employees that require action, and also forwarding directions or orders, as well as feedback communication, submission of the progress of work at the supervisor
3. Optimizing the informal communication as a counterweight communication informal. Casual conversations outside working hours, humor and trying to to be an empathetic listener to employee complaints. Employees at all levels within the organization felt the need to be given information. Top management lives in a world of information. Quality and must be high for the quantity of information to make decisions useful and accurate. Top management must have from all units in organization (Wayne and Faules, 2002: 186).

In the Licensing Office of Yogyakarta City organizational communication always strived for balanced and a means to unify the vision for the organization and employees are always oriented to the service. According to the performance Licensing Office of Yogyakarta City always developed a working climate and a harmonious and balanced communication. Openness with the employee in the line of duty is felt necessary. Personal relations are

positive, and using various methods of communication both oral and written to build the internal communication climate.

The organization also pursues informal communication such as using chatting and grapevine, putting humor in their interaction. Hanna and Wilson describe the role of grapevine communication as follows:

“We think that the best definition of the term Grapevine is who, in fact, talks to whom. That is, the grapevine is the network of interaction. That actually occurs in the organization rather than that has already planned and appears in formal channels

According to Hanna, the head of an organization can use communication Grapevine wisely, and help the executives to see “what is occurring in the organization “. In these organizations, the grapevine captures the opinions of subordinates. In house training is also mentioned among the efforts to improve the quality of performance of services, at in-house training so all employees involved and they share the knowledge. IHT (In House Training) also used a means to strengthen commitment and maintain communication climate

CONCLUSIONS AND SUGGESTIONS

From the results and discussion, it can be concluded as follows:

1. Jogjakarta City Licensing Office to optimize communication down (down ward communication) and communication upwards (upward communication) and horizontal and vertical communication. Efforts are made regular for example: conduct meetings / regular meetings to exchange information, coordination and controlling. Starting from information on how to do work, the rationale for doing the work to develop sense of duty, submission of information that requires action all employees, delivery of general information, delivery direction or order company, giving praise to employees for his achievements as well as giving warning to the employee for negligence works. Communication to the top serves as a feedback communication, submission of the progress of work at the supervisor
2. City Licensing Office Jogjakarta optimizes informal communication as a counterweight formal communication. Casual conversations outside work, humor and trying to be empathetic listeners to employee grievance

SUGGESTIONS:

Licensing Office of Yogyakarta City should develop a method for various different types of communication situations. There are 4 (four)