Analysis of Paradigms in Organizational Theory and Their Implications on Organizational Communication

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Abstract

This study aims to analyze the paradigm in organizational theory and its implications for organizational communication. Descriptive is the method used in this research. The method used is helpful in describing various organizational theories and their implications for organizational communicatioan. In addition, a qualitative approach is used to assist descriptive methods in describing various theories. The results obtained indicate that different perspectives on the organization affect the role of communication in the organization. Classical flow theory views that communication has a function as a supervisor from management to employees. While the transitional flow, communication within the organization is a communication that involves executives and employees. As well as the critical flow, communication within the organization can not be separated from the culture in the organization.

In its development, organizational theory is in line with the development of a world-aware perspective (paradigm). Starting with classical theories of organization, transitional streams, and theories that carry subjectivity.

The organization itself is one of the means in achieving the company's goals through the implementation of management functions carried out by a leader with an organization created in acompany that concerned (Hasiholan, 2012).

Organizational theory serves to explain the activities and dynamics of organizational cooperation and provide demands in decision making based on predicates due to such decision making.

Although the way of looking is different in each theory, the concern is to know which organizational theory is in which paradigm, so that it can help in doing observation of the organization as well as the communication that takes place in it.

Based on the background that has been presented, researchers are interested in conducting research with the title "paradigms in organizational theory and their implications for organizational communication".

RESEARCH METHODS

Descriptive method with a qualitative approach is a method used in this study. As is known, the qualitative approach emphasizes more on the meanings and understanding of the things around it, of course, it is directly related to our daily lives. In this qualitative approach, researchers use themselves more to be used as

instruments so that they can be used flexibly and can capture real events and interactions (Mulyadi, 2012). The selection of qualitative design is a research procedure that produces descriptive data in the form of words or spoken words of people and observed behaviors. So that descriptive research aims to explain the meaning and describe various phenomena both natural and engineering, with more emphasis on characteristics, quality, and interrelationships between activities (Utami et al., 2021).

DISCUSSION

CLASSICAL PARADIGM

Paradigm is a fundamental perspective, based on certain values, and contains the main theories, concepts, assumptions, methodologies or methods that can be used in the development of science and practical problem solving.

Scientific Management of Frederick Taylor

Scientific management was first popularized by Frederick Taylor in his book Principles of Scientific Management in 1911. In his book, Taylor describes scientific management as: "The use of the scientific method to determine the best way to get a job done". Scientific management also aims to correlate and systematize all the best of modern developments in plant administration, and to encourage further development in accordance with discovered principles (THOMPSON).

Taylor's main concern is how to improve efficiency, not only by lowering lower costs, but also by increasing payments to workers as high as possible through increased productivity of workers at a higher level. Taylor also emphasized that the maximum welfare for employers (employers) is not only measured by the amount of dividends, but also the development of the business p there is a maximum level (Raharja, 2007).

The concept of a scientific management approach is to create the most flexible way of doing a task to ensure that a job is carried out efficiently, productively, in accordance with work plans and principles, as well as the rewards and incentives that workers will receive if they have completed their work. Scientific management argues that by eliminating unnecessary elements or movements of work will increase the profitability of the enterprise. Thus, company owners can hire workers who do not have special skills and are willing to be paid cheaply (Afsoh, 2017).

General Management of Henri Fayol

According to Henri Fayol, management is a process of planning, organizing, conditioning, and supervising/controlling existing resources in order to achieve goals effectively and efficiently (Gesi et al., 2019).

According to Henri Fayol in (Sellang, 2017), stated that there are fourteen management principles, namely:

a. Pembagian Kerja (Division of Work)
b. Balance of Authority and Responsibility
c. Discipline
d. Kesatuan Komando (Unity of Command)
e. Kesatuan Arah (Unity of Direction)
f. Prioritizing Organizational Interests over Individual Interests to the General Interest
g. Fair Compensation (Remuneration)
h. Sentralisasi (Centralization)
i. Scalar Chain
j. Order
k. Justice (Eguity)
l. Stability Tenure of Personnel
m. Initiative
n. Spirit of Unity (Espirits de Corps)

Managerial activities or "Fayol's Functionalism" in (Hasiholan, 2012) are:

a. Planning
b. Organizing
c. Commanding
d. Coordination
e. Supervision

Weber's Bureaucratic Theory

According to Wakhid (2012) bureaucracy is a state organizing system with very complex

tigas and this clearly requires controlling the operation of good government management.

Max Weber's bureaucratic theory focuses his attention on organizational structure, since according to him organizational structure has an important role in the achievement of organizational goals. Thus, Weber developed a bureaucratic organizational structure that has the main features: 1) the presence of specialization and division of duties, to which each individual in the organization has the authority which is strictly regulated in various policies and legal provisions, 2) the relationships that occur in the organization are impersonal, 3) there is a hierarti of authority, that is, every part that lower always under the authority and supervision of the above section, 4) administration is always carried out in writing, 5) the orientation of employee coaching is career development, which means Expertise is the main criterion for whether a person is accepted as a member of the organization and in the process of promoting employees, and 6) every action taken in the organization must always be Associated with the amount of contribution to the achievement of organizational goals, so that it can be labeledAI maximum efficiency.

TRANSITIONAL PARADIGM

Administrative Theory of Mary Parker Follett

According to Mary Parker Follett, administrative management is the art of completing work through others (Sholakhuddin, 2017). The definition of management according to Mary Parker Follet is the art of getting things done through people. Although she has never managed a for-profit company, she offers valuable insights into her pentit "empowering with" rather than "narrating ", and integrating with the company to resolving conflicts.

Leadership is not determined by the exercise of power but by the capacity to increase the sense of power among those led, Follet once said "The most important work of a leader is creating more leaders".

The main principles of this theory are as follows.

a. Integration

According to Follet, workers of all levels must integrate to achieve organizational goals. If conflict arises, then there needs to be an effort to attract rather than encourage, and work together as a team. Since each angora does their part, overall, they will be more likely to be satisfied with the results.

b. Strength

Instead of establishing a strict hierarchy and delegating power to certain individuals over others, Follet believed that workers should practice co-active power. Giving strength to members is better than empowering, because in this way it makes each member feel as valuable as the rest of the members.

c. Group strength

The strength of the group needs to be valued above personal strength. The organization does not exist for the benefit of one person, but rather a whole company of workers.

Executive Functions of Chester Barnard

As a former President of the New Jersey Bell Telephone and leader of the National Science Foundation, Barnard feels that classical theories about organizations have failed to explain the organizational problems he has experienced before. Barnard then proposed three areas to cover the shortcomings in classical theories, namely individual behavior, fulfillment, and communication. Barnard also said that organizations are systems of people, not structures that are supervised by machines. The existence of an organization depends on the ability of human beings to communicate and their willingness to serve and strive for a common goal. Thus, the executive function is to develop and maintain communication systems (Fau et al., 2021).

HUMAN RESOURCES DEVELOPMENT PARADIGM

Abraham Maslow's Hierarchy of Needs

Hierarki needs Maslow in True (2018) there are 5 levels, namely:

a.   Physiological Needs (Faali)

Physiological needs are the most important, most powerful, and most obvious level of needs between the needs of the human being is his need to maintain life physically, that is, the need for food, drinking, shelter, sleep, oxygen and gratification of those needs are essential in survival.

b.   The need for a sense of security

If almost all physiological needs are met then other needs will arise that can be categorized (security, stability, dependence, protection, freedom from fear, anxiety and the necessity of structure, order, law, boundaries, strength in the protective self, and so on).

c.   Social Needs

If physiological needs and a sense of security are met, there will be needs for love, a sense of love, and a sense of belonging.

d.   Award Needs

Everyone in society has a need or wants a steady assessment of themselves, has a solid foundation, and is usually of high quality, of self-respect, or of price self, and appreciation of others.

e.   The Need for Self-Actualization

Self-actualization can be interpreted as the highest development and use of all our talents, the fulfillment of all our qualities and capacities. Although needs to a lesser extent are satisfied, such as feeling physically and emotionally secure, having feelings of belonging and love and feeling that onese lf We are valuable individuals, but we will feel disappointed, unsettled and dissatisfied if we fail to strive to satisfy the need for self-actualization.

Theory X and Theory Y of Douglas McGregor

In Marliani (2019) thegrowth of science, especially in the field of administration and management, has formulated new assumptions about human nature and behavior in organizations. Douglas McGregor's two-sided "X" and "Y" theories constitute a new concept in motivation. The "X" theory is a traditional view that sees the negative side of an individual, and on the contrary the "Y" theory is a view of modern humans seeing the positive things of individuals in organizations.

Basically, theory X sees humans in organizations from a negative side, which is a presupposition that employees do not like work, run away from responsibility and must be forced to show achievements. Theory X assumes that:

a.   In general, humans do not like to work, are lazy and can probably avoid work.

b.   Karen does not like work, which causes the appearance of laziness, then human beings must be forced, supervised, controlled, fostered, even threatened with punishment in order to carry out business, move in achieving the goal.

c.   In general, humans in organizations want to avoid responsibility, have little ambition, so they prefer to be nurtured, and directed.

d.   The majority of human beings want security in everything.

Theory Y is inversely proportional to theory X, which is a more modern way of looking at humans, seeing humans from the positive side. Theory Y assumes that:

a.   Human beings as members of the organization basically love and enjoy work.

b.   Human beings can control themselves so that they do not need to be watched, and they can provide services to the goals of the organization

c.   The average human being can accept well, even strive for responsibility.

d.   Humans in organizations have the ability to take innovative decisions, have high imagination, are capable, and are creative in solving problems in the organization.

e.   In the environment of modern industrial life, the intellectual potential of a in general is only utilized by organizations.

The Four Systems of a Likert

Likert in Ambarwati (2015) assumes the existence of 4 (four) management systems, namely:

a.   Exploitive autoriative

These managers are very autocratic, lack trust in subordinates, one-way communication

down, motivate people through fear and rarely reward, limit decision making at the terrace level, and exhibiting the same characteristics.

b. Benevolent autoriative

This kind of management is a little sure and trusting to the subordinates, motivates with certain rewards and fears and punishments, introduces a little communication to the top, pushes a little the emergence of ideas and opinions from subordinates, and introducing the delegation of decision-making in certain matters but with proper control of policies.

c. Consultative

Such managers have sufficient confidence and trust in subordinates, usually use the ideas and opinions of subordinates constructively, use rewards to motivate and occasionally using certain penalties and participation, communicating both ways, specific decisions devolved to the lower levels, as well as acting consultatively in other ways.

d. Partisipative

Such managers have confidence and trust in subordinates in everything, seek to acquire ideas and opinions from subordinates and use them constructively, providing economic rewards on the basis of group participation and involvement in areas such as setting goals, communicating both ways with colleagues, encouraging decision-making at all levels organization and carrying out tasks with colleagues and subordinates as a group.

Z Organizational Theory

The role of theory Z is to provide guidance for management to improve institutional performance by motivating employees by paying attention to the institutional culture that continues to be developed. The purpose of applying theory Z in management is to build loyalty that focuses on the role and position of employees so that employees are comfortable working, feel an important part in institutions and ultimately employees will work more effectively and efficiently to improve the performance of the institution.

To build trust, theory Z provides 5 directions that need to be done, namely: closeness and friendship, rules, professional experience, attention and empathy, communication, habituation (Wasono, 2016).

CONCLUSION

There are many points of view in looking at the organization. There is no wrong or better point of view, but each has its drawbacks and advantages. If there is no view of classical scientific management, perhaps a transitional view, nor the development of human resources will emerge.

Until now, the existence of an organization according to Weber with bureaucratic characteristics still exists. Research that supposes organizations such as organisms or machines is also still being carried out. There are also companies that start with various more humanist approaches in their activities, as described by the theory in the development of human resources. If earlier communication was only a tool of management, then in subsequent developments, interpersonal communication received more attention.

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