

PalArch's Journal of Archaeology of Egypt / Egyptology

COMPREHENDING COMMUNICATION PATTERN OF TELEVISION MEDIA AMONG BINUS TV CREW MEMBERS 2016

Laskarko Patria¹ and Margynata Kurnia Putra²

Marketing Communication Program, Communication Department,
Faculty of Economics and Communication, Bina Nusantara University,
Jakarta, Indonesia 11480

laskarko.patria@binus.ac.id; margynata_kp@binus.ac.id

Laskarko Patria¹ and Margynata Kurnia Putra²: Comprehending Communication Pattern of Television Media Among Binus TV Crew Members 2016 -- Palarch's Journal Of Archaeology Of Egypt/Egyptology 17(7). ISSN 1567-214x

Keywords: Interpersonal Communication, Cultural Communication, Organization Communication

ABSTRACT

The purpose of this qualitative research is to describe the interpersonal communication process, and to understand the interpersonal communication behavior of BINUS TV crew members, from the point of view of culture of interpersonal communication in workplace. The method of data collection used in this study is in-depth interview, observation, and documentation. The research subject (key informant) to be interviewed are crew members of Binus TV. Research found that the fluctuate condition structure of BINUS TV crew as if it were antithesis of principle function in organization structure. Structural dynamics, which is then referred to as Structuration emerged as the antithesis which has been constructed by paradigm of function, which deliberately analogize the whole organization, institutions, and social order in this world as congruent with the biological logic organs of the living body, are fixed, rigid and a function which is not replaceable. This research concludes that networking relationship and interpersonal communication among the crew members have become institutionalized habit and non-formal cultural elements of Binus TV formal organization.

INTRODUCTION

Communication is a social process in which individuals use certain symbols to create and/or interpret meaning from their surroundings. Therefore, communication becomes very important in all aspects of human life. It is because communication can help human to express ideas, feelings, hopes and impressions to each others. In addition, communication does not only develop social relationships in any social group, but it also promote holistic development of human.

In general, communication involves at least two parties, which are speaker and listener. However, in order to comprehend communication event more precisely, a communication scholar is not only required to emphasize his/her analysis to the extent of entities which are involved in

interaction event, but he/she also needs to have focus of attention on the interaction process and the ability to understand other parties while exchanging information and its attributes.

There are many kinds of communication which has been done by men, between individual or group, either small group or larger one, or generally we know it as communication organization. However, what should be comprehend is wherever communication occurrence happens, basically that the occurrence started or done by personal or between personal communication.

In this research, attention analysis was conducted to comprehend the habit of horizontal communication among members in media institution. BINUS TV was chosen as sample. BINUS TV is not national media, not even local media. BINUS TV programs have not been broadcasted by television channel frequencies. It only can be streamed over the internet.

BINUS TV remains in existence by broadcasting news, entertainment and education programs, such as Travel's Checklist, #Jakarta, Cooking Journey, Binus On Screen, Star in Us, D'Game, Jejak Peristiwa, B Sport, Zoom-in, Explore Your Beauty, Jurnal 19, Riset Kita, and many more. Although BINUS TV can only be streamed over internet, it keeps trying to create good TV shows.

To maintain and realize it all, of course need an effort and hard work of all factors which are specialist system elements and the needed just as structure and function of body organism. The elements include video production equipment, editing and broadcasting process and human resources. Therefore, it is very important to understand how institution at BINUS TV works and synchronize one element with another.

LITERATURE REVIEW

This research does not explore BINUS TV institution from the point of view of organizational structure and its internal function. However, this research still considers two elements of internal function(?), which are individuals and their ability to interact and communicate horizontally. From this point of view, this study does not merely aim to understand the habits of interaction within organization.

There were previous researches that have assessed this focus, for example, Galang Dewantara's work entitled "Correlation between Employee-Manager's Interpersonal Communication and Employee Job Satisfaction at Dr. Soeradji Tirtonegoro Hospital, Klaten"; Miranda Veyow wrote "The Influence of Interpersonal Communication Quality on Organizational Culture of Employee in Summarecon Agung Tbk - headquarter"; and journal by Syafril Tahar entitled "Interpersonal Communication and Satisfaction in Organization". Although those researches also focused on interpersonal interaction, this research used different methods from those researches so the results would hopefully different as well. Furthermore, those studies aimed to explain positive correlation, or the effect of interpersonal communication to its attached variable. Meanwhile this research did not involve variable to understand interpersonal communication in media institution. Also, this research started from tradition of inductive approach which moves from a case to a scientific study and to normative statements (Jensen, 2012).

There is also a research entitled “Effect of Organisational Communication and Culture on Employee Motivation and Its Impact on Employee Performance” of which purpose is to determine the effect of organizational communication and organizational culture on employee motivation and performance in the broadcasting industry.

Data collection method used in this study is questionnaire. Questionnaires were distributed to 300 employees. Then, data was analyzed using path analysis. As a result, this research shows that organizational culture does not affect employee performance, while organizational communication and employee motivation affect employee performance (So, Noerlina, Djunggara, Fahrobi, Simamora and Ruangkanjanases, 2018).

Again, this research indeed aimed to describe and understand interpersonal communication in a professional mass media institution. However, this research is unique because the sample, BINUS TV, is unique in certain way. For example, the composition of BINUS TV crew members consists of lecturers, staffs, and students of Bina Nusantara University. This paper will comprehend the relationship among crew members, despite the fact that they have different occupation in routine life. It will not emphasize structural communication or review organizational hierarchy.

As a discipline of science, communication has many branches of analysis, ranging from interpersonal to mass media analysis. This research tried to analyze social phenomena through interpersonal communication approach, within organization. According to philosophical references, the research tradition of interpersonal communication is rooted from P. Grice (1913-1988) with his *Theory of Conversation*.

Communication, in fact, depends on people’s ability to understand others, even though sometimes we find other people difficult to understand. To understand communication accurately, humans usually count on their ability to understand other people through five keys of understanding communication. They are: (1) social, or awareness of the fact that human and interaction are part of (2) communication process or something alike which always keeps going dynamically (3) symbol or label which adheres to a phenomena and could get captured by the five senses in order to be interpreted and obtained (4) a certain meaning, referring to (5) environment, including situation or context where communication takes place (West and Turner, 2010).

As a science, communication has many branches analysis, starts with interpersonal, group then mass media analysis. This study tried to analyze the social phenomenon through interpersonal communication approach in an organization. Reviewed from philosophical references, tradition research about interpersonal communication is rooted from P. Grice (1913-1988) with his *Theory of Conversation*.

According to Grice, the comprehension of communication phenomenon can be done by analyzing language and context (or situation and condition) in conversation between individuals. Grice also said that each individual who communicates has certain purpose, and they will show a series of normative principles or maxim to achieve the purpose of communication.

There are four maxims, Grice mentioned, to make the purpose of communication enable to be achieved. The first one is maxim quantity or some informations which need to be conveyed by communication

participants; second, quality maxim, or fairness which need to be conveyed by communication participants; third, relation maxim, which requires contribution from participant to have to be relevant to the conversation topics; and the fourth, maxim manners, or the courage of communication participants to speak clearly (Mangion, 2011).

With Grice's philosophical thought, tradition of interpersonal communication continues to grow and transform into scientific research discipline, as had been done by Gerard Miller (Devito, 2010). Miller divided interpersonal communications into three elements, in which the definition of each element based on components, dyadic relationship, and developmental.

Definition based on component, is interpersonal communication highlighting the main components, such as message delivered by a person to others, or individual in small groups, who can give various impacts and opportunities to provide feedback directly.

The second one is definition based on dyadic relationship (relational dyadic), which stated that interpersonal communication is communication which occurs between two persons who have steady relation and clear relationship, for example, communication between a father and son, communication between vegetable seller and his customers.

The last one is a definition based on Development. That is communication which is seen as the last stage of communication development in which impersonal communication evolves into interpersonal communication. This progress mark interpersonal communication development. Interpersonal communication can start from non-personal (impersonal) communication that based on three factors; psychological data, explanatory knowledge, and personal rules.

From the three definitions above, we can assume that interpersonal communication can occur if it develops from impartially communication into communication based on clear and steady relationship. However, a communication will not change automatically. Individuals need to develop interpersonal communication by themselves.

Therefore, Devito said, that an individual generally will develop impartial communication into interpersonal for certain reasons. There are three reasons of development of communication relations, said Devito. The first reason is to stimulate. It is because human needs stimulus. Otherwise, human will hold back and die. Contact between humans is the best way to get this stimulation. The second one is to get self knowledge, which mostly can be obtained through contacts with other human beings, so human can recognize himself. This is based on assumptions that perception about oneself is influenced by what we believe and what other people think about ourselves. The last one, the third reason, is to maximize pleasures and minimize sufferings. Usually someone will try to make contact with other, in order to maximize pleasures and minimize sufferings. If it is necessary, they will also share their emotional or physical distress with other people. These three reasons of impartial changing in interpersonal communication are generally needed to make relationship achieve harmony (Devito, 2010).

In addition, in order to make interpersonal communication go well, each individual needs to consider five elements of interpersonal communication effectiveness, which can affect the quality of communication itself (Devito,

2010, p.285. Those five elements are openness, empathy, supportive attitude (supportiveness), positive attitude (positivity) or ability to communicate in positive manner, and equality. The above type of workplace relationship will be patterned slowly and surely form a complex cultural organization, and has manifested in daily rituals, such as in rituals of conflict reduction, integration, and renewal (Miller, 2012).

Meanwhile, in order to grasp communication organization phenomenon, especially at workplace, Miller (2012) suggested several approaches like classic approach, human relations and human resources approach, systems approach, and culture approach. From these four approaches, this study focuses on culture approaches of communication organization as a method to understand social phenomena. Cultural approaches were chosen because culture is a social phenomenon that can be observed and it appears in every human life. Culture is emphasized here simply because it's crucial to the effectiveness of interpersonal communication (DeVito, 2016).

MATERIALS AND METHODS

Based on research characteristic which intended to describe the process of interpersonal communication, and to understand interpersonal communication behavior of BINUS TV crew reviewed from the point of view of interpersonal communication culture at workplace, this research used primary data collection from relevant information sources.

Qualitative research has been used to build or inquire into a proposition and to describe value creation behind a phenomenon. Researcher only develops concept and collects facts from informants, without doing hypothesis examination. Referring to the purpose of this research, which is to describe the communication process and to understand the behavior of interpersonal communication among BINUS TV crew members viewed from standpoint of their different occupation and status in routine life, then this research only focuses on the type of interpersonal relationship in workplace.

Workplace is a place where all communication patterns are affected by its own culture, including practices, norms, and rules of communication. Analysis of interpersonal communication in workplace primarily comprises three issues: romantic relationship, mentoring relationship, and networking relationship. The interesting part about those three issues of relationship, according to DeVito, is the fact that each relationship can affect effectiveness and ruin performances at once in certain institution (DeVito, 2009, p.266-270).

For deeper understanding, below is brief explanation of each relation.

Romantic Relationship

Some institutions assume that romantic relationship can harm performance of individuals and strictly prohibit office romance. However, there are also institutions that do not strictly ban the romantic relationship between colleagues. The triggers of romantic relationships in the workplace are usually interest in the same areas of work or the same ambition. Spending a lot of time together can also trigger office romance, just like Bill and Melinda Gates' case.

Mentoring Relationship

In mentoring relationship, a person who has experience will share their experience to someone who has no experience or even give training. Having a mentor is often recommended, because it can increase work capability by learning from mentor's experiences. Mentoring relationship is an ideal relationship to build learning environment between the expert and novice. Learning environment should be build based on supportive element and trust, characterized by mutual and open attitude toward information and ideas.

Networking Relationship

Networking is generally seen as a technique to secure the job. *Networking relationship* has shown in two patterns, (1) informal networking, that is daily relationship, especially when we were in a new situation. (2) Formal networking generally is the same as the first pattern, but this networking is managed systematically and it uses specific strategy.

For instance, a relationship with people we think can help us to get a decent job, promotion and placement as our wishes. The advantages of networking relationships are accesses to convenience and affluence. Even we can easily obtain confidential information from networking. Networking relationship requires one party to be more proactive, or to precede the introduction rather than to wait for the other party to approach first. However, it should be kept in mind that being proactive is different from being aggressive.

Beyer and Trice said that those types of workplace relationship above will be patterned gradually from a complex cultural organization, and it will manifest in daily practices, such as practices of conflict reduction, integration and resolution (Miller, 2012, p.86). While to catch phenomenon of communication organization, especially in workplace, Miller (2012) suggested several approaches, started with Classics Approaches, Human Relations and Human Resources Approaches, Systems Approach, and Culture Approach.

Referring to the fourth approach, communication organization cultural approach is the one that is most fascinating and this research will use this approach to grasp social phenomenon by emphasizing based on assumption that:

- Cultural performances are interactional so that they require the participation of multiple organizational members.
- Cultural performances are contextual so that they are embedded in organizational situations and organizational history.
- Cultural performances are episodic so that they are distinct events in organizational life.
- Cultural performances are improvisational because there are no scripts that guide organizational members. (Miller, 2012)

Cultural approach was chosen because the idea that culture is social phenomenon that can be observed and is emerged in every human's life. *Moreover*, because this research is concerned interpersonal communication in an organization, cultural approach is the most suitable. The consideration

given is the fact that interpersonal communication is daily communication performed by individuals, generally by habits, regulated by unwritten norms and bound by values that each member willing to share.

In addition, the organization itself is also important element. It is because its habits, norms, and values are shared by certain people, bound by one common identity and they occur only in certain groups, institution, or organization, where a social order exists.

RESULTS AND DISCUSSIONS

The change in Binus TV's uniform color from blue to black unconsciously means proper choice, because black is the color which presents conquest, personification of person who reveals greatness (<http://www.xpresi.org/warna-dan-artinya/>). When a crew member wears black uniform, self-confidence can be seen in him/her because he/she is able to conquer a sense of inner critic. If this uniform is worn by new crew who is a student, he/she will have a good confidence when they are with other students.

Black uniform also further close generational gap between seniors and juniors, as all crew members think themselves valuable and have almost equal capability from each other. This condition has been lasting within BINUS TV crewmembers as if it became an antithesis of principle of function in organizational structure. As we all know, principle of function, or well known as functionalism, is a positive principle which draws an analogy between organizational structure and structure of living things.

Function means specificity and interdependence of each element in the body of the organism. Like the analogy of organ system of human body, there are organs such as heart, liver, lungs, stomach, etc, and each organ has its own function to perform specific work. Each organ has specific function that cannot be replaced by other organ.

The heart, for instance, is responsible for pumping oxygen-rich blood throughout human body. Other organ, liver, its main job is to filter the blood coming from the digestive tract, before passing it to the rest of the body. The liver also detoxifies chemicals and metabolizes drugs. As it does so, the liver secretes bile that ends up back in the intestines. From this analogy of organ system, it can be seen that each element's function cannot be done by other elements.

However, doing tasks that are not their main job responsibility is common for crew members of Binus TV. Although they work in an organization, the organ system analogy, or functionalism, is not applicable to BINUS TV. Elements of the structure does not work in accordance with job duties that have been set. Sometime, the manager has to obey the command of executive producer when he becomes a cameraman, for instance.

Does it cause the production process to go bad? It does not seem so because in fact, the ratings of Binus TV programs continue to improving from year to year. The next question is what does make professionalism at Binus TV keeps developing? It seems like self confidence of each crew member, either senior or junior, full-time employee or student-employee that makes it happen. Crew members are able to build trust and rely on other members' ability and strength. This trust building is a big asset for

Binus TV to keep its organizational operations becoming highly professional, despite the lack of resources. In the end, trust building in this study has become a reflection on a concept of turnover and dynamic roles of employees.

Yoga (student / Binus TV Crew) stated:

“Karyawan memiliki jabatan utama dan jabatan tambahan lainnya, misalnya Station Manager bisa bertugas sebagai kru liputan. Kru Liputan sudah dijadwalkan yang disebut “kru harian” yang bertugas di bagian Produksi, ditetapkan secara bergantian dari hari Senin sampai hari Jumat. Produksi Siaran terdiri atas: Pengendali siaran / program director umum, Flow Director, Switcer, Operator (audioman, VVR, cameramen). Pengendali Siaran bertugas mengatur siaran dan sebagai switcer, misalnya, hari Senin ada acara Musikologi dan Jurnal, Musikologi disiarkan dengan cara Taping, lalu, pada saat acara Jurnal switcer bertugas merubahnya menjadi siaran secara Live.

Karyawan BinusTV memiliki rangkap jabatan, contohnya saya, pada acara “Jurnal19 malam”, saya bertugas sebagai kameramen, produser, eksekutif produser. Saya harus Liputan siaran, Quality control, menyiapkan materi-materi, lalu bertindak juga sebagai kameramen.

Profesional saja. Misalnya ketika programer (mahasiswa yunior) memerintah kameramen (senior). Saat bekerja, maka batas-batas seperti status dan usia sudah dihilangkan. Karena, rangkap jabatan, maka, itu dapat menghilangkan batasan struktur formalnya.”

The statement is translated into English down below:

“Employees have key position and at same time, other additional positions, for example, station manager might serve as a newsgathering crew member as well. Newsgathering crew members are scheduled daily. They are called "daily crew" who work in the production department from Monday to Friday.

Broadcast production crew consists of broadcast controller or program director, flow director, switcher, operator (audio operator, VVR, cameraman). The broadcast controller is in charge of organizing the broadcast and working as a switcher. For example, on Monday there are programs named Musicology and Jurnal 19. Musicology is broadcasted on a tape delay. After that, Journal 19 will be broadcasted live. The switcher's duty is to switch the tape delay to live broadcast.

Binus TV employees have multiple positions, for example, at the "Jurnal19", I work as a cameraman, producer, and executive producer. I have to present news, do quality control, prepare materials, then work as a cameraman.

All crew members work professionally. Even if the programmer is a freshman or sophomore, a junior or senior who happens to be the cameraman carries out his orders of their own accord. Multiple jobs held by crew members can eliminate seniority that is often found in formal structure.”

The principle of communication, in this case, is professionalism. Crew members work professionally, regardless of workplace seniority. Each crew

member has expertise and they need each other. A junior crew might make a mistake, but it can be easily resolved by interpersonal communication, such as a discussion or lunchtime talk. If they have dispute, they will tell jokes to defuse argument.

Julia T. Wood, about effective communication during conflict, said: focus on overall communication system; manage conflict by design; aim for win-wins solution; honor yourself, your co-workers, and the relationship; compliment if it is needed (Wood, 2016).

Finally, to sum up this section, interpersonal communication at Binus TV is built on the foundation of a social tendency which later transforms into a social institution. The social tendencies, or social behavior, reflect on behavior pattern at BINUS TV like openness, empathy, supportive manner, positive thinking, and equality. However, further observation is needed to support those opinions.

Therefore, this research used cultural approach to organizational communication as logical basis with following assumptions: *First*, interpersonal communication in Binus TV is shown in the form of interaction involving crews without seniority and status becoming barriers. *Second*, interpersonal communication is shown as a part of organizational culture of Binus TV in which all crew members have to get involved together in preparation and production process of a TV program (Miller, 2012, p.86). The concept about “context” has become a magnet uniting crew members’ different interests, so that all crew members can work together without seniority and status becoming barriers. Third, interpersonal communication in Binus TV has become part of cultural organization, which is shown in certain time or episodically. Each episode gives a chance for consolidation and negotiation so that crew members can learn from each other.

Sometime different opinion emerges during production process. Also, sometime executive director talks in tight voice when the crew members do not follow his/her instructions. However, all of those tensions are over during the lunchtime talk. This situation might happen again, but it will end in the same way. Finally, what really matter about interpersonal communication at BINUS TV is that culture can manifest into daily habit, without needing to be scripted. It just happens naturally.

CONCLUSIONS

This research has shown and described the interpersonal communication process which occurs in Binus TV. Interpersonal communication among crew members has been institutionalized as a non-formal habit between elements of formal organizational culture of Binus TV. Interpersonal communication, that is usually casual, plays important role in building trust among crew members. Therefore, organizational structure at Binus TV has always been dynamic.

Turnover and overlapping responsibilities are common and understandable case. Factual structure in media organization of Binus TV is shown in the form of belief in equal ability of every Binus TV crew member. Thus, this study unintentionally becomes an antithesis for structural-functional paradigm, which assumes that organizational structure,

institution, or social order is fixed and rigid, and that their elements' function is irreplaceable.

REFERENCES

- Devito, J. A. (2016). *The interpersonal communication book* (14th ed.). New Jersey: Pearson.
- Devito, J. A. (2010). *Komunikasi antar manusia* (5th ed). Tangerang: Karisma Publishing Group.
- Dewantara, G. (2014). *Hubungan antara komunikasi interpersonal antara karyawan-manajer dengan kepuasan kerja pada karyawan RSUP Dr. Soeradji Tirtonegoro, Klaten*. Retrieved from <http://eprints.ums.ac.id/31178/12/02>. Naskah Publikasi.pdf
- Jensen, K. B. (2012). *A handbook of media and communication research* (2nd ed). USA: Routledge Taylor and Francis Group.
- Giddens, A. (2003). *The constitution of society: Teori strukturasi untuk analisis sosial*. Pasuruan: Pedati.
- Mangion, C. (2011). *Philosophical approaches to communication*. USA: Intellect Ltd.
- Miller, K. (2012). *Organizational communication: Approaches and processes* (6th ed.). Boston: Wadsworth Cengage Learning.
- So, I. G., Noerlina, Djunggara, A. A., Fahrobi, R., Simamora, B. H. & Ruangnanjanes, A. (2018). *Effect of organizational communication and culture on employee motivation and its impact on employee performance*. *Pertanika Journal of Social Sciences & Humanities*, 26 (2), 1133 - 1142.
- Wood, J. T. (2016). *Interpersonal communication: everyday encounters* (8th ed.). Boston: Cengage Learning.
- <http://marcomm.binus.ac.id/academic-journals/pengaruh-kualitas-komunikasi-interpersonal-terhadap-budaya-organisasi-pada-karyawan-pt-summarecon-agung-tbk-kantor-pusat/>
- <https://www.iisip.ac.id/content/komunikasi-interpersonal-dan-kepuasan-dalam-organisasi>
- <http://www.xpresi.org/warna-dan-artinya/>