

**COMMUNICATION PATTERNS IN DECISION MAKING:
PHENOMENOGRAPHY APPROACH IN MALAYSIA'S AND
INDONESIA'S POLITICAL ORGANIZATIONS**

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Abstrak

Kebanyakan kajian tentang pola komunikasi dan pengambilan keputusan hanya tertumpu kepada organisasi korporat, sosial dan perniagaan. Sehubungan dengan itu, adalah perlu untuk dilanjutkan kajian tentang pola komunikasi dan pengambilan keputusan yang memfokuskan kepada organisasi politik. Objektif penyelidikan ini adalah untuk memperoleh kefahaman terhadap pola komunikasi dan proses membuat keputusan dalam organisasi politik, iaitu di antara Parti Keadilan Rakyat (PKR) dan Parti Demokrasi Indonesia Perjuangan (PDIP). Kajian ini menggunakan kaedah kualitatif melalui pendekatan fenomenografi dengan paradigma interpretif. Fenomenografi adalah pendekatan untuk mendedahkan variasi pengalaman aktivis dalam organisasi politik. Data diperolehi melalui kaedah temu bual dengan pemimpin dan ahli-ahli kedua-dua parti politik. Data yang diperolehi dianalisis dengan menggunakan analisis tematik. Hasil kajian menunjukkan kedua-dua parti politik berkenaan menerapkan pola komunikasi ke bawah. PKR juga didapati mengaplikasikan pola komunikasi formal dan tidak formal. Komunikasi formal mengandungi komunikasi ke atas dan komunikasi ke bawah. Komunikasi yang banyak digunakan adalah komunikasi ke bawah yang dipengaruhi oleh latar belakang ahli dan cabaran sistem politik yang sedia ada. Pola komunikasi tidak formal didominasi oleh khabar angin dan pola komunikasi bersilang saluran. Selain itu, media bagi sosialisasi ahli parti ialah media konvensional dan media alternatif, dengan media alternatif lebih banyak digunakan. Pada masa yang sama, komunikasi formal di dalam PDIP adalah didominasi oleh komunikasi ke bawah manakala komunikasi tidak formal didominasi oleh khabar angin. Walau bagaimanapun, media utama yang digunakan untuk sosialisasi adalah media konvensional. Dapatan kajian ini juga menunjukkan proses membuat keputusan dalam PKR dan PDIP dipengaruhi oleh tiga aspek, iaitu kuasa dominan, pengalaman dan konteks. Kuasa dominan merupakan aspek utama dalam proses membuat keputusan bagi PKR berbanding dengan aspek pengalaman dan konteks. Proses membuat keputusan bagi PDIP pula menekankan kepada aspek pengalaman dan kuasa dominan berbanding aspek konteks. Kajian ini secara signifikan mendapati bahawa pendekatan fenomenografi merupakan pendekatan yang relevan bagi menjalankan kajian komunikasi dalam organisasi politik. Tambahan pula, fenomenografi berpotensi untuk dikembangkan dalam kajian-kajian komunikasi interpersonal. Hasil kajian ini mengesahkan pendekatan fenomenografi dalam memahami fenomena organisasi; khususnya, peranan penting pola komunikasi dan membuat keputusan adalah disahkan secara empiris.

Kata kunci: Pola komunikasi, Proses membuat keputusan, Pendekatan fenomenografi, Komunikasi organisasi

Abstract

Most of communication pattern and decision-making studies focused on corporate, social and business organization. Accordingly, it is necessary to continue the study of communication pattern and decision-making that focused on political organizations. The objective of this study was to obtain an understanding of the communication pattern and the decision-making process in political organizations, in this case Parti Keadilan Rakyat (PKR) of Malaysia and Parti Demokrasi Perjuangan (PDIP) of Indonesia. The research was designed as a qualitative research with a phenomenography approach within an interpretive paradigm. The phenomenography is an approach to reveal the variations in the ways activists in a political organization experience the organizational phenomena. Data were collected through interviews with leaders and members of both political parties. The data was analyzed through thematic analysis. The findings of this research suggest that both political parties applied downward communication patterns. PKR are also found to apply formal and informal communication patterns. The formal patterns consist of downward and upward communication. The more dominant one was downward communication, which was influenced by the members' backgrounds and the challenges of the current political system. The informal pattern was dominated by grapevine and cross-channel communication. Meanwhile, the media for socialization is comprised of conventional and alternative media, with the latter predominantly used. Similarly, the formal communication pattern in PDIP was also dominated by downward communication while the informal one was dominated by grapevine. However, conventional media are utilized as the primary means of socialization. The finding of this study also highlights the decision-making process in PKR and PDIP, which considers three aspects; the dominant authority, experience, and context. The dominant authority became the main aspect in PKR's decision-making process, while experience and contexts were undermined. The decision-making process in PDIP, on the other hand, emphasized experience and dominant authority, while context was undermined. This study significantly found that phenomenography is relevant approach for communication research in political organization. Furthermore, the phenomenography is potential to be developed in interpersonal communication researches. Findings of this study validated the phenomenography approach in understanding the organizational phenomena; in particular, the central role of communication pattern and decision-making is empirically confirmed.

Keywords: Communication pattern, Decision-making process, Phenomenography approach, Organizational communication

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List of Abbreviation

AD/ART	Anggaran Dasar/Anggaran Rumah Tangga (Articles of Association/By laws)
BN	Barisan Nasional
DAP	Democratic Action Party
DPC	Dewan Pimpinan Cabang
DPD	Dewan Pimpinan Daerah
DPP	Dewan Pimpinan Pusat (Central Executive Board)
DPR	Dewan Perwakilan Rakyat (House of Representative)
Exco	Executive Councilor
Konferda	Konferensi Daerah (Regional Conference Party)
MPC	Majelis Pengerusi Cabang
MPK	Majelis Pengerusi Kampung
MPN	Majelis Pengerusi Negeri
MPP	Majelis Pengerusi Pusat (Central Executive Board)
PAS	Parti Islam Se-Malaysia (the Malaysian Islamic Party)
PDIP	Partai Demokrasi Indonesia Perjuangan
Pemilu	Pemilihan Umum
Pilkada	Pemilihan Kepala Daerah (Local General Election)
PKR	Parti Keadilan Rakyat (the People's Justice Party)
PNI	Partai Nasional Indonesia
PRK	Pilihan Raya Kecil (Regional/Local General Election)
PRU	Pilihan Raya Umum (General Election)

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Research on organizational communication have focused on various organizations. For example, Sharples' (1996) research, focused on educational organization to examine the link between quality management and education, while Boonsathorn (2003) studied multinational corporations (MNC) in Thailand to investigate the link between conflict management styles by Thais and Americans. Meanwhile, Lofka (2007) studied the pattern of communication and decision-making in the Turkish National Police, while Danielson (2008) focused on the process of bureaucratic decision-making in the municipality in Sweden.

The interpretive approach has also been used to study various organizations. For example, Brown (2000) based on the study among football organization found that there was a choice regarding the engaged workers carrying out work orders. Communication patterns are established solely for the formal relationships, which are the reflection of the characteristics of today's society.

Kohles (2001), on the other hand found that workers become the most important part in the interaction and decision-making towards implementing some goals. Sandberg (2005, 2000) through phenomenography approach, explored the importance of competence and expertise in carrying out specific tasks in a Volvo car company. He pointed out that, whether the job is to produce cars or to care for the sick in the

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