



Transactional Communication Model: Overcoming the Challenge of Product Knowledge Differences in the Organizational Communication Process

Idzni Sabila¹  Elly Yuliawati² 

^{1,2} Universitas Mercu Buana, Jakarta, Indonesia
elly_yuliawati@mercubuana.ac.id

Abstract. Product knowledge discrepancies refer to differences or inconsistencies in the way individuals understand and interpret product-related information. This occurs when there are variations in understanding, interpretation, or assessment of a product between different stakeholders, such as consumers, sales representatives, or leaders in an organization. The aim of this research is to analyze the causes of differences in knowledge about products and identify communication challenges in the vertical communication process at PT. XYZ. This research uses a case study method with a qualitative approach to find the right solution. The research results found that differences in product knowledge that occurred during vertical communication came from errors in interpretation by sales representatives due to failure to decode messages conveyed by leaders, resulting in differences in the interpretation of product information. The vertical communication process carried out at PT. XYZ did not achieve its goal due to the stages of the communication process not going well due to the recipient's lack of ability to ask or reconfirm with the sender of the message. The research concludes that interactive and transactional communication in the vertical communication process between leaders and sales representatives can increase product knowledge, improve unclear communication and interactions and can overcome challenges in interpreting product information so as to create a common understanding.

Keywords: Interactive Communication; Transactional Communication; Vertical Communication; Product Knowledge; Sales Representatives

1 Introduction

1.1 Background of Study

Communication is a very important and significant element in an organization [1]. Organizational communication occurs in interactions between employees to create collaboration in the work environment which has an impact on organizational performance

and decision making [2]. Organizational communication emphasizes the process of exchanging messages with each other through a network of interdependent relationships in order to resolve an uncertain or uncertain environment [3].

The success of an organization is determined by the success of communication within the company, one of which is communication carried out by superiors to subordinates which greatly influences employee performance. This communication is called vertical communication, namely the activity of sharing information hierarchically - from top to bottom or from bottom to top [4]. Communication carried out from superiors to subordinates can take the form of information about how to carry out work and the basic rationale for carrying out work. Communication from superiors can be said to be successful if employees understand and can carry out their work well. The use of strategic internal communication can provide accurate information, address employee concerns, strengthen a sense of belonging, and promote positive emotions [5] as well as effectively enhance the internal employer brand image [6]. This communication has been widely studied with different scopes, but the findings provide an overview of the influence of vertical communication in improving the quality of performance and employee morale [7].

Vertical communication is one form of internal communication in an organization, where other forms are horizontal and diagonal communication [8,9]. Vertical communication is defined as work-related communication that moves from top to bottom or bottom to top in the organizational hierarchy [10]. Factors that cause successful communication between superiors and subordinates include: openness, trust in written messages, excessive messages, timing, and filtering of information related to superiors and subordinates [11]. Not only in the context of work relationships, vertical communication also plays an important role in decision making, direction, instructions, motivation, as well as suggestions, proposals/ideas, questions and opinions in the relationship between teenagers and mentors at Child Development Centers [12]. And also the effectiveness of vertical and horizontal communication in selecting presidential candidates through conversations on Facebook pages [13]. Effective communication needs to pay attention to the recipient's ability to process and encode messages [14].

Likewise, employee mastery of product information to convey to customers. Homburg and Steward in [15] explain that product knowledge is related to the extent to which a salesperson has knowledge about the features, technicalities of the company's product and the customer's situation. Better product knowledge increases the potential for understanding how well a product's benefits align with customer needs and expectations [15]. The importance of product knowledge and mastery is one way to attract customer attention. The success of employees in conveying information to customers can be seen from how customers understand the product. Understanding customer needs helps companies create products and services that meet them. After that, the company can tell the public that the product is a solution to their problems and needs [16]. If the customer understands the product that the employee has delivered, it means he has succeeded in educating the customer about the product. The more customers know about a product, the more confident customers will feel about buying a product and this will increase purchasing decisions [17].

This will certainly have implications for increasing customer trust and a good image for the company. However, on the other hand, if customers do not understand or misunderstand the products delivered by employees, it means that they have failed to

educate customers about the products they offer. This can cause a bad image of the company in the eyes of customers which will also cause a decrease in company revenue due to loss of trust from customers.

This research aims to analyze the causes of differences in knowledge about products and identify communication challenges in the vertical communication process between organizational stakeholders, namely, leaders/directors, employees/sales representatives and customers. Product knowledge discrepancies refer to differences or inconsistencies in the way individuals understand and interpret product-related information. This occurs when there are variations in understanding, interpretation, or assessment of a product between different stakeholders.

This study was conducted at PT. XYZ; a company in Indonesia which operates in the field of selling computer technology-based software. License holder as a reseller of CAD (Computer Aided Design), CAM (Computer Aided Manufacturing) and CAE (Computer Aided Engineering) Software. Where problems occur in this company is due to differences in receiving information about product characteristics conveyed from the Director to the Sales Representative and from the Sales Representative to the Customer

Although it is recognized that product knowledge and mastery in an organization's vertical communication processes is an important driver of organizational performance, previous research has not adequately highlighted differences in product knowledge among organizational stakeholders. Differences in the reception of product information are very likely to occur in the dynamics of organizational communication. Why this happens and how to overcome the challenges of these differences. This research seeks to add to the repertoire of organizational communication references while offering novel research on overcoming differences in product knowledge within a vertical communication framework in organizations using an organizational communication process model approach.

1.2 Research Questions

Why are there differences in product acceptance in the vertical communication process at PT. XYZ, and how can these challenges be addressed?

2 Literature Review

2.1 Human Relations Theory

The Human Relations Theory emphasizes the significance of fostering harmonious relationships, both on an individual level and within social interactions in organizational contexts. Individuals, as constituents of an organization, constitute the essence of the social structure [18]. Humans participate in organizational behavior, exemplified by organizational members who determine their duties and the manner of their execution.

Human relations theory informs us of the role of vertical communication in the implementation of product knowledge at PT. XYZ. Communication between superiors and employees, and vice versa, can foster a harmonious relationship. When employees receive and understand the supervisor's message, it can enhance their work morale.

Conversely, effective communication in the interaction between supervisors and employees determines the organization's effectiveness.

2.2 Model of Organizational Communication Process

Johnson Alvonco [19] characterizes organizational communication as the interactions occurring within an organization, including exchanges between individuals, between individuals and groups, or among groups, in both formal and informal setting. The orientation may be vertical, ascending, descending, or lateral within the same strata. Thayer in Hardjana [20] contends that "organizational communication is the conveyance of information that exemplifies organizational communication and the process of intercommunication in various forms." Thayer contends that an organization consists of at least three communication systems. Firstly, it relates to the organization's operational functions; secondly, it addresses management components, encompassing regulations, directives, and instructions; thirdly, it pertains to the maintenance and advancement of the organization, especially regarding interactions with individuals and stakeholders in the public domain[20]. Thus, organizational communication can be defined as the exchange of messages or information conveyed both formally and informally to improve performance and minimize misunderstandings.

Organizational communication is a two-way process where people talk to each other and help each other exchange symbols and interpret them so that everyone can achieve their goals. This communication process can be illustrated through the two-way communication model and the transactional communication model. The two-way Communication Model is an extension of the one-way communication approach. In the two-way communication model, the concept of feedback is introduced. Schramm states that the importance of feedback is a way to address the issue of noise and is a crucial point in the communication process. Barnlund's transactional communication model explains the continuous communication process. The sender and receiver exchange roles and places equally. The ongoing message takes place with constant feedback provided by the communication participants. One party's feedback serves as a message for the other party.

3 Methodology

This research uses a constructivist paradigm with a qualitative approach and case study method to describe the research results and attempt to find a comprehensive picture of a situation [21-23]. This method was chosen to understand the picture of vertical communication in the application of product knowledge.

Data collection was carried out through interviews using the in-depth interview method with several informants. This type of interview is also known as a systematic interview or guided interview [24,25]. In this case, the researcher has provided questions in advance. Research informants (resources) are people who are asked for information about the research object, because they have a lot of information (data) about the research object. We select research informants based on their knowledge of the problem, their capacity, and their authority to provide information. Equally important

is their consent and willingness to be informants. Meanwhile, the need to achieve the research objectives determines the criteria for selecting informants. In this research, the research informants were the leaders and employees of PT. XYZ, they are directors and sales representatives.

4 Results and Discussion

4.1 Differences in Receiving Product Information in the Vertical Communication Process at PT. XYZ

The communication process related to product knowledge carried out by PT. XYZ is carried out in the form of direct face-to-face communication between the director and the sales representative and vice versa from the sales representative to the director. So communication takes place in two directions, starting with the sender first sending a message to the recipient. After receiving the message, the receiver decodes it and then sends the reaction back to the sender. That an interpreter is someone who has the ability to translate messages into language that is easy to understand. The encoder compiles the ideas that will be conveyed to the recipient. And the decoder is a further process from the encoder in this case the message recipient interprets the message received. The communication process takes place as shown in Figure 1. The two-way communication model is below:

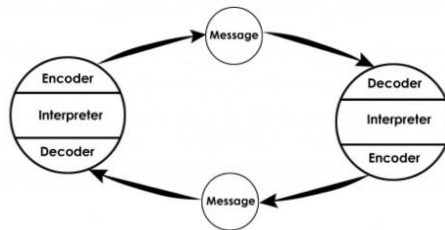


Fig. 1. Osgood-Schramm Model of Communication

Source: <https://www.communicationtheory.org/osgood-schramm-model-of-communication/>

Vertical communication process in applying product knowledge at PT. XYZ's role as interpreter is the director as the transmitter of messages in the form of product information, and sales as the translator of messages received from the director. The message conveyed by the director has gone through an encoding process, which is then received by sales which is then decoded and feedback occurs on the messages delivered and received. This communication process is considered quite effective because sales understands the message conveyed by the director and provides feedback, *"Sales responded to me by nodding or saying that they understood"*. However, in the subsequent communication process, when the director demonstrated the product, complaints occurred due to sales errors in conveying product features to customers. This happened because sales misinterpreted the product information conveyed by the director.

The vertical communication process is carried out to facilitate communication

goals in the organization. Communication includes five elements, namely communicator, Communicant, Message, Channel, Interruption and Feedback [26]. If there is an error in one of these elements, it will affect the goals of the organization. Communicator in PT's vertical communication process. XYZ is the director, the communicant is sales, the channel used is through verbal communication, there is interference at the decoding stage by the communicant so that interpretation and feedback are not appropriate.

The vertical communication process carried out at PT. XYZ did not achieve its goals due to the stages of the communication process not going well. The results of this research show that not all stages of the communication process are achieved as emphasized by Bovee and Thill in Purwanto [27], namely at the stage after the recipient receives the message, then the recipient interprets the message which turns out to have a difference in meaning, and when the recipient responds they understand but it turns out the message what is received has a different meaning from what the superior conveys. Coordination is an important aspect in internal communication between superiors and subordinates, subordinates and superiors and fellow co-workers, where superiors coordinate the distribution of employee tasks along with their main duties and functions to determine roles, time limits for information, and methods used to select and interpret information [28].

The communication process in this research is carried out using an interactional communication model or two-way communication, where in this model feedback of ideas occurs. Feedback is feedback given by the communicator regarding the messages conveyed by the communicator. The feedback can be in the form of verbal, non-verbal communication or both. There is a sender (sender) who sends information and there is a recipient (receiver) who selects, interprets and provides a response back to the message from the sender. Thus, communication takes place in a two-way process.

Feedback that occurs is when sales respond in the form of sentences or symbols such as body movements which indicate that the message was conveyed well. Feedback occurs after the communicator decodes the message conveyed by the communicator. To carry out decoding, the recipient of the message must have good communication skills and must have the ability to read, interpret the message as a whole, and listen to the message actively, to ask or reconfirm with the sender of the message. It seems to convey the obstacles felt when receiving product information from superiors, it is not easy for sales and there is a lack of ability to ask or reconfirm the message recipient. Referring to the Osgood and Schramm communication model, interpretation errors can be explained in Figure 2. Vertical Communication Process Model at PT. XYZ below:

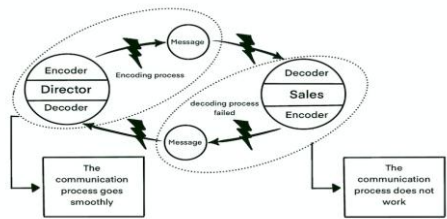


Fig. 2. Model of Vertical Communication Process Constraints at PT. XYZ
Source: Research Findings

4.2 Solutions to Overcome Challenges in Product Knowledge Differences at PT. XYZ.

See to the effectiveness of the communication model in organizational activities at PT. XYZ, based on the research results, researchers found a communication model that can be implemented at PT. XYZ is used as a reference in communication between superiors and employees, namely transactional communication, as shown in Figure 3. Transactional Communication Model below:

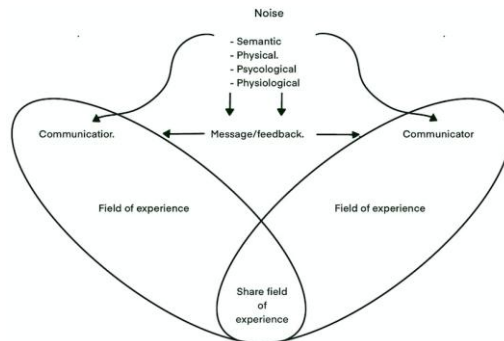


Fig. 3. Transactional Communication Model

Source: <https://journals.scholarpublishing.org/index.php/ASSRJ/article/view/9732>

That communication is transactional means that the communication process is co-operative, the sender and recipient are equally responsible for the impact and effectiveness of the communication that occurs [29]. In linear communication, meaning is sent from one person to another while in the interaction model, meaning is obtained through feedback from the sender and receiver. Transactional Communication requires critical thinking patterns. Critical thinking requires effective communication and problem-solving skills as well as a commitment to overcoming one's ego so that one is willing to listen, observe and be oriented towards effective communication. One indicator of critical thinking is having intellectual standards, one of which is Clarity [30]. Clarity can be used when receiving (encoding) or giving information (decoding). Transactional communication requires people communicating to interpret each other's messages [31]. One message is a continuation of the previous message. Therefore, there is interdependence between communication components. A change in one case changes another case. Furthermore, the transaction model assumes that the sender and recipient of the message act simultaneously. In other words, communicators negotiate meaning [32]. Referring to the assumptions of the interactional communication model in the case of the vertical communication process at PT. XYZ researchers offer a modification of the communication model by combining the two-way communication model (Schramm) and the transactional communication model. Modifications of these two models are recommended findings as a solution to the problem of differences in product knowledge in vertical communication at PT. XYZ, as can be seen in figure 4 below:

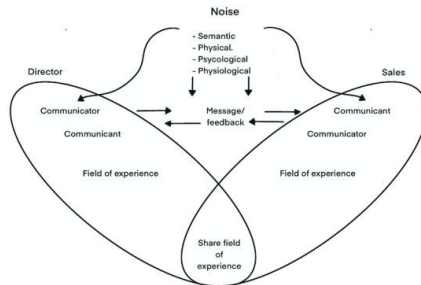


Fig. 4. Modification of the Vertical Communication Process Model at PT. XYZ

Source: Results of Research Data Processing

In the modification of the two-way and transactional communication model, the director as the communicator conveys product information that has been obtained from the distributor to the communicant, namely sales, then the sales person as the communicator conveys that the message received is understood and conveys what has been obtained from the distributor also to the communicant, namely the director, so that the director and sales builds relationships so that they can build a common meaning of messages and the same experience where the director and sales both have experience in product information which will later make communication connected.

Sales can get information from distributors and directors, so that when delivering information sales can provide knowledge that has been obtained from distributors and become information for directors too. Sales are required to take the initiative to seek product explanations other than from the director so that transactional two-way communication occurs between sales and the director when delivering product information or during meetings and briefings so that feedback does not only occur from sales alone but together with the director conveys agreed messages and input. and have the same meaning about product information.

Transactional communication emphasizes the continuous sending and receiving of messages. Explaining that communication is transactional means saying that the process is cooperative. The sender and recipient are equally responsible for the impact and effectiveness of the communication that occurs. In this modified model, the director and sales actively participate in the communication process, exchanging roles as message sender, message recipient, or actually doing both things. Therefore, the combination of two-way communication and transactional communication is a negotiation in communicating to gain common ground and find mutually agreed results [33].

The main obstacles to upward vertical organizational communication are obstacles that exist within the employee's personality, both emotional and cultural in nature [34]. Taylor in Jalaludin Rakhmat's book entitled *Psychology of communication*, "Many causes of communication barriers have little effect if there is a good relationship between communications. On the other hand, the clearest, firmest and most thorough message cannot end failure if there is a bad relationship" [35]. That is why human relations in organizations are very necessary.

Human Relations can minimize communication barriers or misunderstandings in communication. The aim of Human Relations theory is to obtain psychological satisfaction, morale, discipline, loyalty and high motivation. A boss who expects ideas, opinions, suggestions from his employees and involves his employees both in carrying

out tasks and in making decisions, it will be easier to build harmonious working relationships. Apart from that, if a superior always provides encouragement, motivation, enthusiasm and gives praise for the performance of his employees, this will create a sense of psychological satisfaction in the employee. Because employees will feel appreciated and a sense of comfort will be created at work, apart from that there will be a sense of mutual understanding between members of the organization. Employees who feel satisfied will have high motivation at work and will easily carry out the tasks they are doing. Human Relations theory is often used in organizational communication because of the process of exchanging information carried out by employees or individuals in an organization with the aim of achieving mutual success.

5 Conclusion

The cause of differences in acceptance regarding products in the vertical communication process from superiors to sales and sales to superiors is that at the stage of the communication process carried out by the communicants or salespeople they were unable to decode the messages conveyed by superiors, resulting in differences in meaning regarding product information.

Vertical communication carried out from superiors to subordinates is effective because superiors carry out the communication process well in providing work instructions, explaining work related matters, and providing motivation to subordinates. Meanwhile, vertical communication carried out from sales to superiors does not work effectively because there is no reciprocity from sales who do not convey information related to work problems, convey suggestions and express complaints regarding work or personal problems.

The application of a two-way communication model and a transactional communication model is a recommended solution in overcoming differences in product knowledge in vertical communication at PT. XYZ.

Acknowledgments. The authors would like to thanks to the informants who participated in the study.

Disclosure of Interests. The author declares no competing interests.

References

1. Musheke MM, Phiri J. The Effects of Effective Communication on Organizational Performance Based on the Systems Theory. *Open J Bus Manag* [Internet]. 2021;9(2):659–71. Available from: <https://www.scirp.org/journal/paperinformation?paperid=107818>
2. Mehra P, Nickerson C. Organizational communication and job satisfaction: what role do generational differences play? *Int J Organ Anal* [Internet]. 2019 Jan 1;27(3):524–47. Available from: <https://doi.org/10.1108/IJOA-12-2017-1297>
3. Damanik MR, Alfikri M. Organizational Communication Patterns in Increasing Work Motivation of Employees of PT. Inalum. *Daengku J Humanit Soc Sci Innov* [Internet]. 2022 Jul

- 19;2(3 SE-Articles):366–72. Available from: <https://jurnal.ahmar.id/index.php/daengku/article/view/970>
4. Guthrie G. Horizontal communication vs vertical communication [Internet]. nulab.com. 2021. Available from: <https://nulab.com/learn/collaboration/horizontal-communication-vs-lateral-communication/>
 5. Qin YS, Men LR. Exploring the Impact of Internal Communication on Employee Psychological Well-Being During the COVID-19 Pandemic: The Mediating Role of Employee Organizational Trust. *Int J Bus Commun* [Internet]. 2023;60(4):1197–1219. Available from: <https://journals.sagepub.com/doi/pdf/10.1177/23294884221081838>
 6. Pološki Vokić N, Tkalac Verčič A, Sinčić Ćorić D. Strategic internal communication for effective internal employer branding. *Balt J Manag* [Internet]. 2023 Jan 1;18(1):19–33. Available from: <https://doi.org/10.1108/BJM-02-2022-0070>
 7. Lingga RN, Broto BE, Halim A. The Effect of Horizontal Communication, Vertical Communication and Diagonal Communication on Employee Work Morale at the Sub-district Office, Rantau Utara. *Daengku J Humanit Soc Sci Innov* [Internet]. 2023 Jan 29;3(3 SE-Articles):362–72. Available from: <https://jurnal.ahmar.id/index.php/daengku/article/view/1530>
 8. Listyorini MD, Susanty AI. Corporate Internal Communication through the Use of WhatsApp Messaging Application and the Employee Performance of an IT Company in Indonesia. In: 1st International Conference on Economics, Business, Entrepreneurship, and Finance (ICEBEF 2018). Atlantis Press: Advances in Economics, Business and Management Research, volume 65; 2019. p. 815–9.
 9. Kristina. The Organizational Communication Perspective Theory. *J Soc Sci* [Internet]. 2020;1(3):61–74. Available from: <https://jsss.co.id/index.php/jsss/article/view/37/27>
 10. Gbarale KD, Leburu S. Vertical Communication and Employee Performance in Emerging Economy Public Organizations: The Imperatives of Organizational Culture. *Eur Bus Manag* [Internet]. 2020;6(6):171–7. Available from: https://www.researchgate.net/publication/354656310_Vertical_Communication_and_Employee_Performance_in_Emerging_Economy_Public_Organizations_The_Imperatives_of_Organizational_Culture
 11. Risma, Ramadhan AM. Komunikasi Vertikal Customer Relationship Officer PT. Akur Pratama Bandung. *KOMVERSAL J Komun Unvers*. 2020;6(2):113–27.
 12. Debora M, Hairunnisa, Wibowo SE. Analisis Komunikasi Vertikal pada Remaja di Pusat Pengembangan Anak (PPA) Samarinda Seberang. *eJournal Ilmu Komun*. 2021;9(1):250–9.
 13. Maia LRH, Demushina O, McDowell SD. Vertical and horizontal communication on the Facebook pages of 2014 Brazilian presidential candidates. *Stud Commun Sci*. 2021;21(2):225–45.
 14. Gift J, Eke. Effective Communication Processes: A Peanacea for Organizations' Success. *IOSR J Bus Manag*. 2020;22(8):42–54.
 15. Sangtani V, Murshed F. Product knowledge and salesperson performance: rethinking the role of optimism. *Mark Intell Plan* [Internet]. 2017;35(6):724–39. Available from: https://www.researchgate.net/publication/319432638_Product_knowledge_and_salesperson_performance_rethinking_the_role_of_optimism
 16. Purwitasari I, Kuswarno E, Wahyudin U, Damayani NA. Customer Relations Twitter @IndonesiaGaruda of Garuda Indonesia Airlines in the Social Customer Era. *Libr Philos Pract* [Internet]. 2019;3546:1–24. Available from: <https://digitalcommons.unl.edu/libphilprac/3546>
 17. Ayuningsih F, Maftukhah I. The Influence of Product Knowledge, Brand Image, and Brand Love on Purchase Decision through Word of Mouth. *Manag Anal J*. 2020;9(4):355–69.

18. Cooley S. Human Relations Theory of Organizations BT - Global Encyclopedia of Public Administration, Public Policy, and Governance. In: Farazmand A, editor. Cham: Springer International Publishing; 2017. p. 1–5. Available from: https://doi.org/10.1007/978-3-319-31816-5_2998-1
19. Alvonco J. Practical Communication Skill. Jakarta: Pt Elex Media Komputindo.; 2014.
20. Hardjana A. Komunikasi Organisasi: Strategi dan Kompetensi. Jakarta: PT. Kompas Media Nusantara; 2016.
21. Rashid Y, Rashid A, Warraich MA, Sabir SS, Waseem A. Case Study Method: A Step-by-Step Guide for Business Researchers. Int J Qual Methods [Internet]. 2019 Jan 1;18:1609406919862424. Available from: <https://doi.org/10.1177/1609406919862424>
22. Priya A. Case Study Methodology of Qualitative Research: Key Attributes and Navigating the Conundrums in Its Application. Sociol Bull [Internet]. 2020 Nov 19;70(1):94–110. Available from: <https://doi.org/10.1177/0038022920970318>
23. Takahashi ARW, Araujo L. Case study research: opening up research opportunities. RAUSP Manag J [Internet]. 2019 Jan 1;55(1):100–11. Available from: <https://doi.org/10.1108/RAUSP-05-2019-0109>
24. Zeigler-Hill V, Shackelford TK, editors. Systematic Exploratory Interview BT - Encyclopedia of Personality and Individual Differences. In Cham: Springer International Publishing; 2020. p. 5356. Available from: https://doi.org/10.1007/978-3-319-24612-3_302662
25. Magaldi D, Berler M. Semi-structured Interviews BT - Encyclopedia of Personality and Individual Differences. In: Zeigler-Hill V, Shackelford TK, editors. Cham: Springer International Publishing; 2020. p. 4825–30. Available from: https://doi.org/10.1007/978-3-319-24612-3_857
26. Effendy OU. Ilmu Komunikasi Teori Dan Praktek. Bandung: PT. Remaja Rosdakarya; 2013.
27. Purwanto D. Komunikasi Bisnis. 4th ed. Jakarta: Erlangga; 2011.
28. Sukma BW, Salim M, Marta RF, Andriani F, Briandana R. Organizational Communication Review: Job Satisfaction of the Dinkominfo of Banjarnegara Regency Employees During the Pandemic. In: Proceeding 2ndInternational Conference on Communication Science (ICCS 2022). 2022. p. 410–6.
29. West R, Turner LH. Pengantar Teori Komunikasi Analisis dan Aplikasi. 3rd ed. Jakarta: Salemba Humanika; 2013.
30. Paul R, Elder L. The Miniature Guide to Critical Thinking: Concepts & Tools. criticalthinking.org. 2006.
31. Barnlund DC. A Transactional Model of Communication. In: Mortensen CD, editor. Communication Theory. 2nd ed. New York: Routledge Taylor & Francis Group; 2017.
32. Siahaan C, Sihotang H. Effectiveness of Transactional Communication in the Implementation of Collegiate Curriculum (A Case Study at the Christian University of Indonesia). Adv Soc Sci Res J. 2021;8(2):225–37.
33. Nugraha R, Maharani D. Pola Komunikasi Interpersonal Pembina Lapas Terhadap Warga Binaan Lapas Perempuan Kelas II A Palembang. J Inov [Internet]. 2017 Feb 28;11(1 SE-Articles). Available from: <https://journal.binadarma.ac.id/index.php/jurnalinovasi/article/view/653>
34. Sidauruk PL. Analisis Hambatan Komunikasi Organisasi Vertikal PT Pos Indonesia (Persero) (Kasus Pada Kantor Pos Medan). J Penelit Pos Inform. 2013;3(2).
35. Rakhmat J. Psikologi Komunikasi. Bandung: Remaja Rosdakarya; 2007.

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

