

## **The Role of Communication in Organizations: Understanding Verbal, Non-Verbal, and Written Aspects (Review of Management Literature)**

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### **ABSTRACT**

Communication plays a crucial role in organizations as it influences individual interactions and the achievement of organizational goals. Within organizations, communication occurs in three main forms: verbal, non-verbal, and written. Each form contributes to shaping perceptions, building understanding, and supporting accurate decision-making. However, misunderstandings often arise due to differences in individual or group perceptions, which can impact work effectiveness and relationships among organizational members. This study aims to explore the role of verbal, non-verbal, and written communication in fostering effective relationships within organizations. Using a qualitative method and literature review, this research provides an in-depth examination of communication phenomena in organizational settings. The findings indicate that clear and effective communication—whether verbal, non-verbal, or written—can enhance employee performance, facilitate information flow, and strengthen collaboration within organizations. Therefore, it is essential for organizations to understand and implement effective communication strategies to minimize potential misunderstandings and improve work effectiveness as well as the achievement of organizational goals.

**Keywords:** Communication; Verba; Non-Verbal; Written; Organization

### **INTRODUCTION**

Communication plays a vital role in enhancing the overall effectiveness and productivity of an organization. Clear and effective communication fosters coordination, facilitates task understanding, and strengthens collaboration among members (Setiawan, 2020). In contrast, poor communication can hinder goal achievement and lead to misunderstandings or conflicts that damage organizational performance. Within an organization, communication typically occurs in three key forms: verbal, non-verbal, and written. Each form serves a unique function in supporting successful interactions and decision-making.

Verbal communication enables direct, personal exchanges that allow for immediate feedback and clarification, minimizing the risk of misinterpretation. Complementing this, non-verbal communication—such as gestures, facial expressions, and eye contact—adds emotional nuance and reinforces verbal messages, enhancing interpersonal relationships and team cohesion (Hidayat, 2016).

Written communication is equally essential, especially when precision and clarity are required. It ensures that decisions and procedures are well-documented, reducing misunderstandings and serving as a reliable reference for future actions (Nugroho, 2023; Hidayat, 2021). It also supports consistency in delivering formal messages and maintaining alignment with organizational policies.

Moreover, open and transparent communication fosters trust, encourages participation, and promotes innovation by making individuals feel valued and empowered (Setiawan, 2020). This openness not only improves interpersonal relationships but also accelerates decision-making and strengthens cross-departmental coordination—critical in large or complex organizations. Given the importance of these communication forms, this study aims to explore the roles of verbal, non-verbal, and written communication in enhancing organizational performance and effectiveness. The findings are expected to offer practical insights into improving internal communication strategies, strengthening relationships among members, and driving overall productivity and competitiveness.

## **LITERATURE REVIEW**

### **Communication in Organizations**

Within an organization, a pleasant environment can be created when each member is able to provide constructive input to management or fellow colleagues. Good communication skills are essential not only for subordinates but for every individual in the organization. The ability to communicate becomes a crucial element in maintaining harmonious relationships, ensuring the smooth flow of information, and achieving organizational goals effectively (Setiawan, 2020). Communication is an integral part of human life as social beings. Etymologically, the word "communication" originates from the Latin word *communicare*, which means "to convey." Therefore, communication can be understood as the process of transmitting information, ideas, concepts, or emotions from one party to another, either directly or indirectly (Achmad, 2014).

Communication serves not only to convey messages but also to build good relationships among members of the organization, clarify objectives, and improve overall team performance. It is viewed as a process of exchanging messages, which may consist of facts, ideas, emotions, data, or information between individuals within an organization. Much teamwork is accomplished through interdependent collaboration, which requires good communication among members. Effective team communication facilitates organizational goal achievement. Conversely, poor communication may lead to errors and misunderstandings that hinder goal achievement and impact the organization's performance (Achmad, 2014).

The communication process describes how information is transmitted and understood between two or more parties. Shane (2010) emphasizes that what matters most in communication is not only the delivery of the message, but how the

receiver understands the meaning of that message. In effective communication, the sender must ensure that the essence of the message is clearly understood by the receiver. Without proper understanding, effective communication is hard to achieve. Hence, good communication requires clarification and feedback to ensure that messages are accurately received by all involved. In organizations, communication plays a vital role in building cooperation among individuals and groups, which in turn influences the organization's overall success. Therefore, communication is a key element in achieving organizational effectiveness and productivity.

Organizational communication can occur in two ways: direct and indirect. Direct communication, often done orally, allows both parties to understand and interact in real time. Oral communication is particularly useful in situations requiring immediate discussion and decision-making, as clarifications can be made instantly to minimize misunderstandings. On the other hand, indirect communication—delivered through mediums such as body language, writing, telephone, or other electronic media—plays an important role in conveying structured and permanent information. Sutrisno (2017) notes that indirect communication is essential for delivering formal messages and those requiring documentation or archival.

The importance of communication skills in organizations has been widely recognized in research. Setiawan (2020) points out that both verbal and non-verbal communication must be considered to ensure messages are properly received. Whether communication is conducted directly or indirectly, it influences how decisions are made and how relationships among team members are formed. Therefore, every organizational member should be trained to improve their communication skills—oral, written, and non-verbal. Effective communication not only smooths the flow of information but also builds trust and mutual respect among organization members. Setiawan (2020) further suggests that managers and leaders should foster a culture of open and transparent communication, where members feel comfortable sharing ideas, providing feedback, and engaging in discussions. This creates a more productive and positive work environment that ultimately supports the achievement of common goals.

### **Oral Communication in Organizations**

Oral communication is a key element in organizational life. This type of communication involves the direct delivery of messages through face-to-face conversations, meetings, or phone calls. In organizations, oral communication is not only aimed at delivering information but also at building effective interpersonal relationships. Verbal communication refers to face-to-face communication using spoken language (Rasmiyatun, 2021). It is particularly important because it enables direct interaction, facilitating quick clarification of messages and reducing the misunderstandings often found in written communication.

Oral communication plays a critical role in ensuring the fast and clear flow of information among organization members. Internal organizational communication typically flows in three main directions: vertical, horizontal, and diagonal. Vertical communication occurs between superiors and subordinates. Upward vertical communication happens when subordinates report or provide feedback to superiors, while downward communication occurs when superiors issue instructions or directives to subordinates. Both forms are essential for ensuring that everyone has a clear understanding of tasks and goals.

Horizontal communication occurs between individuals or groups at the same hierarchical level within the organization. This type of communication enhances coordination and collaboration across different sections or departments, supporting the resolution of tasks or problems that involve multiple parties. Diagonal communication, meanwhile, involves exchanges between individuals at different hierarchical levels but not in a direct command line—for instance, between a marketing manager and a finance staff member.

Diagonal communication is especially useful for cross-functional problem-solving or coordination across departments. It allows information to flow quickly to those who need it, bypassing slower vertical channels. This is highly beneficial in situations requiring rapid responses or creative solutions involving multiple perspectives. However, despite its advantages, diagonal communication also faces management challenges, particularly in large or dispersed organizations. In complex organizational structures, coordination across departments can be difficult, especially if communication pathways are unclear or unstructured. Misaligned objectives between departments may lead to confusion or conflict, reducing organizational effectiveness and productivity.

### **Non-Verbal Communication**

Non-verbal communication refers to message delivery without words, instead using body movements, facial expressions, and gestures. This form of communication holds significant importance because it influences how effectively a message is received in both interpersonal and professional settings. For instance, body movements, vocal tone, and facial expressions help convey deeper meaning, reinforce verbal messages, and express emotions not captured in words (Kusumawati, 2016).

Forms of Non-Verbal Communication:

1. **Touch:** Touch, such as handshakes or holding hands, can convey various meanings—from friendliness to affection. It is often used to reinforce verbal messages in more intimate or formal settings (Kusumawati, 2016).
2. **Body Movements:** This includes facial expressions, eye contact, and body posture. These elements can substitute words to convey meaning or clarify verbal messages (Chrisdina, 2018).

3. Vocalics (Paralanguage): Paralanguage includes elements such as tone, pitch, and volume of voice. These aspects influence how the speaker's intention or emotion is perceived (Kusumawati, 2016).
4. Chronemics: Chronemics refers to the use of time in communication. This includes how long a conversation lasts, punctuality, and time management. Effective time use enhances communication (Kusumawati, 2016).

## **Communication Skills**

Communication skills are essential to ensure smooth and efficient communication within organizations. Good communication accelerates information delivery, builds stronger interpersonal relationships, and minimizes misunderstandings that may hinder performance. These skills can be grouped into two main types: verbal (oral and written) and non-verbal, each complementing the other in support of organizational objectives.

### *Oral Communication Skills*

Oral communication skills are basic yet crucial in organizations. The ability to speak clearly, accurately, and persuasively in both casual and formal settings—like meetings or presentations—enhances team performance and coordination. Oral communication allows direct interaction, enabling quick clarification and feedback, which is vital for fast decision-making and collaboration. In professional contexts, public speaking and participating in meetings are critical to influencing decisions and forming productive relationships. Dardak (2021) notes that oral communication skills are relevant across various fields, including the workplace and education. Training in oral communication is often a central focus in improving team performance because of its key role in facilitating interaction (Mahmud, 2022).

### *Written Communication Skills*

Written communication skills are equally important, especially in today's fast-paced digital world. Strong writing abilities allow individuals to convey messages clearly, concisely, and in a structured manner. Documents like reports, memos, and emails not only offer clear guidance to recipients but also serve as permanent records for future reference (Djoko Purwanto, 2006). In organizations, effective written communication reduces misunderstandings and ensures accurate message delivery. As technology evolves, written communication becomes increasingly crucial. Siti Nurhaliza (2022) explains that written communication improves decision-making efficiency, as written information tends to be more detailed and informative for decision-makers.

### *Non-Verbal Communication Skills*

Unlike verbal skills, non-verbal communication uses gestures, facial expressions, and body language to convey messages. These cues are vital for building strong

interpersonal relationships in organizations. For example, good eye contact, open body language, and appropriate facial expressions enhance clarity and understanding. According to Purba et al. (2005), non-verbal communication often conveys emotions or attitudes more effectively than words. Therefore, it reinforces verbal messages, facilitates interactions, and creates harmonious relationships among organization members.

### **The Importance of Communication Skills in Organizations**

Good communication skills form the foundation for building effective relationships among individuals in organizations. Organizations that cultivate strong communication cultures—where oral, written, and non-verbal communication are used appropriately—are more likely to succeed in achieving common goals. Moreover, the ability to manage communication effectively enhances coordination among members, supports collaborative work, and fosters a transparent and supportive work environment.

## **METHOD**

### **Design and Sample**

The method used in this study is a qualitative method with a library research approach. The qualitative approach is very appropriate for this research because it focuses on an in-depth exploration of the communication phenomenon within organizations, particularly in understanding the role of oral, non-verbal, and written communication in the context of effectiveness and dynamics of relationships among organization members (Ali & Limakrisna, 2013). Qualitative research aims to explore understanding and interpretation based on the perspectives of the subjects involved, which in this case are organization members. The data used in this method is obtained from relevant literature sources, including books, journals, articles, and previous studies that discuss organizational communication.

### **Instrument and Procedures**

The literature review is one of the instruments used to collect information relevant to the research topic. In qualitative research, the literature review is used inductively to formulate understanding based on existing literature. It does not direct the research questions but rather broadens the insight related to the topic being studied. This process helps in identifying research gaps that have not been extensively discussed in the literature and deepens the theories underlying the phenomenon of communication within organizations.

### **Data Analysis**

This study emphasizes qualitative analysis techniques to examine the relationship between verbal, non-verbal, and written communication with organizational

performance and dynamics. The analysis technique aims to identify patterns, meanings, and interpretations from various sources, resulting in a comprehensive understanding of the role of communication within organizations.

## **RESULT AND DISCUSSION**

### **Oral Communication in Organizations**

Oral communication plays an important role in creating strong and collaborative relationships among members of an organization. One of its main advantages is the ability to deliver messages quickly and directly, enabling open discussions and constructive feedback. In this context, oral communication helps reduce potential miscommunication because organization members can immediately clarify unclear messages. Another advantage is real-time responses, which are crucial in situations requiring quick decisions or sudden changes. When messages are conveyed orally, the receiver can respond immediately, improving the efficiency and quality of decision-making.

Additionally, oral communication strengthens interpersonal relationships among team members, which is essential for creating a harmonious and productive work atmosphere. The ability to speak clearly, convey ideas effectively, and listen attentively are fundamental skills every organization member should possess. These skills serve to build trust and strengthen coordination among individuals. In work relationships, especially in teams, actively listening and responding can enhance collaboration, which ultimately affects the overall team performance.

In organizational meetings or discussions, oral communication plays a vital role in accelerating problem-solving. Open discussions in oral communication allow team members to share ideas and viewpoints, which can produce more innovative and focused solutions. This process also helps identify problems early so they can be addressed before they escalate. Therefore, good oral communication skills become essential to support effective decision-making, solve problems quickly, and improve team performance. Organizations that support the development of oral communication skills at all levels will be better able to achieve goals and enhance overall productivity.

### **Non-Verbal Communication in Organizations**

Non-verbal communication in organizations plays a very important role because it often provides additional meaning or even replaces verbal messages. This form of communication includes facial expressions, hand movements, eye contact, and other body language that can show a person's feelings, attitudes, or intentions. It can provide a deeper understanding to the message receiver, sometimes more effectively than spoken words (Hidayat, 2016). For example, an open posture or a smile can show friendliness and openness, which are very important in building positive interpersonal relationships within the organization.

For instance, a leader who shows a friendly and open attitude through facial expressions or positive body language can increase team members' confidence, encouraging them to speak more openly and share ideas or feedback. This is crucial in creating a collaborative and supportive work environment. Conversely, a frowning expression or closed body language can create anxiety or tension, which hinders the flow of information and reduces communication effectiveness. Positive non-verbal communication greatly contributes to building mutual trust and respect among organization members (Hidayat, 2021).

However, inconsistencies between verbal and non-verbal messages can become a major problem in organizational communication. For example, if a leader says they are open to criticism but their body language shows defensiveness or disinterest, this can reduce the team members' trust. Misalignment between spoken words and body language often causes confusion, which in turn damages communication effectiveness in the organization. Therefore, it is important for every organization member, especially leaders, to maintain consistency between verbal and non-verbal messages so communication flows smoothly and organizational goals are achieved more effectively.

### **Written Communication in Organizations**

Written communication plays a very important role in enriching messages conveyed within organizations, often providing deeper and clearer meaning than words alone. Facial expressions, body movements, and eye contact are strong forms of non-verbal communication that help create a supportive atmosphere for good interpersonal relationships (Nugroho, 2023). An open and friendly attitude from a leader, for example, can increase team members' confidence and make them feel more valued, thereby making them more open to sharing ideas or feedback. Conversely, closed or defensive facial expressions or body language can cause tension that impedes effective communication within the organization.

In situations like meetings or presentations, non-verbal cues such as smiling, good eye contact, and open hand gestures can reinforce the verbal message conveyed. This gives a more positive impression and makes team members more receptive to the information or decisions made. Moreover, non-verbal communication also functions as affirmation or clarification of verbal messages, which in turn reduces the possibility of misunderstandings. When non-verbal cues support spoken words, the message becomes more consistent and easier for the receiver to understand.

However, inconsistencies between verbal and non-verbal messages can cause confusion and damage communication effectiveness within the organization. For example, if a leader says they are open to feedback but their body language shows indifference or tension, this can lower team trust and hinder a healthy flow of information. Therefore, good understanding of non-verbal communication is very



important for every organization member, especially leaders, to build better relationships and create an open, collaborative, and productive work environment.

### **Communication Effectiveness in Organizations**

Communication effectiveness in organizations depends greatly on individuals' ability to choose and use the appropriate form of communication according to context and goals. Each type of oral, written, and non-verbal communication plays an important role and has different impacts in supporting smooth organizational operations. Oral communication is very effective in situations that require quick interaction, clarification, and direct feedback. For example, in team meetings or informal discussions, oral communication allows team members to share ideas, express opinions, and solve problems quickly. The main advantage of oral communication is its ability to create immediate responses, supporting decision-making efficiency and rapid solution development (Rahmawati, 2016).

Meanwhile, written communication is more suitable for situations requiring formal documentation and consistency of information. Written documents such as reports, memos, and emails provide permanent records important for future reference, ensuring that the information conveyed is clear and structured. In formal decision-making or organizational policy contexts, written communication is essential to ensure that messages are not only clearly understood but also well documented to avoid confusion (Nugroho, 2023). Non-verbal communication plays a deep role in enriching oral or written communication by adding an emotional dimension that clarifies intentions or feelings contained in the message. For example, positive body language such as good eye contact and smiling can increase understanding and trust among team members. However, discrepancies between verbal and non-verbal messages can cause confusion and reduce communication effectiveness in organizations (Hidayat, 2021).

An organizational environment that supports open and transparent communication encourages active participation from all team members. An environment that promotes free communication without fear of consequences allows members to share useful ideas and feedback to achieve common goals. Effective communication can improve interpersonal relationships, reduce potential tension, and enhance coordination among organizational units, ultimately improving overall organizational performance and productivity. Thus, organizations that can wisely utilize various forms of communication will create a more positive, productive, and collaborative work culture and be able to overcome communication challenges that may arise in complex work environments.

### **Understanding Oral, Non-Verbal, and Written Aspects**

Oral communication plays a very important role in organizations because it enables quick and direct information exchange, accelerating decision-making and reducing the potential for miscommunication. Rahmawati (2016) states that oral

communication allows real-time responses, which are essential in situations needing quick clarification. Oral communication also serves to strengthen interpersonal relationships among team members, increase mutual trust, and enhance work coordination. Successful oral communication depends greatly on clear speaking skills, attentive listening, and providing constructive feedback. In this context, effective oral communication can accelerate problem-solving and find more innovative solutions, which in turn can improve overall team performance.

On the other hand, non-verbal communication plays a crucial role in enriching messages conveyed within organizations. Hidayat (2016) explains that facial expressions, body movements, and eye contact can provide deeper and clearer meanings than words themselves. For example, an open posture like smiling or good eye contact can boost confidence and encourage team members to speak more openly. However, inconsistencies between verbal and non-verbal messages can cause confusion and reduce communication effectiveness. Hidayat (2021) emphasizes that maintaining consistency between verbal and non-verbal messages is essential to ensure communication runs effectively and supports healthy and productive team relationships.

Written communication also has a very important role, especially in situations requiring documentation and more structured information delivery. Nugroho (2023) explains that written communication provides clarity, accuracy, and consistency in conveying information, which is highly needed in formal decision-making and organizational policy formulation. Written communication such as reports, memos, and emails provides permanent records that can be used as future references and ensures that conveyed messages can be accounted for. However, written communication is not always effective in situations requiring quick decisions, where oral communication is more efficient. Therefore, it is important for organizations to wisely combine these three forms of communication to create a more collaborative and productive work environment and ensure smooth operations that support achieving organizational goals.

## CONCLUSION

This research emphasizes that communication within organizations plays a crucial role in achieving common goals and enhancing performance effectiveness. The three main forms of communication oral, non-verbal, and written—receive special attention because each significantly contributes to the dynamics of relationships among organization members. Oral communication allows for quick and interactive idea exchanges, which accelerate decision-making processes and solve problems more efficiently. Meanwhile, non-verbal communication helps enrich oral and written communication by adding an emotional dimension that clarifies a person's intentions and feelings, further deepening understanding in interpersonal relationships within the organization.

Written communication plays an equally important role, especially in conveying formal and structured information. This type of communication provides clarity and accuracy in delivering messages and serves as documentation that can be used for future reference. In strategic decision-making, written communication is essential because it ensures that the information conveyed is accountable, while also minimizing the potential misunderstandings that can occur in oral communication. This aspect is highly important in the complex world of organizations.

Success in managing communication within an organization heavily depends on a deep understanding of the existing context and situation. Each individual needs to have the ability to choose the most appropriate type of communication for each need. Therefore, organizations must create an environment that supports open and transparent communication. A positive work atmosphere, supported by good communication, not only speeds up decision-making processes but also improves coordination among teams, reduces tension, and strengthens relationships among organization members. With effective communication, the overall organizational performance can improve rapidly.

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