INTERNAL COMMUNICATION MANAGEMENT AND COMMUNICATION BARRIERS WITHIN ORGANIZATIONS
(A Case Study at the Leadership and Managerial Training Center)

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Abstract. Communication is an inseparable part of daily organizational life. However, in practice, communication does not always function effectively. Communication barriers within organizations can hinder effective communication. The Leadership and Managerial Training Center (Pusdiklat KM) is a unit whose primary responsibility is to organize training programs in leadership and management. Leadership and managerial competencies are closely related to communication, both interpersonal and organizational communication. This study examines how Pusdiklat KM manages internal organizational communication and explores communication barriers within the organization. The research employs a qualitative case study approach. The data were obtained through in-depth interviews with key informants and were subsequently triangulated through confirmation or cross-checking with related parties. The data were then analyzed using Weber's Bureaucracy Theory and Elton Mayo's Human Relations Theory, in relation to communication barriers identified by DeVito and by Chruden and Sherman. The findings indicate that internal communication management at Pusdiklat KM is not structured; rather, it emphasizes the use of all available communication channels and methods to foster shared understanding. Pusdiklat KM, whose organizational structure comprises tasks and functions that are not interrelated, faces challenges in internal communication. Technical, human, and semantic communication barriers were identified, including obstacles related to communication media, personality differences, lack of emotional closeness, high workloads, and varying levels of leadership competence.

Keywords: Communication, Organization, Management, Internal, Barriers

INTRODUCTION

Communication is a continuous activity within an organization and constitutes a crucial process in achieving organizational goals. According to Everett M. Rogers and Lawrence Kincaid, as cited in Irwanti (2022), communication is a process in which two or more individuals exchange information. Meanwhile, Wilbur Schramm, as cited in Irwanti (2022), defines communication as a process of sharing that creates mutual understanding between the individuals involved. In practice, however, effective communication is not always easy. Various barriers may arise, leading to miscommunication that, if it persists, can become a significant problem.

Effective organizational communication is a primary foundation for an entity's success in achieving its objectives and maintaining optimal performance. Organizational communication is not merely about exchanging information; it also involves processes of mutual understanding, active listening, and effective responsiveness at all levels within an organization. When organizational communication functions properly, information flows smoothly from top management to lower levels, ensuring that the organization's vision, mission, and goals are clearly understood by all individuals involved.

The Leadership and Managerial Training Center (Pusdiklat KM) is an echelon II organizational unit within the Financial Education and Training Agency (BPPK) of the Ministry of Finance. Pusdiklat KM is responsible for organizing training programs on leadership and managerial competencies and for managing scholarship programs for Ministry of Finance employees. Since leadership and managerial competencies are closely associated with organizational communication, Pusdiklat KM provides an interesting setting for research on organizational communication.

In carrying out its duties and functions, Pusdiklat KM has a relatively complex organizational structure, comprising the Head of the Training Center as the top manager, three divisions and nine sub-divisions, plus one general sub-division, as middle managers, as well as functional and administrative staff. Effective communication across hierarchical levels—from top management to middle

management and operational staff—is crucial to the implementation of daily tasks and service delivery. However, internal communication barriers may arise within such a complex organizational dynamic. These communication challenges may affect the effectiveness of interactions across hierarchical levels and hinder collaboration among divisions.

In vertical communication, miscommunication may occur between leaders at different levels, resulting in misaligned understanding and leading to decisions that are less accurate or inconsistent. Communication between leaders and staff may also encounter obstacles, particularly given the frequent employee rotations and transfers within Pusdiklat KM. As part of the Ministry of Finance, Pusdiklat KM experiences regular personnel movement, including internal rotations, transfers between echelon II and echelon III units, and even transfers across echelon I units. Such mobility results in changes in organizational membership and requires ongoing adjustment.

Furthermore, the organizational structure of Pusdiklat KM differs from that of other training centers under BPPK, thereby creating unique characteristics in its organizational communication. In performing their duties and functions, units within Pusdiklat KM appear to operate independently and are not structurally interconnected. This situation may create barriers or silos among organizational members, particularly because formal communication channels between units are not directly linked. Psychologically, these structural separations may reduce familiarity or emotional bonding among members, so even minor triggers can lead to conflict.

These phenomena indicate the presence of communication barriers within Pusdiklat KM's internal organization, potentially leading to organizational issues. According to DeVito (2009), communication barriers are factors that distort a message or prevent the receiver from effectively receiving it, including physical, physiological, psychological, and semantic barriers. In the organizational context, Chruden and Sherman, as cited in Rismayanti (2018), identify three types of communication barriers: technical, semantic, and human (interpersonal).

Redding and Sanborn, as cited in Masmuh (2010:5), define organizational communication as the exchange of information within complex organizations. Organizational factors such as structure, culture, and policies influence the complexity of communication processes. Max Weber's Classical Structural/Organizational Theory emphasizes formal and informal structures within organizations, with a focus on hierarchy, clearly defined tasks, and roles. This theory views organizations as entities that operate according to structured rules and procedures. Meanwhile, the Neoclassical/Human Relations Theory (Elton Mayo) highlights the importance of interpersonal relationships within organizations, emphasizing the psychological and social aspects of employees as individuals and as members of work groups. By drawing on these two theories, it is possible to examine how traditional organizational structures and human relational factors influence work dynamics and interactions among Pusdiklat KM members.

As a unit responsible for conducting training in leadership and management—fields inherently linked to organizational communication—Pusdiklat KM should also pay significant attention to its internal communication. Although not all members of Pusdiklat KM serve as instructors, it would be ironic if organizational communication within Pusdiklat KM itself were not effective.

LITERATURE REVIEW

According to James D. Mooney, as cited in Malayu S.P. Hasibuan (2014:24–25), an organization is any form of association of people established to achieve common goals. Mathis and Jackson, as cited in Erni Rernawan (2011:15), define an organization as a social unit composed of individuals who interact according to a particular pattern, in which each member has specific functions and responsibilities. As a unified entity, an organization has defined objectives and clear boundaries that distinguish it from other entities.

Weber's Bureaucracy Theory serves as the foundation for many contemporary organizational structures and emphasizes efficiency, hierarchy, and clearly defined rules. According to Weber, bureaucracy represents the most rational and efficient form of organization for handling complex tasks in the modern world. Despite criticism, many of Weber's bureaucratic principles remain relevant and are still applied in various organizations today, particularly in the public sector and large institutions. The use of a clear hierarchy, a specific division of labor, and written rules remains essential

for creating efficient and effective organizations.

Organizational communication is a field of study that examines how communication occurs within organizations. Redding and Sanborn, as cited in Masmuh (2010:5), define organizational communication as the exchange of information within complex organizations. This field encompasses internal communication, human relations, labor-management relations, vertical communication—which includes downward communication (from superiors to subordinates) and upward communication (from subordinates to superiors)—horizontal communication (communication among individuals at the same level within an organization), communication skills such as speaking, listening, and writing, as well as program evaluation communication.

Internal communication refers to the exchange of information, ideas, and meaning among organizational members at various levels and departments. Onong Uchjana Effendy states that internal communication is the communication among individuals working within an organization, namely between managers and employees, as well as among employees themselves, conducted reciprocally (Effendy, 1989:144). Internal communication is divided into two types: Vertical Communication (downward and upward) and Horizontal Communication.

According to DeVito, communication barriers are factors that distort a message or prevent the receiver from receiving it effectively, including technical, physiological, psychological, and semantic barriers. Smith (2018) identifies seven types of communication barriers: (1) physical barriers, (2) perceptual barriers, (3) emotional barriers, (4) cultural barriers, (5) language barriers, (6) gender barriers, and (7) interpersonal barriers. Chruden and Sherman, as cited in Rismayanti (2018), classify communication barriers into three main types, encompassing the categories proposed by previous scholars: technical, human (interpersonal), and semantic.

METHOD

In this study, the author adopts a post-positivist paradigm. This paradigm provides a critical and empirical framework for understanding communication phenomena within an organizational context. According to Guba, as cited in Denzin (2009), this paradigm asserts that "reality cannot be fully understood, only approximated." Its purpose is to describe and understand phenomena as they occur. Therefore, the researcher must interact with the research object neutrally.

The research employed a qualitative case study approach. The subjects of this study are employees of the Leadership and Managerial Training Center (Pusdiklat KM), including leaders and senior staff members who have worked at Pusdiklat KM for more than two years.

Primary data collection techniques include in-depth interviews and participant observation. Secondary data are obtained by analyzing relevant documents. Data analysis is conducted using thematic analysis, and data validity is ensured through triangulation, namely confirmation with multiple informants.

RESULTS AND DISCUSSION

According to Minister of Finance Regulation (PMK) No. 118 of 2021, Pusdiklat KM is tasked with fostering training and competency certification in the fields of leadership, organizational culture, rank promotion, character development, and the enhancement of managerial and socio-cultural competencies, as well as managing integrated testing and scholarships based on technical policies established by the Head of BPPK. In carrying out these duties, Pusdiklat KM performs functions in leadership, organizational culture, rank promotion, character development, and the enhancement of managerial and socio-cultural competencies, including: (1) planning and development of programs, instructional design, and learning technology; (2) implementation and coordination of learning activities; (3) implementation and coordination of evaluation, monitoring, reporting of program delivery, processing of results, and issuance of learning certificates; (4) management of testing and provision of assessment support as well as quality assurance of learning; (5) management of competency certification and competency tests/assessments/certification examinations; (6) coordination and assistance in implementing knowledge management processes and learning organization initiatives; as well as (7) management of scholarship programs and empowerment of scholarship alumni; (8) management of strategic partnerships with domestic and international

institutions; and (9) implementation of knowledge management processes and learning organization initiatives, performance and risk management, and administrative functions.

According to the 2024 learning calendar, Pusdiklat KM organized 514 training programs, including e-learning, distance learning (PJJ), and classical (face-to-face/offline) training. Broadly speaking, the programs conducted by Pusdiklat KM include: Basic Training for Civil Servant Candidates (CPNS); Competency Enhancement Training; Leadership Training; Pre-Departure Overseas Training; Executive Training; In-House Training; Seminars; Final Project Dissemination; Research and Academic Studies; Development of Competency Test Instruments; Management of Integrated Tests; Degree Program Selection; Official Examinations; and Rank Adjustment Examinations.

Pusdiklat KM is one of six training centers under the Financial Education and Training Agency (BPPK). With the exception of Pusdiklat KM, the organizational structures of the other training centers are similar, consisting of a Division of Learning Planning and Development, a Division of Learning Implementation, a Division of Learning Quality Assurance and Certification, a General Subdivision, and Functional Position Groups. The workflow in these other training centers generally follows a continuous process from the Planning and Development Division to the Quality Assurance and Certification Division.

However, Pusdiklat KM has a unique organizational structure that differs from the others. It consists of three divisions, one subdivision, and a group of functional positions. Based on the division of duties and functions stipulated in regulations, each division at Pusdiklat KM appears to operate independently and perform tasks that are not interrelated. These three divisions carry out their respective duties without the need for coordination with other divisions in most of their processes and do not share intersecting workflows. Consequently, communication among the three divisions tends to occur more frequently in informal contexts.

The Head of Pusdiklat KM, Mr. Wahyu Kusuma Romadhoni (commonly called Mr. Dhoni), demonstrates an open and relaxed communication style in carrying out his duties. His approach is not rigid, fosters closeness with all employees, and builds an egalitarian atmosphere. This has been acknowledged by many interviewees, ranging from trainers (widyaiswara), division heads, subdivision heads, to operational staff.

The internal communication methods and channels used at Pusdiklat KM include: (1) oral–informal communication in daily interactions related to both work and non-work matters; (2) oral–formal and semi-formal communication through meetings conducted offline and online, Focus Group Discussions (FGDs), socialization sessions, town hall meetings, capacity building activities, and mental development programs (Bintal); (3) written–informal communication through WhatsApp messaging applications, both personal networks and group chats; and (4) written–formal communication through the electronic correspondence system called Nadine (Electronic Official Manuscript System).

Despite the availability of various communication media and information systems designed to facilitate communication, as well as the culture of openness promoted by Pusdiklat KM leadership, communication issues persist. Several incidents indicate the presence of communication barriers within Pusdiklat KM, including:

(1) Problems Related to Communication Media. WhatsApp is a highly popular messaging application. Its popularity has made it a preferred tool for organizations to establish communication channels. In many organizations, WhatsApp groups are commonly used for coordination. At Pusdiklat KM, there are WhatsApp groups for all employees, including leaders, as well as divisional, sub-divisional, official/functional-position, and operational-staff groups. In addition, special groups are created for specific purposes, such as particular assignments, events, hobbies, or simply to foster collegiality among employees.

However, every tool has its limitations. Technically, communication via WhatsApp is straightforward and rarely disrupted. Nevertheless, in communication, expression plays a crucial role. This aspect cannot be optimally conveyed through written media such as WhatsApp. The use of words with limited expression may lead to misunderstandings or misperceptions. Another issue arising from WhatsApp communication is the delay in responses. The time lag in replying to messages can lead to misinterpretation, especially when the matter being communicated is considered important. The

communicator may feel ignored or undervalued if the other party does not respond promptly.

(2) Problems Due to Differences in Employee Personality Traits. As part of the Ministry of Finance, which implements periodic staff rotation and transfers (which vary by position level and organizational needs), Pusdiklat KM also experiences ongoing personnel changes. For some individuals, adapting to a new work environment and new organizational members may occur without difficulty. However, for others, this adjustment may not be easy, depending on how their personalities adapt to and respond to change. For individuals with introverted personalities, feeling connected to a new environment or new colleagues can be challenging. This affects the processes of interaction and communication, from the perspectives of newcomers and those who have been part of the organization longer.

(3) Problems Due to Lack of Closeness Between Middle Management and Employees. The closeness between leaders and their subordinates is an important factor in facilitating communication. A lack of emotional closeness may impede communication among organizational members, leading to less harmonious relationships or a rigid work environment. Differences in leadership style and organizational structure may also influence this closeness, particularly at Pusdiklat KM. Employees' perceptions of closeness with middle managers vary, given that there are three divisions, each with distinct structures, characteristics, and leadership styles.

Within the divisions at Pusdiklat KM, there is currently no standardized internal communication method. Each division applies its own communication approach. One employee from a division that still conducts regular meetings via virtual platforms expressed that such meetings do not foster a warm atmosphere with leadership. This is because these routine meetings are conducted in a formal context with the primary purpose of discussing work, reporting what was completed the previous week, and outlining plans for the current week. For some employees, these routine meetings become less enjoyable, particularly because discussions are limited to work matters and because the leadership style is direct, openly expressing dissatisfaction with certain work outcomes in front of the group.

(4) Problems Due to Workload and Lack of Coordination. A heavy workload can affect organizational members' psychological well-being and focus, especially when coordination among members is limited or poorly established. Problems may arise that create distance among employees. The three divisions at Pusdiklat KM operate independently and are not structurally interconnected, resulting in members not being connected through routine tasks. Consciously or unconsciously, daily work routines reinforce silos between divisions. Employees tend to gather and form closer relationships within their own units due to frequent interaction and the need to facilitate coordination.

Although each division has distinct duties and functions that are not directly related, there are occasions when units within Pusdiklat KM must coordinate to complete specific tasks. Given the previously described silos, conducting joint tasks requires intensive coordination among the leaders and employees involved. Limited familiarity among employees across divisions creates a communication barrier. Without effective coordination, miscommunication and misunderstandings may occur, particularly given employees' substantial workloads within their respective divisions.

Further tracing this issue reveals that it is also linked to the unique organizational structure of Pusdiklat KM. Based on Minister of Finance Regulation (PMK) No. 118 of 2021 concerning the Organizational Structure and Work Procedures (OTK) of the Ministry of Finance and Ministerial Decree (KMK) No. 16 of 2022 regarding Job Descriptions for Structural Positions within the Financial Education and Training Agency, there is a clear separation of duties and functions among units within the training centers. However, this separation does not appear to have been fully implemented, resulting in ambiguity in certain roles and responsibilities. Ideally, such issues could be addressed through effective communication to clarify responsibilities, thereby preventing confusion and operational problems.

(5) Problems Due to Lack of Closeness Between Middle Management and Employees. The closeness between leaders and the employees they supervise is an important factor in facilitating smooth communication. A lack of emotional closeness can impede communication among organizational members, resulting in less harmonious relationships or a rigid work environment.

Differences in leadership style and organizational structure may also influence this closeness, particularly at Pusdiklat KM. Employees' perceptions of closeness to middle managers at Pusdiklat KM vary, given that the institution comprises three divisions, each with distinct structures, characteristics, and leadership styles.

Within the divisions at Pusdiklat KM, there is currently no standardized internal communication method. Each division applies its own internal communication approach. One employee from a division that still conducts regular meetings via virtual platforms expressed that such meetings do not foster a warm atmosphere with leadership. This is because routine meetings are conducted in a formal context, with the primary purpose of discussing work—reporting on what was completed the previous week and outlining plans for the current week. For some employees, these routine meetings are perceived as less enjoyable because they focus solely on work matters and employ a direct leadership communication style that openly expresses dissatisfaction with certain work outcomes in front of the forum.

(6) Problems Due to Workload and Lack of Coordination. A heavy workload can affect organizational members' psychological well-being and focus, especially when coordination among members is limited or poorly established. Such circumstances may lead to tensions among employees. The three divisions at Pusdiklat KM operate independently and are not structurally interconnected, resulting in limited interaction through routine work processes. Consciously or unconsciously, the routines built within each division create silos between them. Employees tend to gather and develop closer relationships with colleagues within their own unit due to frequent work interactions and the need to facilitate coordination.

Although each division has distinct duties and functions that are not directly related, there are times when units within Pusdiklat KM must coordinate to complete specific tasks. Given the silos described earlier, carrying out joint tasks requires intensive coordination among both leaders and employees involved. Limited familiarity among employees across divisions becomes a communication barrier. Without effective coordination, miscommunication and misunderstandings may occur, particularly given employees' substantial workloads within their respective divisions.

Tracing this issue further, it is also linked to the unique organizational structure of Pusdiklat KM. Based on Minister of Finance Regulation (PMK) No. 118 of 2021 concerning the Organizational Structure and Work Procedures (OTK) of the Ministry of Finance and Ministerial Decree (KMK) No. 16 of 2022 regarding Job Descriptions for Structural Positions within the Financial Education and Training Agency, there is a clear separation of duties and functions among units within the training centers. However, this separation does not appear to have been fully implemented, resulting in ambiguity in certain roles and responsibilities. Ideally, this issue could be addressed through effective communication to clarify responsibilities, thereby preventing confusion and operational problems.

(7) Problems Due to Leadership Competence Among Middle Managers. Leaders are responsible for guiding their unit members, providing support and direction, taking responsibility, and being willing to step forward and intervene when problems cannot be resolved by their subordinates. However, several challenges arise at the middle-management level, particularly regarding decision-making and communication. One identified issue is that leaders often struggle to make firm decisions. In certain cases, leaders may appear confused and uncertain about the next steps to take. They may lack confidence in making decisions and sometimes ask staff to find solutions independently. This situation creates confusion among staff who require clear direction to carry out their duties.

Additionally, leaders sometimes forget important details that were previously explained. Although initial communication may proceed well, the inability to recall these details hinders the effective implementation of decisions and instructions. As a result, staff frequently have to repeat the same information.

The Unique Organizational Structure of Pusdiklat KM and Its Relation to Internal Communication Management. As a technical unit under BPPK, training centers (Pusdiklat) have the core responsibility of organizing training on state finance, including budgeting, taxation, customs and excise, treasury, state assets, and related fields. The organizational structure of training centers that conduct state finance training (referred to as thematic training centers) is designed to support these

duties and functions, from planning to evaluation of learning activities. The divisions within thematic training centers are sequentially structured: the Division of Learning Planning and Development, the Division of Learning Implementation, and the Division of Learning Quality Assurance and Certification (formerly the Division of Evaluation and Performance Reporting).

Pusdiklat KM, on the other hand, is the only training center responsible for organizing training and certification in leadership and organizational management support. Therefore, Pusdiklat KM has an organizational structure distinct from that of other training centers under BPPK. It consists of divisions that perform specific tasks not found in other training centers, are not interconnected across divisions, and can operate independently. This unique organizational structure creates distinct dynamics in communication at Pusdiklat KM. The non-interrelated duties and functions result in limited formal communication across divisions. Nevertheless, communication remains crucial for ensuring operational effectiveness and coordination among units.

According to Parag Diwan, as cited in Riinawati (2020:34), communication management is the integrated use of various communication resources through processes of planning, organizing, implementing, and controlling communication elements to achieve predetermined objectives. Meanwhile, Liebler and Barker, as cited in Riinawati (2020:35), define communication management as a systematic process among organizational members that involves carrying out management functions to accomplish tasks through negotiated understandings among individuals to achieve common goals. Internal communication management at Pusdiklat KM is conducted by utilizing all available communication tools and methods to create shared understanding among organizational members.

Sowing

Despite the various communication methods and channels available at Pusdiklat KM, there has been no specific evaluation of communication management at the training center level. Evaluation is conducted at the echelon I unit level, namely BPPK, through an organizational health survey covering leadership and direction, capability and competence, integrity, and work mechanisms. However, the Head of Pusdiklat KM personally conducts a self-evaluation to assess whether his expectations for fostering an open communication climate have been met and to gain insights for future improvement.

Weber's Bureaucracy Theory emphasizes the importance of clear structure, formal rules, and hierarchy within organizations. According to Weber, bureaucracy must have a systematic structure and well-defined rules to ensure efficiency. At Pusdiklat KM, which is part of the Ministry of Finance, the organizational structure is formally established through the Minister of Finance regulations. Therefore, the division of tasks, hierarchy, and formal communication channels follows these regulations. However, because the duties of each division are not interconnected, formal communication across units is limited and infrequent. This reflects a challenge within bureaucracy, in which highly specialized and compartmentalized structures may impede cross-unit communication.

As Weber suggested, overly rigid bureaucracy may result in inflexibility in communication. Therefore, informal communication functions as a bridge to fill gaps within formal communication channels. Informal communication through direct conversations, WhatsApp groups, or casual discussions outside working hours enables faster information flow and facilitates clarification and feedback more efficiently. This aligns with Weber's view that informal communication is often necessary to complement formal structures and address their limitations.

Weber's theory also highlights the important role of leadership in maintaining bureaucratic effectiveness. Leaders at Pusdiklat KM facilitate communication by organizing routine meetings and special events that enable cross-divisional dialogue. This reflects an adaptation of bureaucratic principles by incorporating informal elements to strengthen interpersonal relationships and build a more inclusive communication culture. However, the evaluation of communication, which remains personal and less systematic—as conducted by the Head of Pusdiklat KM—indicates the need for a more formal and structured evaluation system to assess the effectiveness of internal communication.

Communication Barriers at Pusdiklat KM and Their Causes

Technical and Semantic Barriers in the Use of Communication Media. The use of WhatsApp as a communication tool within organizations offers advantages such as ease of access and speed of

communication. However, as DeVito highlights, one barrier that may arise is the absence of expressive cues in written messages, which can lead to misunderstandings. In the cases described, the use of words without emotional expression or without additions such as emoticons may result in misinterpretation—for example, creating the impression that someone is angry or unfriendly.

Communication barriers through media such as WhatsApp combine technical and semantic factors. The communicating parties do not interact face-to-face; thus, communication requires a medium. Unlike direct face-to-face communication, non-face-to-face communication does not allow individuals to observe each other's facial expressions. Even in telephone conversations, although visual cues are absent, emotions and expressions can still be perceived through tone and volume of voice. However, in written communication, expressions become more difficult to interpret.

Messaging platforms, such as WhatsApp, provide features such as emoticons, images, and stickers to enhance the expressiveness of communication. Nevertheless, writing styles vary among individuals. These differences may relate to generational groups, lifestyle, social environment, and literacy levels. Older generations, for instance, tend to have different writing styles compared to millennials or Generation Z.

A lack of expressive elements in writing may create unintended impressions. The recipient may misinterpret the tone of a message simply because emoticons or personal forms of address were not included. This reflects a semantic barrier, namely a difference between the meaning intended by the sender and the meaning interpreted by the receiver. Such situations often occur when communicating with millennials and Generation Z. However, these differences in perception generally do not cause significant problems in organizational relationships. Misinterpretations arising from writing style can usually be overlooked once the communicating parties are familiar with each other's personalities.

Another issue raised concerns response delays in WhatsApp communication. DeVito would classify this as a physical or technical barrier that can disrupt communication flow. When a response is delayed, the sender may feel ignored or unappreciated, even when the delay is due to busyness or limited accessibility at that moment. The use of WhatsApp, particularly its chat feature, has become deeply integrated into daily life. As a result, important messages are often delivered via WhatsApp rather than other channels, given the speed of communication it provides. However, there are occasions when the recipient may not be able to receive or respond to the message immediately. In such situations, the communicator should not rely solely on one communication method. If the message is highly urgent and important, the communicator may attempt to call the recipient directly or seek assistance from someone physically close to the recipient to ensure effective delivery.

Human Barriers in Issues of Personality Differences, Lack of Closeness with Leaders, and Leadership Competence. According to Chruden and Sherman, as cited in Risnawati (2018), human barriers include:
a) Barriers arising from individual differences, such as differences in perception, age, emotional condition, listening skills, status differences, information distortion, and information filtering.
b) Barriers caused by the psychological climate within the organization. The work climate can influence staff attitudes and behavior, as well as the effectiveness of organizational communication.

DeVito classifies human barriers into two groups: physiological and psychological. Physiological barriers pertain to physical conditions or sensory processes. Psychological barriers, by contrast, pertain to psychological factors, including emotions, personal prejudices, perceptions, competence or incompetence, and inherent traits or characteristics.

Each individual has a different personality, including differences between introverted and extroverted individuals. Introverted personalities tend to be more reserved and provide less feedback in communication. This barrier refers to difficulties in expressing feelings and providing clear responses, which may hinder accurate understanding and interpretation of conveyed messages. At times, employees interpret instructions differently, resulting in work outcomes that do not meet expectations. This reflects perceptual barriers, where individuals may have different understandings of the same instruction due to differences in background and competence.

In cases of a lack of closeness between middle managers and employees, psychological

barriers arise from personality and communication style differences between leaders and staff. Employees may feel emotionally distant from their leaders, which can lead to a rigid work environment and ineffective communication. Routine formal meetings may feel impersonal and ineffective in fostering strong interpersonal relationships. Employees may feel uncomfortable or undervalued, particularly when leaders publicly express dissatisfaction with their work in meetings. Communication may be perceived as overly formal and rigid, failing to create an atmosphere that supports emotional expression and familiarity. This situation may lead to stress and job dissatisfaction, ultimately reducing motivation and performance.

Based on Elton Mayo's Human Relations Theory, this situation can be analyzed by highlighting several key aspects. Through his Hawthorne Studies, Mayo emphasized that social relationships and emotional closeness significantly affect motivation and job satisfaction. In this case, employees perceive formal meetings as too rigid and unable to create an atmosphere that supports familiarity and emotional expression.

Mayo argued that open and informal communication can foster a more supportive work environment and enhance employee engagement. In this context, differences in personality and communication style increase emotional distance, worsen the work climate, and hinder effective communication. When leaders publicly express dissatisfaction with employees' work, employees may feel undervalued and more pressured. From Mayo's perspective, sincere recognition and appreciation are essential for maintaining morale and job satisfaction. Criticism delivered to a large audience may strain relationships and increase stress among employees.

Furthermore, a heavy workload and poor coordination can undermine employees' psychological well-being and focus, leading to stress and job dissatisfaction. The occurrence of miscommunication illustrates how insufficient coordination can result in tension and conflict. Fragmented and poorly coordinated information leads to confusion and misunderstanding.

In the case of middle managers who struggle to make decisions, it is important to distinguish between communication issues and leadership competence. As acknowledged by the interviewees, communication is not problematic, and interpersonal relationships remain good. The primary issue is the leader's limited ability to recall information, which requires staff to repeatedly explain the same matters.

Communication provides individuals and groups with the information necessary for decision-making by transmitting data that supports the evaluation of alternatives and broader perspectives. A leader's inability to make clear decisions indicates a lack of effective information management within the organization. Without sufficient information, leaders cannot properly assess alternative options, ultimately hindering sound decision-making. This underscores the importance of an effective information management system to prevent the loss or forgetting of critical information.

Semantic Barriers. Semantic barriers in communication refer to misinterpretations or misunderstandings of the meaning conveyed by the communicator or the recipient. Barzam (2018) identifies several forms of semantic barriers, including:
a) Allness: Being overly confident in understanding all the information provided, even though the actual message may not necessarily align with one's interpretation.
b) Evaluation: Preferring to evaluate rather than being open to receiving new input.
c) Bypassing: Blaming others for the use of words considered inappropriate, even though they may simply represent legitimate language variations.
d) Misuse of Language: Incorrectly using certain terms or expressions.
e) Spontaneous Judgment: Expressing opinions without carefully considering the information beforehand.

In communication, the choice of words and diction is crucial. Incorrect word choice may lead the recipient to interpret the message differently. Semantic barriers arise when there are differences in the understanding of the meanings of words or instructions. This is not always related to differences in language or dialect. Instructions given are sometimes interpreted differently by employees, whether by echelon IV officials or operational staff. This indicates the presence of semantic barriers, where the same message is not understood in the same way by all parties.

In situations involving a lack of closeness between middle managers and employees, semantic barriers arise from the way leaders deliver evaluative messages or criticism directly in front of a larger audience. Message recipients (employees) may feel embarrassed when the message's actual meaning or intention is not fully understood. The use of language that is inappropriate or insensitive to the employees' emotional context may further aggravate the situation.

CONCLUSION

The Leadership and Managerial Training Center (Pusdiklat KM) has not yet implemented a structured internal communication management system. Under regulations governing communication management within the Ministry of Finance, Pusdiklat KM, as an echelon II unit, is not required to conduct formal communication management. Internal communication management at Pusdiklat KM primarily involves using all available communication channels, including formal and informal oral and written communication. The unique organizational structure of Pusdiklat KM—where its internal units have duties and functions that are not directly interconnected—creates distinct communication dynamics compared with those of other training centers.

The Head of Pusdiklat KM strives to foster an open communication climate, which is recognized by all organizational members. Nevertheless, communication barriers persist at both the organizational and interpersonal levels. The communication barriers identified include technical barriers related to communication media, human (psychological) barriers, and semantic barriers arising from differences in personality traits, lack of emotional closeness, workload pressures, insufficient inter-unit coordination, and leadership competence. These communication barriers have resulted in misperceptions, discomfort and a lack of appreciation, strained relationships and conflicts among employees, and confusion in task implementation.

Although not formally required, Pusdiklat KM should consider developing a more structured internal communication management system that includes planning, implementation, and evaluation stages, while also leveraging efficient and accessible communication technologies. Greater emphasis should be placed on improving coordination and transparency among units. This may be achieved by organizing regular meetings to discuss emerging issues and by fostering a culture of open communication at all organizational levels. Such efforts would help reduce confusion and enhance emotional closeness among employees.

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