



OPPORTUNITIES AND CHALLENGES OF ORGANIZATIONAL COMMUNICATION ON PUBLIC RELATIONS IN THE DIGITAL ERA

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Abstract

In the current era of digitalization, public services are both an opportunity and a challenge for organizations to provide services to the community, communication needed as a process of delivering information both internally and externally. Public relations is a liaison organ between the organization and the community for information services both internally and externally. This study aims to analyze the opportunities and challenges of digital media (new media) for organizations, the use of digital media by organizations, the overflow of public information, and the role of public relations in organizations. The method used is descriptive qualitative literature study that is relevant to various existing data. The results show that there are four opportunities and challenges of organizational communication. First, the increasing use of digital media among Indonesians is currently an opportunity for organizations. Second, the use of digital media by organizations as an opportunity to improve their image in the eyes of the public. Third, the role of professional and strategic public relations in mastering information technology and digital media is very much needed for organizational communication today. Fourth, organizations need professional, strategic public relations and mastering digital media information technology.

Keywords: *Opportunity; Challenge; Communication; Organization; Digital*

A. INTRODUCTION

Organizational communication is the process of delivering information from superiors to subordinates, individuals to individuals, individuals to groups and groups to groups within an organization to achieve predetermined goals. The organization consists of a collection of people consisting of elements of the organization's leadership to the lowest employees. In carrying out its activities, the organization requires both verbal and nonverbal communication. Verbal communication is communication that is done using spoken language, writing while nonverbal communication is done with sign language or body movements and symbols.

Today's organizations in general have used new media in carrying out their communication activities. Technically, the use of new media is much easier than using conventional media at this time. The process of delivering messages becomes faster and reaches worldwide (globally). New media also enable interactive communication which

can act as a sender and receiver of a message at the same time. The advantages of new media can give full rights in the process of exchanging messages to users.

Currently, internet users continue to increase in Indonesia, reaching 206.6 million from a total population of 274.9 million. Devices used to access the Internet include *Smartphones*, PCs, Tablets, Laptops, most of which access online videos by 98.5 percent. Based on this information, organizations in carrying out their activities and services to the public have enormous opportunities and challenges. This shows that almost all activities carried out by the public use social media in their lives.

The technical and strategic advantages of new media have a huge impact on organizations. The delivery of technical information is becoming faster and more efficient. This makes it possible for new media users to get information more quickly. Individually the communication that is built is very simple, but becomes more complex when in an organization, because the organization is a system that requires a decision. This results in organizational communication to the public takes time. Information services to the public cannot be carried out as quickly as individual and individual interactions. Therefore, information services on new media are not fast and satisfying to the public.

B. METHODS

This research was carried out using a literature review, this was done to develop knowledge directly with various texts and data obtained in the library which were secondary data. Furthermore, this research was carried out by directly reviewing various literatures and then analyzing them with relevant themes. The data collection technique in this study is by using secondary data, namely indirect data obtained through the object of research. Secondary data is used as accountability with the theme of opportunities and challenges of organizational communication on *public relations* in the digital era.

The data were obtained through books and online journals related to the research theme, namely the opportunities and challenges of organizational communication to public relations in the digital era, then analyzed using a descriptive qualitative approach using library studies, the results of the analysis were descriptive data in the form of observed writing. based on the results of previous research.

The data collection in this study has several stages as stated by (Miles, 2014, p. 33): *First*, the data collected is a process of analysis from various books and journals related to the themes of opportunities and challenges of organizational communication to the *public relations* in the digital era as the goal of research. *Second*, data reduction groups and organizes data related to organizational communication and public relations. *Third*, presenting data in the form of a collection of information related to organizational communication and *public relations* and then as an effort to draw a conclusion, this data is presented and understood selectively. *Fourth*, drawing conclusions on the reduced and presented data related to organizational

communication and *public relations*, then making a conclusion that is supported by strong and relevant evidence.

C. FINDINGS

1. Basic Concepts of Organizational Communication

Experts do not seem to have the same view on organizational communication. Some of their views can be described as follows: (Muhammad, 2009, pp. 65–66) Redding and Sanborn view that organizational communication is the sending and receiving of information in complex organizations. The fields of communication used are interpersonal communication, human relations, management union relations, superior and subordinate communication, subordinate and superior communication, horizontal communication, communication and speaking skills, listening, writing and program evaluation communications.

Katz and Kahn argue that organizational communication is the flow of information, the exchange of information and the transfer of meaning within an organization. An organization is an open system that receives energy from its environment and converts this energy into products or services from the system and releases these products or services to the environment.

Zelko and Dance say organizational communication is an interdependent system that includes internal communication and external communication. Internal communication includes organizational communication between subordinates and superiors, communication from superiors to subordinates, communication among employees. External communication includes organizational communication to its environment.

Thayer suggests organizational communication as a data flow that will serve the organization's communication and interconnection processes. Among them: 1) related to the work of the organization; 2) organizational arrangements such as orders, rules, and instructions; 3) Organizational maintenance and development, which consists of personal and community relations, advertising and training.

Greenbaum views organizational communication including the flow of formal and informal communication within the organization. He distinguished internal and external communication and viewed the role of communication primarily as the coordinator of personal and organizational goals and issues of activating activities.

From some of the views of the experts described above regarding organizational communication, it can be concluded that organizational communication is a sending and receiving of information in a complex organization, the flow and exchange of information to transfer meaning within an organization, a system that is interconnected and dependent both internally and externally. external data flows to serve organizational communication in the interaction process, as well as those relating to formal and informal communication flows within an organization.

2. Key Concepts of Organizational Communication

Goldhaber (1986) provides a definition of organizational communication as follows "*organization communications is the process of creating and exchanging messages within a network of interdependent relationships to cope with environmental uncertainty*". Organizational communication is the process of creating and exchanging

messages in a network of interdependent relationships to cope with an uncertain or ever-changing environment. This definition contains seven key concepts, namely: process, message, network, interdependence, relationship, environment and uncertainty. (Muhammad, 2009, p. 67)

First, the process in an organization is a dynamic open system which creates and exchanges information. If the process runs continuously and does not stop, it is said to be a process. *Second*, the message is a meaningful arrangement of symbols about objects, events that are produced by interactions with people. Effective communication if the message conveyed is interpreted the same as what was intended by the sender. *Third*, the network in the organization consists of a series of people who each occupy a certain position or role in the organization. The exchange of messages from one another through a set of pathways known as a communication network. A communication network may include only two people, several people, or the entire organization. *Fourth*, interdependent one part with another part. Thus it has become a characteristic of the organization which is an open system. If a part of the organization is disturbed, it will affect other parts and can also affect the whole organization.

Fifth, relationships related to the network through which messages in an organization are connected by humans. Therefore, human relations in organizations that focus on the communication behavior of the people involved in a relationship need to be studied. *Sixth*, the environment is all the totality of physical and social factors that are taken into account in making decisions about individuals in a system. The environment consists of internal and external. The internal environment is personnel, staff, functional groups of the organization, and other organizational components. While the external environment of the organization are customers, suppliers, competitors and technology. *Seventh*, uncertainty is the difference between available information and expected information. Uncertainty can be caused by too little information being required as well as by too much being received.

Approaches in the development of organizational communication can use one of the circular communication models proposed by **Osgood and Schramm**, namely the communication model that is reciprocal or reverse direction. That is, on the one hand, encodes the information code when the *encoder* (which conveys information) will become a *decoder* (receiver of information), if *decoder* has interpreted the message from the *encoder*. (Abidin, 2015, p. 111)

B. Curtis suggests several goals for organizational or corporate communications, namely; *First* give and be given information. Employees will tend to feel better if they are given information and access to that information. *The second* affects other people. Communication is useful for stimulating interest, reducing hostility, and moving employees to do their jobs. *Third*, help others. This is done through providing advice to employees, helping customers solve problems, or motivating others to achieve their career goals. *Fourth*, evaluate behavior effectively. Organizational members need an assessment to find out what they will do or when to correct their achievements. (Abidin, 2015, pp. 57-58)

Organizational goals are goals that have been planned in advance for the development and progress of the organization itself. This allows the information conveyed by the organization to affect employee performance to achieve the goals that have been formulated previously. Therefore, each organization has its own goals and

means of communication to convey information both to the internal organization and outside the organization.

3. Organizational Communication Approach

Organizations cannot be separated from communication, therefore an approach is needed in the process of relations between the people around them. The approaches used include macro, micro and individual approaches. Arni Muhammad said that the macro approach in an organization is seen as a global structure that is integrated with its environment environment, conducting identification, integrating and determining organizational goals. Its circumstances in the organization, then formulate an appropriate response to the input of information then used as an identification and determine the goals of the organization so that it is in accordance with the direction that has been determined. An organization can use information that has been processed from its environment to reach some negotiation, agreement with potential relationships of its customers. The process of conveying information and adjustment is called identification.

Second, almost all organizations are integrated with other organizations, because every organization can be influenced by the activities of other organizations in its environment. Each organization can monitor the activities of other organizations. If the organization's competition results in the same way but better quality and lower costs then it can give difficulties for the organization. The techniques used in carrying out other organizational activities usually vary, ranging from paying people in an organization to using simple communication by reading brochures, magazines and so on.

Third, in determining its objectives, the organization must develop information both from internal and external forces. The strength of the organization can be seen from the attitude of customers, availability of raw materials, regulatory status according to the government, and the behavior of competitors. This information is used to formulate realistic achievable goals for the organization.

Arni further said that the micro-organizational communication approach is communication between five group members, communication for providing orientation and training, communication to involve group members in group assignments, communication to maintain organizational climate, communication in supervising and directing work and knowing the sense of job satisfaction in organization. (Muhammad, 2009, p. 77)

First, orientation and training in carrying out their activities require communication. For example, to explain how a job should be done is conveyed by communicating. Both verbal communication can also be in the form of manual instructions. Orientation is an ongoing process that requires communication to bring others to see what is going on in an organization. This orientation task can be carried out by leaders of organizational units or by members of other units.

Second, the involvement of members in the organization is needed to maintain the smooth running of the organization's tasks. Because if there is a traffic jam in one work unit, it will affect other units and even affect the organization itself. Therefore, the leader communicates by inviting and encouraging members of the organization to want to work. *Third*, in determining the organizational climate, it is determined by various

factors, including the behavior of the leader, the behavior of fellow workers, and the behavior of the organization. *Fourth* , supervision and direction need to be done. Organizational tasks need to be supervised, controlled and directed according to predetermined criteria. These tasks are usually carried out by several organizational leaders to those below them based on a hierarchy.

Fifth , job satisfaction. There are two things, first organizational job satisfaction, if the person does not get the information he needs to do the job. Second, the relationship between co-workers is not harmonious or not good, job satisfaction can also be related to communication problems.

Arni further said that the individual approach is centered on individual communication behavior within the organization. All the tasks described in the previous two approaches are finally accomplished by individual communication with each other. Individual communication is divided into several forms including speaking in working groups, visiting and interacting in meetings, writing and drafting letters, debating a program proposal and so on. (Muhammad, 2009, p. 80)

First, speaking in a working group one must have skills to communicate with others to obtain and provide information needed in carrying out group assignments. *Second*, attend and be integrated in meetings. Meetings are general organizational activities. Therefore, someone in the organization must be skilled in meeting interactions to provide information and persuade other members to accept proposals and direct meetings. *Third*, writing is very necessary in an organization, therefore someone in an organization is required to have writing and typing skills and can draft letters for organizational purposes. *Fourth* , arguing for a proposal, someone in the organization must make a proposal or a new program regarding the activities to be carried out. In order for the proposal to be successful or accepted, communication skills are needed to convince and persuade others to accept the proposal or program.

4. Development and Characteristics of Digital

Media New media emerged in 1990 with the publication of the book "*The Second Media Age* " which describes the emergence of interactive technology and network communication, especially the internet which will change society in communicating. Internet technology was discovered in the 21st century at the time of the fall of the communist government of the Soviet Union, as well as the rise of democracy in Eastern Europe, including Russia and the Asian region.

New media or digital media, often also referred to as the internet, is the result of engineering by information technology experts who have succeeded in combining interpersonal communication and mass communication. It is called mass communication because it can reach a global audience, and it is said to be interpersonal because the messages are directed and consumed personally.

Internet stands for *International Networking* or *Interconnection Networking* which means a global computer network that connects millions of computers around the world, so that every computer connected to it can communicate or exchange data without being limited by distance, time and place. Physically, the internet is analogous to a spider's network (*the web*) that covers a globe consisting of nodes (dots) that are interconnected with one another. (Cangara, 2017, p. 150) The

The Internet has created new technological trends. world scale to develop new products, services, strategies and business models. The same technology trends also

have uses for internal companies, such as connecting disparate systems with a network that can operate within the company. Internal network technology that uses internet technology is called an intranet. An extended intranet that authorizes users outside the organization is called an extranet, and companies use this kind of networking technology to coordinate their activities with other companies for purchasing, design collaboration, and cross-organizational work. For most companies today, the use of internet technology is a business necessity and a competitive advantage. (Kenneth C. London, 2015, p. 22) The

new internet media has been widely used, especially among academics, bureaucrats and students. With very adequate facilities facilitated by a network of sending data and information such as satellite, cable, fiber optic, internet media can present information globally from various parts of the world, consisting of a variety of information ranging from politics, education, religion, business, data, and so on. electronic mail and online newspapers.

The rapid development of internet media can be seen at the level of media users in the United States. In 1998 there were only 1 in 5 people who read the internet, but two years later it increased to 1 in 3 people who have become users. This progress is also in the legislative field, where the US Congress which normally only receives 500 emails per week, at that time increased to 2000 emails, or up 400 percent. A similar situation occurred in Buenos Aires, Brazil in 2002, where government agencies received an average of more than 400 email messages per day. In Indonesia, the data released by the Indonesian Ministry of Communication and Informatics in May 2012 has reached 55 million people. (Cangara, 2017, p. 151)

The use of new internet media in Indonesia is currently increasing in 2018 for example by 171.2 million people, while in 2020 in the second quarter it has increased to 196.7 million people. This is known based on the results of a survey conducted by the Association of Indonesian Internet Service Providers (APJII). The survey was conducted on June 2 to 25, 2020. The number of respondents was 7,000 people using interview data collection techniques and distributing questionnaires in all provinces in Indonesia. Of all the respondents, the majority said they use the internet more than 8 hours per day. The reasons for using the internet are five reasons, firstly social media is the highest as much as 51.5 percent, second is communication via messages, third is games, fourth is still games, and fifth is online shopping. (Pratama, 2020, p. access on 20 April 2021)

The latest released by content management service HootSuite, and social media marketing agency We Are Social in its report titled 'Digital 2021', internet usage in Indonesia currently reaches 206.6 million people. This number increased by 15.5 percent or 27 million people when compared to last January 2020. The total population of Indonesia itself is currently 274.9 million, this means that penetration in Indonesia in early 2021 will reach 73.7 percent. Internet users aged 16 to 64 years are known to have several different electronic devices, including mobile phones (both smartphones and non-smartphones), laptops/PCs, tablets, smartwatches, and so on. The use of mobile phones is 98.3 percent, smartphones are the favorite devices for internet users to access the internet. Currently, there are 170 million Indonesians who are active users of social media. In addition to social media, the activities that are often carried out by internet users in Indonesia are watching television for 2 hours 30 minutes, reading

news from online or print media companies for 1 hour 38 minutes, listening to music on streaming services for an hour and 30 minutes. Audio-based content, such as podcasts and radio, is the least accessed content by internet users in Indonesia. Almost all internet users in Indonesia or 98.5 percent watch online videos every month. (Riyanto, nd, p. Access Date 20 April 2021)

Based on this description, the use of new internet media is currently most organizations in the world, including in Indonesia. has taken advantage of this new media opportunity as a medium of communication within the organization, both internally and to improve services to the public, especially to people who need fast and effective service in time and at low cost. The use of this new media varies greatly according to the level of service provided to the public.

The new medium of the internet has several advantages; the ability to penetrate boundaries of territory, space and time, expand access to information globally, increase the ability to associate freely, threaten established orders such as autocratic governments, and have a speed of development that is difficult to overcome. McQuail said that new media has characteristics, namely; *firstly* digitalization and conventional in all aspects of media, *secondly* interactive and high connection, *thirdly* the mobility of sending and receiving information quickly, *fourthly* Adaptation of publications and new roles of audiences, *fifthly* becoming a Gateway to be able to access information on the web, *sixthly* the disappearance of media institutions that have been institutionalized in the mass media. (Cangara, 2017, p. 152)

Organizational communication run by an organization, both government and private in the context of providing services to the public, combines conventional media and new media that reach the general public. Anwar Arifin said that public communication includes mass communication using mass media and social communication using open social media. (Arifin, 2014, p. 41)

One of the social networking tools used in corporate organizations to create business value by mutual connection between members of the company through profiles, updates, and notifications/notifications, such as features found on Facebook, but designed only for internal circles of a company. IBM *Connection* has introduced a series of social networking business tools that operate on a *cloud computing*, called *SmartCloud* for business social networking, equipped with user profiles, communities, email, instant messaging services, *web meetings*, calendars, personal digital viewer screens, and *file sharing*. (Kenneth C. Laudon, 2015, p. 68)

Various ways to get public services, both internal to the organization and services to consumers directly or indirectly, are by using the new internet media as a tool to facilitate the organization's work. Organizations that carry out organizational communication quickly, precisely and efficiently can provide great benefits both for the company itself and outside the organization. Therefore, the use of new internet media has now become a necessity for organizations in carrying out their activities.

5. Public Information Services with Digital Media

Public information services as regulated in the Law of the Republic of Indonesia Number 14 of 2008 concerning Public Information Disclosure in Chapter III, the fourth part of the obligations of Public Bodies in article 7 paragraph 3 is explained to carry out the obligations of Public Bodies to build and develop systems information and documentation to manage public information properly and efficiently so that it can be

accessed easily. Furthermore, in article 6, it is explained that Public Bodies may utilize electronic and non-electronic facilities and/or media. Furthermore, in Chapter IV, the third part of Article 16, it is explained that public information that must be provided by non-governmental organizations includes: a. Principles and objectives; b. organizational programs and activities; c. name, address, management structure, and changes thereof; d. Management of funds originating from APBN, APBD, Community Donations, and Foreign Sources; e. Organizational decision-making mechanisms; f. Organizational decisions; g. Other information stipulated by the legislation. (Law Number 14 of 2008 concerning Openness of Public Information, 2008)

Most organizations in public information services generally use *public relations*. Business organizations, especially those that are oriented towards fulfilling and creating customer satisfaction, have public relations services which are the main link between business organizations and the public. The importance of community activities for business organizations is that public relations will be able to create an impression for customers which is a long-term investment. If the public relations activities carried out by the business organization can be carried out properly, then the short-term image of the business organization will be good in the eyes of the customer, and if the customer is satisfied, then customer satisfaction will be an effective promotional medium because the customer will tell others. (Priansa, 2017, p.205)

Cutlip-Center-Broom said that a public relations practitioner is one of the parties participating in competing for the attention of the audience. There are four main tasks of public relations practitioners, *first*, to get the attention of the target audience; *second*, attracting public interest in the content of the message; *third*, building a desire and intention of the audience to act in accordance with the message, and *fourth* directing the actions of the audience so that it remains in accordance with the message conveyed. (Morissan, 2010, p41)

Coulsin-Thomas said that *public relations* is an effort that is planned continuously and intentionally, in order to build and maintain mutual understanding between the organization and its people. Almost in line with Seidel's statement that public relations activities are a planned process to influence public opinion through proper character and performance, based on mutually beneficial two-way communication. (Priansa, 2017, p.206)

Furthermore Cutlip-Center-Broom said that a PR practitioner is one of the parties who participate in competing for the attention of the public. There are four main tasks of public relations practitioners, *first*, to get the attention of the target audience; *second*, attracting public interest in the content of the message; *third*, building a desire and intention of the audience to act in accordance with the message, and *fourth* directing the actions of the audience so that it remains in accordance with the message conveyed. (Morissan, 2010, p. 41) One of the tools used by *public relations* in carrying out its organizational activities is using *Electronic Public Relations* or E-PR in Indonesia is better known as *Cyber Public Relations*.

Onggo said that E-PR is a public relations initiative that uses the internet as a means of publicity. E-PR is the application of *Information and Communication Technologies* (ICT) tools for PR purposes in carrying out their work. Every form of public relations activity requires one or more elements of ICT, PR practitioners must have ICT tools and be skilled in their use. (Priansa, 2017, p. 227)

There are two strategies for providing information services to the public through *public relations*, namely communication. one-way and two-way communication. One-way communication is seen as information that is used internally in the organization. Two-way communication in new media provides opportunities for the public to obtain information services according to their needs. The new media used in general are the organization's official website and email. Currently, the use of new media, namely social media, is developing very rapidly with various social media including Facebook, WhatsApp, Twitter, Telegram, Instagram, Youtube and so on. The use of new media is an option that makes it easier for the public to submit suggestions, complaints, questions, or convey information.

Based on the results of research conducted by Topohudoyo and Budiyo, with the research title Building Public Information Services Through Village Website Features (case in Madukara Village, Banjarnegara, Central Java), using a qualitative study approach. From the results of his research, it shows that village websites with developed features have become a potential medium to improve public services, especially in the field of information. The available website is used by the village government to promote agricultural products, tourist sites, and handicraft products from small and medium enterprises. Meanwhile, for villagers, it can be a medium for accessing information on village development, as well as a contribution for village progress. The development of village websites into the political realm is to become a medium for interaction between the government and citizens regarding development programs that are in accordance with the needs of the community. (Budiyo, 2017)

Furthermore, the research conducted by Fitria Yuliani et al, entitled New Media in Public Services (Social Media in Public Services by Ombudsman RI Bengkulu), uses social media such as Facebook, Twitter, Youtube, and Instagram, with a qualitative approach. Based on the results of his research, it shows that social media by the Ombudsman RI Bengkulu is used as a means of socialization and complaints in the public service process. In addition to being used as a public service medium, there are positive and negative impacts caused by the use of social media in the public service process by the Ombudsman RI Bengkulu. Indonesian Ombudsman Bengkulu.

It shows that government organizations or public organizations have demonstrated their public services using new media in their activities. New media Organizational communication used in the community includes using the website, Facebook, WhatsApp, Twitter, Youtube and Instagram. For example, the use of the website by the village government to promote agricultural products, tourist sites and even use its services to the community to provide input and suggestions to the village government for progress in the development of their village.

Another public service that uses social media networks in its organization is the Ombudsman RI Bengkulu. The media used are Facebook, Twitter, Youtube, and Instagram. This media is used to socialize and public complaints in the public service process. The use of this new media is considered effective and able to facilitate as well as an innovation in the public service process.

6. Opportunities and Challenges of Organizational Communication in Digital Media

Organizations cannot be separated from the opportunities and challenges in this modern era, where the development of information technology is getting faster. The

emergence of new media today provides a very large opportunity for organizations to promote positive things for the continuity of the organization in carrying out its activities. One of the liaisons in organizational communication is public relations or known as *public relations*. The use of new internet media by organizations through *public relations* means adding variants of public information media in packaging messages that are more effective to the public. The use of new media to support *public relations* gave rise to the concept of *public relations on the net* or known as *electronic public relations*. Through this new medium it is possible to establish good relations to maintain public support for the organization.

Rachmat Kriyantono said that there are various opportunities and advantages that can be used from the new internet media in the practice of *public relations* in an organization including low-cost and fast communication to the public, being able to maintain relations with the media, promotion and corporate imagery, saving time, meet public needs, and achieve online media publicity. (Kriyantono, 2016, p. 270)

First, low-cost and fast communication reaches the public. The new internet media in addition to providing information can also be used as a means of communication and can conduct *teleconferences*. It can even be used for sending letters and other important documents via email. *Both* can maintain good relations with the media. Letters and documents can be sent quickly, so that relationships with business partners, the media, family, and certain agencies can run very quickly through the new medium of the internet. *Third*, as a means of promotion and corporate imagery, organizations and business companies can advertise and provide product information through the new media of the internet, even this opportunity is often used by government and private parties to introduce tourist attractions. *Public relations* can make *annual reports*, *company profiles* or *online commercials* through the organization's or company's website or website.

Fourth, save time, whenever information can be *updated* and can be quickly disseminated to the public. One of them is because of its *portability*. We can send and receive messages anywhere we can connect a computer with a phone. Currently, users can integrate via *mobile phones*. Through the new medium of internet public relations can structure information to respond to issues with rapidly changing markets. *Fifth*, meet the needs of the public, with the new media the public internet can access all *press releases* and *news releases* of organizations or companies, the public can access information on the *homepage* in *www*, and public relations can integrate with the public through a *mailing list*. Through the new medium of the internet, *public relations* fulfills the public's need for more focused information. Everyone has the same opportunity to integrate through the new medium of the internet. When this is applied in an organization there is no distance between managers and employees. *Sixth* reach online media publicity, nowadays more and more conventional media, whether television, radio or newspapers, already have an online version. For example KOMPAS.com, jawapos.com, serambinews.com, detik.com and so on. This is an opportunity to disseminate information through online media. In addition, the company's products can be reported in the editorial articles section or other well-known e-zines (*electronic/magazine/newsletters*).

Rofiq Anwar describes in the journal *Conference on Communication, culture, and media studies*, with the title Organizational Communication in New Media: opportunities

and challenges for *public relations* organizations to communicate and provide information services to the public in new media. Communicating and providing services to the public in the media has a complex problem. There are 4 opportunities and challenges faced by *public relations* in communicating and providing services to the public. *First*, the role of public relations is not only technical but also strategic. *Second*, the use of new media information services as public media has consequences on how to offer professional services to the public. *The three* media literacy skills are needed by public relations practitioners. *The four* organizations should respond to public participation that expresses their aspirations through new media. (Anwar, 2014)

The organizational challenges faced by *public relations* include; *First*, the strategic role of public relations, the role of public relations in carrying out its activities. There are two strategies carried out by *public relations*, namely unidirectional communication which consists of collecting information, packaging information and disseminating information. *The second* role of public relations with two-way communication. Public relations practitioners make agreements between organizations and their constituents and build mutually beneficial cooperative relationships and act as facilitators to integrate broad and meaningful dialogue.

Both professional new media services, organizations can implement one-way communication and two-way communication using the organization's official website, e-mail and new media. One-way communication is carried out as an information service for the benefit of the organization. Meanwhile, two-way communication is used to provide information services to the public. The challenge faced by organizations when two-way communication using new media is the occurrence of an overflow of messages conveyed by the community which is not necessarily balanced with the organization's ability to provide services quickly. Therefore, it is necessary to improve organizational performance in a professional manner to answer the overflow of messages from the public who need information.

The three media literacy skills by *public relations* in organizations are not only limited to old media such as print media, radio, television but also current new media such as websites, blogs, and social media. Therefore, one of the challenges of *public relations* today is to develop oneself in acquiring media skills. The flow of message exchange in new media is so fast that it has consequences for how organizations provide information services in a professional manner. Media skills are an important factor considering that every communication in new media has consequences. For example, information services that are not in accordance with the wishes of the public can reduce public satisfaction, and get legal consequences if the information content uses rules that violate the ITE Law.

Fourth, responding to the current public participation of internet users in Indonesia, which was released by KOMPAS.com on February 24, 2021, based on the latest report from the marketing agency We Are Social and the social media management platform Hootsuite in a report entitled Digital 2021, it was stated that out of a total of 274.9 million residents in Indonesia, 170 million of them have used social media. The number of active social media users in Indonesia grew by 10 million or around 6.3 percent compared to January 2020. In the same period, internet users in Indonesia grew by 27 million or 15.5 percent to 202.6 million people. (Stephanie, 2021)) Furthermore, the response of public participation to social media that is most in demand or most popular today as quoted by Beritasatu.com on February 15, 2021,

namely Youtube is the most popular social media in the country with 94% user numbers with age ranges in the range of 16 to 64 year based on a survey conducted by GWI in the third quarter of 2020, WhatsApp ranked second, followed by Instagram in third position, Facebook ranked fourth. (Dahono, nd)

With the large number of internet users in Indonesia, the existence of this new media is important for organizations and the public. Organizational and public communication in new media has become a major problem and challenge in an organization. To respond to public participation in new media, among others, it is necessary to provide policies that support public information disclosure, absorption of public aspirations to be part of organizational policy making, the need to improve organizational performance to respond to the overflow of public information, simplifying standard procedures for public information services to facilitate the right of information to the public. public.

D. DISCUSSION

The current organization in carrying out its activities cannot be separated from the use of communication technology, one of which is internet technology or better known as new media. Organizational communication in using new media as a tool to convey information both for internal organizations and services to the public. This is to make it easier for organizations to provide services to the public and provide added value for organizations to increase performance productivity. To be able to connect communication between superiors and subordinates in the internal organization as well as services to the public, organizations use public relations or better known as *public relations* (PR). *Public relations* serves as the recipient and dissemination of information within an organization.

New media are the main needs of organizations in providing services through *public relations* both internally and to the wider community. Organizations can use a unidirectional communication model and two-way communication or a circular communication model as proposed by Osgood and Schramm, namely a reciprocal or reverse communication model. This communication model makes it easier to get information both from within the organization and outside the organization. Based on what was stated by Osgood and Schramm and various information technology developments that have been stated above, there are opportunities and challenges for organizational communication to the role of public relations by utilizing digital media, including the following:

First, based on the results of surveys and research that has been stated above, internet users in Indonesia currently reach 206.6 million of the total Indonesian population of 274.9 million people. The new internet media that is most in demand by the public today is Youtube in first place with 94% of total new media users, then WhatsApp in second and Instagram in third and followed by Facebook in fourth. The biggest opportunity in developing organizational communication towards public relations can now be utilized by organizations as seen from the increasing number of people in the recent use of digital media to access information.

Second, both government and private organizations have used new media as part of their organizational activities. This is seen by new media as a means to improve services to the public and also as an opportunity to promote various products and

strategic plans as well as a positive image of the organization in the eyes of the public. Through public relations, organizations can utilize digital media in distributing information to the wider community as an improvement and to improve the company's image in the eyes of the public.

Third, the main opportunity for organizational communication in service to the public is using *public relations* as a recipient and disseminating information by utilizing new media as a communication channel. The new media used include websites, blogs, and social media, because they are considered very effective for communicating both internally and externally to the organization. In addition to the advantages and opportunities there are also challenges that must be faced by a public relations practitioner in carrying out their activities to the public. Today's organizational challenges include the increasingly complex problems of an organization when using a two-way communication model using new media. This is because the number of messages conveyed by the community has not been balanced with the organization's ability to provide services to the public. The role of professional public relations or public relations in an organization today is a must to master the development of information technology, this can facilitate organizations in conveying information to the public through the role of professional public relations.

Fourth, to improve organizational communication to the public, of course, it must be accompanied by *public relations* that is able to increase knowledge and new media literacy as a means of delivery and service to the public. New media is currently a bridge for public relations practitioners to disseminate information and services to the public as the most effective medium in delivering organizational messages both internally and externally. Currently, both government and private organizations can use professional and strategic public relations as an effort to balance all information entering and leaving the organization through the roles of public relations and public relations.

E. CONCLUSION

Based on the findings and analysis of organizational communication that have been stated, it can be concluded that there are four opportunities and challenges for organizational communication to public relations in utilizing digital media today.

First, the opportunities that can be exploited by both government and private organizations are currently very large considering the increasing use of new media in Indonesia. In addition to getting opportunities, there are also challenges that must be faced by organizations, including strengthening the position of *Public Relations* as part of the organization to convey information to the public. Organizational communication is increasingly complex with a two-way communication model using social media as a service to the public, the message conveyed by an organization to the public is less than the information conveyed by the public through new media to the organization, so that the organization's ability to respond to the message becomes more difficult and difficult. limited.

Second, organizational communication can use a one-way communication model and two-way communication or called circular communication in using new media as a means of delivering organizational information. Public relations practitioners as part of the organization can be used as a liaison between the organization and the public. This is marked by the increasing complexity of organizational communication in providing

services to the public. Improving *public relations*, and increasing knowledge related to new media so that public services can be well served, as well as accelerating organizational decision-making processes as an effort to accelerate information services to the public, so that the organization's image gains trust in the eyes of the public.

Third, organizational strength can be built by improving public relations skills through increasing human resources in the field of public relations by conducting training and knowledge, so that the information that is built in carrying out organizational tasks becomes easier.

Fourth, an organization currently really needs professional, strategic public relations and can master various developments in communication technology through digital media which is currently developing rapidly.

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