



The Role of Interpersonal Communication Intelligence in Supporting Organizational Success in Higher Education

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Abstrac

The success of an organization is determined by various aspects, including leadership, competence, cooperation, and communication. In the aspect of communication, the intelligence organization of a person's interpersonal communication is a very important component. Interpersonal intelligence is one of the intelligences in which a person's ability to establish good social relationships with indicators such as empathy, pro-social attitudes, self-awareness, effective problem-solving abilities, and the ability to communicate effectively. This intelligence is needed by a person in meeting the need for personal competence and social competence. The article aims to explore how important the intelligence of someone's interpersonal communication is in supporting the success of an organization. The methodology used in writing this article is content analysis, one approach to writing scientific work in qualitative research. All data comes from the results of the authors' reading of various theories, expert opinions and the results of previous research related to the issues discussed. All data is then collected, reduced, presented and closed with conclusions. The results of the discussion of this article are expected to be used as additional reference material for the community, academics, subsequent researchers who will discuss this issue in different contexts and issues.

INTRODUCTION

Humans in their lives must communicate, meaning that they need other people and need groups or communities to integrate with each other, this is an essence that most human persons are formed from the results of social integration with each other. In life, people are often met with each other in a formal and informal forum (Effendy & Onong Uchjana, 2022; hafied, 2020).

An organization is a social system whose complexity is clearly visible through the type, rank, form and amount of integration that applies. Process in an effective organization. Through the organization, there is an exchange of information, ideas and experiences (Humaira, 2018; Muhammad, 2009). Given its important role in supporting organizational fluency, sufficient attention needs to be paid to managing communication within the organization. Communication must be tailored to the needs and interests of the recipient in order to be able to react according to the purpose of communication, in general people make a communication to meet their needs, both needs that are related or not

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People want to be heard, valued, and needed. Meanwhile, interpersonal communication is strongly influenced by variables such as trust, sportsmanship, open attitude, and ability to objectively assess. These four variables are the main study factors for expressing interpersonal communication in an organization.

METHODS

This study uses qualitative methods influenced by naturalistic and interoretic paradigms. Where research seeks to construct reality and understand its meaning so that this research pays close attention to processes, events, and intensity. The approach used in this study is content analysis where a researcher must observe the phenomenon of communication, by formulating exactly what is being studied and all actions must be based on the research objectives (Kleinheksel et al., 2020; Stemler, 2001). Next choose the analysis to be studied, choose the object of research that will be the target of the analysis. If the object of study relates to verbal data, it is necessary to mention the place, date and means of communication concerned. However, if the research object is related to the messages of one or a media, it is necessary to identify the message and the media that deliver the message. In discussing this article, the author uses content analysis, this method is one of the methods used in qualitative research. All data comes from the writer's reading of various theories, experts and research results related to the issues discussed. All data is then collected, reduced, presented, and closed with a conclusion (Engkizar et al., 2018; Lestari et al., 2021).

RESULT AND DISCUSSION

The Definition of Communication

The term "Communication" in English is derived from the Latin language *Communication* and comes from the word *Communist* which has the same meaning. Whereas in KBBI, Communication is the sending and receiving of messages or news from two or more people so that messages or news from two or more people so that the intended message can be understood. If two people are involved in communication for example in the form of conversation, the meaning of communication will occur or last as long as there is still a common meaning about what is being said (Dwiyanti, 2011; Rhenald, 1994). The similarity of language used in conversations does not necessarily give rise to a similar meaning to what is being said. The similarity of language used in conversation does not necessarily lead to a similarity of meanings. In other words, understanding the language does not mean understanding the meaning conveyed by the discussion. Obviously, conversations between two people can be said to be communicative if both, besides understanding the language used, also understand the meaning and language used.

The definition of communication described above is only as a basis, in the sense that the communication must at least contain the same meaning between the two parties involved. It is said to be minimal because communication activities are not only informative, that is for people to understand and know, but also persuasive, that is, for others to accept an understanding or belief, to do something. In this context, communication is very important in social life.

There are times when someone conveys his thoughts to other people without revealing a certain feeling, at other times someone conveying his feelings to others without thinking, someone also infrequently expresses his thoughts with certain feelings, consciously or unconsciously (Agung, 2002; Rosady Ruslan, 2001). Communication will succeed if the mind is conveyed by using conscious feelings and conversely communication will fail when conveying thoughts, feeling uncontrolled.

Interpersonal Communication

Panuju said interpersonal communication is a process of exchanging meaning reciprocally by two or more people using personal media or face-to-face so that feedback can be immediately known and the communicator makes predictions about the effects of

his communication. Meanwhile, according to Devito Interpersonal communication is the process of sending and receiving messages between two people or between a small group of people with several effects and some instant feedback (Ruliana & Lestari, 2019).

Simorangkir, (2019) & Syamsuri et al., (2020) said interpersonal communication is communication between individuals. Interpersonal communication is communication within yourself. Each person has communication components such as sources, messages, reception channels involved, messages starting and ending in each individual. Interpersonal communication affects communication and relationships with others. Wenburg and Wilmat, that individual perceptions cannot be created by others but all meanings, attributes, messages are determined by each individual. One's perception plays an important role in integrating messages because all messages are created in the individual .

Interpersonal attractions are preferences for others, positive attitudes and attractiveness. Interpersonal communication is influenced by interpersonal attractions in terms of Message interpretation and assessment our opinions and judgments about others are not solely based on rational consideration, we are also emotional beings. Therefore, when we like someone, we also tend to see everything related to him positively. Conversely, if you hate it, you tend to look at its characteristics negatively. Communication effectiveness. Interpersonal communication is declared effective when communication meetings are a pleasant thing for communicants (Lamirin, 2020; Widodo et al., 2021). When we gather in a group that has similarities with us, we will be happy and open-minded. When we gather with people we hate, it will make us tense, restless and uncomfortable. We will close ourselves and avoid communication.

Interpersonal relationships can be interpreted as the relationship between someone and others. A good interpersonal relationship will foster the degree of openness of people to express themselves, the more accurate their perceptions about others, so the more effective communication takes place among the communication participants. According to its characteristic, interpersonal communication can be divided into two types, namely diadik communication or small group communication. Interpersonal relationships are not only small but communication networks (Prihandhani & Hakim, 2021). Interpersonal relations are not only a communication network but are also a source of social pressure to conform to group norms and sources of social support for values and opinions trusted by individuals.

Diadik communication is a process of communication that occurs between two people in a face-to-face situation. This communication, according to Pace, can be carried out in three forms, namely conversation, dialogue and interview. Conversations are carried out in a friendly and informal atmosphere. Dialogue takes place in a situation that is more intimate, deeper and more personal (Nurhidayah & Revi, 2020; Sridasweni et al., 2017). While the interview is more serious, that is, there is a dominant party in the asking position and the other in the questioning position and the other in the answering position. Small group communication is a process of communication that occurs between three or more face to face, where members integrate with each other.

Communication with each other. Small group communication by many people is considered a type of interpersonal communication because: (1) Its members are involved in the communication process that occurs face-to-face. (2) The talks occur in a fragmented manner where all participants can speak in the same position, in other words, there is no single speaker who dominates the situation. (3) Sources and revenues are difficult to identify.

In this case, all members can be sources and recipients. Therefore, the effect can affect from B, and C can affect the B. The process is usually done in large groups or discussion groups. There are no limits that determine a large number of members or small groups. Usually 2-3 people, some even grow to 20-30 people, but not more than 50 people, more than 50 people, who write communication that is classified as communication that occurs between teacher and student is communication that is classified as small group

communication. What works as an effort to improve human relationships, chaos and personal conflict, reduces one's uncertainty and other people's knowledge.

In giving lessons to his students, a teacher uses verbal language. Because language is a binding tool and adhesive in our lives. Because, as great as our ideas are if not discussed systematically, the idea will be chaotic. Eduard C. Lindeman revealed that human relationships are interpersonal communication to make others understand and sympathize. People will be sympathetic if they are valued. If it is associated with research in the Cooperatives, SMEs, Industry and Trade (Koperindag) Agency of South Solok District, it would be appropriate for the author to say that teacher's interpersonal communication with his students belongs to human relations (Maharani & Rusmawati, 2020; Riswandi & Achyanadia, 2017).

So interpersonal communication is the process of exchanging information between two people who can immediately know the feedback. With the increasing perception of people involved in communication, it increases people's perception of communication events, thus increasing the complexity of the communication. Interpersonal communication is forming relationships with other people. Communication objectives that are considered important in this context:

Determine yourself

One of the goals of interpersonal communication is a personal discovery. Besides that, interpersonal communication provides opportunities for personal to talk about what is like, very interesting and exciting when discussing one's own feelings, thoughts, and personal behavior (Lesmana, 2019). Talking about yourself with others personally gives a tremendous source of feedback on feelings, thoughts and behavior. Through communication, the person also learns how to deal with others, whether personal strengths and who like and dislike personal.

Finding the outside world

Communicating interpersonally can make people understand more about themselves and others. It is this kind of thing that makes personal understand better the outside world, objects, events, and other people (Hutagalung, 2014; Yusrida & Kurniawati, 2021). Much information is known to come from interpersonal communication. Although most of the communication that comes from personal or mass media, due to reality, beliefs, attitudes and personal values is often influenced by interpersonal meetings rather than media or formal education.

Establish and maintain meaningful relationships

One of the biggest wishes of people is to form and maintain relationships with others. From the time that personal use in interpersonal communication is perpetuated to form and maintain social relationships with others, such relationships help reduce loneliness and depression, making it personally capable of sharing pleasures of a nature to make a person feel more positive about themselves.

Changing attitude and behavior

A lot of time is used to change the attitudes and behavior of others in interpersonal meetings. Maybe you are on a new diet buying certain items, listening to a tape recorder, watching movies, writing, reading books, entering certain fields, taking certain lectures, thinking in certain ways and believing that something is right or wrong (Sarnoto & Rahmawati, 2020). What's interesting is that effective mass media interact with interpersonal in changing certain behavior levels. Personals more often persuade interpersonal communication than mass communication.

To help

Psychologists and therapists use interpersonal communication in them professional activities to direct their clients. All personalities also function to help others in their daily interpersonal or personal interaction. Besides that, it is clear that interpersonal communication is usually motivated by a combination of several factors and does not have one effect, but a combination of various effects or results. For example, given an

interpersonal interaction, given several goals, motivated by communication as a unique factor and resulting in a combination of unique factors or effects.

Classification of International Communication

Interpersonal communication is divided into several names, including communication, dialogue, interviews, conversation and face-to-face communication. Redding develops the classification of interpersonal communication into intimate interactions, interrogation social conversations or examinations and interviews.

Intimate Interaction

Intimate interaction is a process of communication that occurs between best friends, partners, family, and other people with whom you share a strong emotional bond. Strength in this type of communication is determined by the strength of the relationship between the individuals who are communicating (Illahi et al., 2018). Social conversation is a conversation process that aims to please the other person in a way as simple as talking a little. Interrogation or examination is a communication process in which someone who asks information to the interlocutor who is in an emotional control that is forcing or demanding. In organizations, relationships are developed in formal communication systems. For example, the relationships involved between two good friends who have personal interactions may be outside of roles and functions in the organization (Khoiriyati & Saripah, 2018).

Social Conversations

Social conversation is an interaction to please someone simply by talking a little. This type of face-to-face communication is important for the development of informal relationships within the organization. Conversation is a form of cooperative activity in the form of communicative interaction. Meanwhile, explained that conversation is a form of discourse that involves two or more actors who contribute to each other. Based on that opinion, at least there are at least two things that can be stated here (Prasanti & Indriani, 2018). First, in conversation there is cooperation. Second, in the conversation there is communicative interaction. What is meant by communicative interaction in this case is verbal communicative interaction as stated. Both of these have the same essential elements, namely more than one conversation actor and they carry out reciprocal cooperation activities.

Interrogation and Examination

Interrogation is a legal method of gathering evidence and tactical communication to get statements about what actually happened. In this context, the examination of suspects, affected persons and witnesses by criminal prosecution authorities in criminal proceedings or in administrative violation proceedings as part of a settled case is indispensable (Adrianto, 2021). Interrogation is not a “normal” legal action, but a process communication which is a special social action. Therefore, Interrogation is not only intended to exchange information, but also serves to demonstrate the power and influence of the investigative agency.

Interrogation and examination is between someone in control, who asks even to demand information from others. For example, an investigator checks a suspect or a judge asks a defendant. Debate and verbal arguments are a form of interrogation where both parties demand each other and intermittent controls exchange (Wahyudi, 2011). Verbal exchanges are often marked by right or wrong issues, debates are governed by rules and are generally more formal than fights.

Interviews

An interview is a form of interpersonal communication where two people are involved in a question-and-answer conversation. Someone asks a question to get information and the other listens well then gives the desired answer until the purpose of the interview is reached. For example, a thesis supervisor instructs students who are guided to get further information about the student's ability to write (Sidik & Sobandi, 2018).

Interview is one technique that is often used to collect information or data from a person or group of people. Interviews can be carried out orally or in writing, and can be carried out by a person or group of people named *interviewer (iskandar)*. Interviews are widely used in various situations, such as in job recruitment processes, research, or case studies. The purpose of the interview can vary, for example to find out someone's background, clarify information that has been previously obtained, or to find out someone's views or opinions about something.

Interpersonal Communicatin in an Organization

In each individual has a relationship that is different in nature, both physical and biological, among those needs is drinking and air. In addition to individual needs also have interpersonal needs or social needs that identify 3 kinds of basic needs, namely the need for love, the need to be included and the need for power or control (Syamsuri et al., 2020). Because most communication in an organization takes place on an interpersonal level, it is important to recognize the interpersonal needs that all individuals have. Although each need is different for each personal or personal. Although each need is different in each person or from one situation to another, understanding the need can help in communicating with others.

Effectiveness Indicators of Interpersonal Communication Openness

Concerning "ownership" of feelings and thoughts. Openness in this sense is to acknowledge that the feelings and thoughts that are expressed are indeed yours and you are responsible for them. Effective interpersonal communicators must be open to the person they are interacting with. This does not mean that people must immediately open all their history. Indeed, this may be interesting, but it usually does not help communication. Instead, there must be a willingness to open up to disclose information that is usually hidden, provided that this self-disclosure is appropriate. Referring to the willingness of the communicator to react honestly to the stimulus that comes (Lamirin, 2020). People who are silent, uncritical, and unresponsive are generally tedious conversation participants. We want people to react openly to what we say. And we have the right to expect this. Nothing is worse than indifference, even inequality is much more pleasant. We show openness by reacting spontaneously to others.

Emphaty

Defines empathy as "the ability of a person to 'know' what is being experienced by another person at a certain time, from the point of view of another person at a certain time, from the other person's point of view, through the eyes of others or feeling involved the party is feeling the same feeling in the other same way (Widodo et al., 2021). Empathic people are able to understand the motivations and experiences of others, their feelings and attitudes, and their hopes and desires for the future. We can communicate empathy both verbally and non-verbally.

The ability to empathize will encourage us to be able to see problems more clearly and place objectivity in solving problems. Many possible alternatives can be taken. when we can empathize with others in dealing with problems. Without empathy it is difficult for us to know what someone is facing because we cannot enter into his feelings and understand the conditions that are being experienced. The ability to empathize will be able to be the key to the success of getting along and socializing in a social environment.

Supportiveness

Based on the work of Jack Gibb Effective interpersonal relationships are relationships where there is supportiveness. Effective interpersonal relationships are relationships where there is supportiveness (Sridasweni et al., 2017). Open and empathic communication cannot take place in an unsupportive atmosphere, we show a supportive attitude by being descriptive (not evaluative), spontaneous (not strategic), and provisional (not very sure).

Positiveness

Communicate a positive attitude in interpersonal communication in two ways, namely: expressing a positive attitude and positively encouraging people who are our friends to interact. Positive attitude refers to at least two aspects of interpersonal communication. First, interpersonal communication builds up if a person has a positive attitude towards themselves. Second, positive feelings for communication situations are generally very important for effective interaction. It is not more pleasant than communicating with people who do not enjoy interaction or do not react pleasantly to the situation or atmosphere of interaction (Prihandhani & Hakim, 2021).

Equality

In Carl Rogers's terms, equality asks us to give "unconditional positive appreciation" to others. In an interpersonal relationship which is characterized by equality, inequality and conflict are seen more as an effort to understand the differences that must exist than as an opportunity to bring down the other party. Equality does not require that we accept and approve of all the other party's verbal and nonverbal behaviour. One might be smarter, richer, more handsome or beautiful, or more athletic than the other. There are never two people who are truly equal in everything. Apart from this inequality, interpersonal communication will be more effective if the atmosphere is equal. That is, there must be a secret acknowledgement that both parties are equally valuable and valuable, and that each party has something important to contribute (Yusrida & Kurniawati, 2021).

CONCLUSION

Interpersonal intelligence is a form of ability from within a person to be able to understand and differentiate mood, motivation, will and feelings of others around him. In addition, interpersonal intelligence also requires someone to have an intuition that is sensitive to various facial expressions, body movements, and the voice of others, even able to provide a positive response that is effective in communicating. In various studies found that individuals who have good interpersonal skills will be able to support the success of an organization. Strictly speaking, individuals with abilities like this will greatly determine the success or failure of an organization. This article has successfully discussed what interpersonal intelligence really is and how it impacts the success of an organization. Furthermore, at least this article can be used as a reading material and additional references for researchers and subsequent writers who will discuss this issue in different contexts and issues.

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