

Analysis of the Role of Assertive Communication Styles in Improving Organizational Performance

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Article Information	Abstract
Article History: Received : - Accepted : - Published: -	Communication is a fundamental element in modern organizational management. One of the most effective forms of communication in the work environment is assertive communication, which is the ability of individuals to express opinions, feelings, and needs in an honest, open manner, and while respecting the rights of others. This study aims to analyze the role of assertive communication styles in improving organizational performance, especially in the context of work relations, team effectiveness, and its contribution to productivity and well-being. The discussion in this article reviews two main aspects: first, the definition and characteristics of assertive communication styles in organizations; and second, how this communication style contributes to improving organizational performance. Assertive communication has been proven to be able to create a healthy work climate, minimize conflicts, speed up the decision-making process, and strengthen individual confidence and responsibility. In the long run, an assertive communication culture encourages the creation of an adaptive, inclusive, and solution-oriented organization. Leaders and employees who adopt an assertive communication style show improvements in work effectiveness, conflict management, and the ability to build harmonious working relationships. Additionally, organizations that build systems and policies that support open and assertive communication tend to have higher work performance. Thus, assertive communication not only serves as an interpersonal strategy, but also as an important foundation in building organizational excellence in a sustainable manner. The implications of this study emphasize the importance of assertive communication training and the formation of an organizational culture that encourages healthy and constructive self-expression.
Keywords: Communication style, Assertive communication, Organizational Performance	

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INTRODUCTION

Communication is the main foundation in building and running an effective organization. Without good communication, any form of coordination, instruction, and collaboration in the work environment will experience obstacles. In the modern work era characterized by the complexity, dynamics, and diversity of organizational cultures, the ability to communicate effectively is an indispensable competency. One form of communication that is considered the most productive in the work environment is assertive communication.

An assertive communication style is the ability to express opinions, feelings, and needs openly, honestly, and still respect others. Assertive individuals are not only able to express themselves assertively, but also maintain empathy and politeness in social interactions. In an organizational environment, this style allows for healthy two-way communication, thus minimizing miscommunication and improving the quality of working relationships.

Unfortunately, there are still many organizations that are not aware of the importance of building an assertive communication culture. Passive or aggressive communication patterns are still often found in everyday managerial practices. As a result, not a few conflicts arise due to misunderstandings, feelings of disrespect, or dominance in expressing opinions. This certainly has a negative impact on the work climate, employee motivation, and ultimately hinders organizational productivity.

In the context of improving organizational performance, communication style plays an important role. Effective communication is a bridge in conveying the organization's vision, mission, and goals to all levels of employees. Poor communication risks causing misinterpretation, resistance to change, and weakening teamwork. Therefore, the ability to communicate assertively is not only important for individuals, but also crucial for the organization as a whole.

Organizational performance is not only measured by physical outputs such as profits or productivity, but also by the effectiveness of internal communication, synergy between departments, and the cohesion of work teams. Individuals who have an assertive communication style are usually able to convey innovative ideas, avoid destructive interpersonal conflicts, and solve work problems faster. Thus, an assertive communication style can be one of the strategic keys in boosting organizational performance.

Assertive leaders are able to create an open and fair work environment. He will give honest but painless feedback, and accept criticism with open arms. In a team led by someone assertive, team members feel safe to have their opinions, take the initiative, and even make improvements without fear. This kind of work culture is the main foundation of a productive and adaptive organization.

On the other hand, non-assertive communication styles often cause obstacles in decision-making. When employees do not dare to convey important information or when leaders are too dominant in expressing opinions, healthy collaboration becomes difficult to realize. In the long run, this situation can decrease employee loyalty and increase the turnover rate.

Assertive communication styles are also closely related to stress and work pressure management. Employees who are able to convey workload or conflict honestly and politely tend to have a more stable psychological state. On the other hand, repressive communication can trigger inner pressure, frustration, and burnout. Therefore, assertive communication can also be seen as a form of investment by an organization in the welfare of its human resources.

The application of an assertive communication style cannot occur spontaneously, but needs to be trained and developed through internal training, coaching, and exemplary examples from leaders. Organizations need to have policies that support open communication and appreciate employees' courage in expressing their opinions. In this environment, individual and organizational growth will go hand in hand.

Based on the above background, it is important to conduct an in-depth analysis of the role of assertive communication styles in improving organizational performance. This study is not only relevant for employee personal development, but also for organizational strategic planning to be more adaptive, competitive, and sustainable in facing today's global challenges.

LITERATURE REVIEW

Assertive communication

Assertive communication is a behavior in which individuals outwardly convey a picture of their feelings, thoughts, and feelings through actions, body language, and facial expressions. Assertive communication skills are communication skills that fall between passive and assertive communication. Assertiveness is the ability to tell others what you want, feel, and think while protecting and respecting their rights and feelings. Being assertive is not easy. Man must be honest with himself. Assertive behavior is an example of effective communication that encourages self-development and potential. When acting assertively, a person does not sacrifice others for personal gain or arbitrarily resist the intervention of others (Widyastuti, 2017).

Organisasi

In a broader context, organizations are also understood as places where people gather and interact rationally and systematically to achieve certain goals by using resources efficiently (Jaelani, 2021). Organization can also be seen as a process of grouping activities to achieve certain goals. Each group is given a manager who has the authority to supervise the group members (Tanjung Amran Sahputra et al., 2022)

Performance

Performance is the result of an employee's work for a certain period of time compared to various choices, such as standards, goals, and standards that have been determined and agreed upon together. Performance is the result of work that can be done by individuals or groups in an organization, in accordance with their respective authority and responsibilities, legally, without violating the law, and in accordance with norms to achieve organizational and ethical goals (Muis et al., 2018)

According to Mangkunegara (2010: 75) in (Muis et al., 2018), the factors that are assessed for performance are as follows: 1) quality of work, 2) quantity of work, 3) reliability, and 4) attitude. The quality of work consists of thoroughness, thoroughness, skill, and cleanliness. The volume of work consists of performance and additional work completed. Reliability consists of following instructions, initiative, prudence, and attention. The current attitude consists of attitudes towards the company, other employees, work and cooperation.

RESEARCH METHOD

Qualitative research is a research process that aims to understand human or social phenomena by creating a comprehensive and complex picture that can be expressed in words, presenting detailed insights obtained from information sources and conducted in a natural environment (Walidin, Saifullah & Tabrani, 2015). This research data analysis technique is a literature study that uses content analysis techniques that allow the understanding and analysis of textual information, such as articles, books or documents, to identify themes, patterns and meanings related to the phenomenon being studied.

RESULTS AND DISCUSSION

1. Definition and Characteristics of Assertive Communication Styles in Organizational Contexts

The assertive communication style is a communication approach that emphasizes the courage to convey thoughts, feelings, and needs honestly, openly, and while respecting the rights of others. In an organizational context, this style of communication facilitates healthy interactions, prevents miscommunication, and strengthens a collaborative work culture. Individuals who are assertive are able to assert their rights without having to demean others, thus creating a work environment that is mutually respectful.

According to Alberti and Emmons, the assertive communication style contains three basic principles, namely honesty in expressing thoughts, respecting the rights and feelings of others, and the ability to defend one's position confidently (Alberti & Emmons, 2008). In an organization, individuals who adopt this style tend to be more valued for their clarity of attitude and consistency of communication.

Assertive communication is different from aggressive and passive communication. If aggressive communication often involves dominance and intimidation, and passive communication tends to avoid conflict, then assertive communication strikes a balance between self-expression and empathy for others. Thus, assertive communication is an important basis for the formation of professional and healthy working relationships (Hargie, 2011).

Organizations that implement an assertive communication style across the board, from leaders to staff, will experience a decrease in internal conflict. This is because each party feels heard and appreciated. Employees don't hesitate to voice their opinions, including constructive criticism, which ultimately drives innovation and work efficiency.

The application of assertive communication styles also has a positive psychological impact on individuals. Employees feel more confident, have a sense of control over their work, and develop a high sense of responsibility. In the long run, this contributes to job well-being and a reduction in stress levels in the organizational environment (McIntosh et al., 2008).

As a skill that can be trained, assertiveness can be developed through continuous communication training, coaching, and internal evaluation. Companies that recognize the importance of assertive communication will provide the space and facilities to improve these skills for optimal performance.

Thus, understanding the definition, principles, and benefits of assertive communication is the first step in building an inclusive, responsive, and productive organizational culture. Assertive communication is not just a speaking style, but an effective

communication strategy to support the growth and competitiveness of the organization as a whole.

2. The Role of Assertive Communication Styles in Improving Organizational Performance

Organizational performance is highly dependent on the extent to which communication between individuals goes well. Assertive communication styles play an important role in improving performance because they encourage efficiency in information exchange, speed up decision-making, and minimize unnecessary conflicts. In modern organizations, collaboration and coordination will only be effective if each party is able to express their ideas and objections openly and constructively.

According to Robbins and Judge (2017), organizational performance can be measured from productivity, effectiveness, and efficiency of work processes. Ineffective communication is often the root of low productivity, work errors, and even employee turnover. An assertive communication style allows managers and staff to convey expectations and feedback in a clear and non-threatening manner, thereby accelerating the process of adaptation and performance improvement.

The implementation of assertive communication by organizational leaders can encourage openness and transparency. Assertive leaders are able to convey criticism without demeaning their subordinates, and are able to accept input objectively. This strengthens trust in the team, which ultimately increases loyalty and work motivation (Goleman, 2006).

Employees who are accustomed to assertive communication also have a tendency to be more initiative and responsible. They are not afraid to present new ideas or admit mistakes, knowing that their organizational environment supports honest and open communication. This openness sparks collective innovation and problem-solving, which is critical to the organization's long-term growth.

Furthermore, an assertive communication style helps organizations manage change. In times of transition or structural reform, clear and empathetic communication minimizes resistance and misunderstandings. Organizations that have an assertive communication culture are more adaptive and resilient to external and internal pressures (Clampitt, 2016).

The positive impact of assertive communication styles on organizational performance can also be seen in strengthening work culture. Assertiveness reinforces the values of integrity, openness, and collaboration within the team. This healthy work culture will create an environment that supports the achievement of work targets collectively.

Overall, assertive communication not only supports healthy interpersonal relationships, but also serves as a strategic foundation in increasing organizational productivity and effectiveness. Companies that invest in the development of assertive communications across the line will have a stronger competitive advantage in the face of today's business challenges.

CONCLUSION

Assertive communication styles have proven to have a strategic role in building an effective, healthy, and highly competitive organization. Assertive communication, which is characterized by the courage to express opinions honestly while still respecting others, creates an open, professional, and collaborative working atmosphere. This style of

communication not only prevents conflict and misunderstandings, but also encourages initiative, responsibility, and active participation of each individual in the organization.

In organizational practice, the application of an assertive communication style provides many benefits, ranging from increased work productivity, efficiency in decision-making, to strengthening relationships between team members. Assertive leaders are able to provide feedback wisely and build trust within the team, while assertive employees are better able to convey needs, ideas, or criticisms in a constructive way.

Organizations that encourage a culture of assertive communication will be more adaptable to change, manage work pressure, and create an environment that supports employees' psychological well-being. In the long run, this has a direct impact on improving overall organizational performance.

Thus, assertive communication is not just an interaction style, but a managerial and social skill that must be developed continuously in the organization. For this reason, assertive communication training, the application of openness values, and exemplary leadership are important steps that must be taken so that organizations are able to achieve their strategic goals optimally.

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