



## THE IMPROVED EMPLOYMENT AT AZRA HOSPITAL IN BOGOR THROUGH EFFECTIVE INTERNAL COMMUNICATION

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### Abstract

This research aims to examine internal communication efforts to improve employee performance at Azra Hospital in Bogor. At Azra Hospital in Bogor, the study focuses on the dimensions of internal communication: vertical, horizontal, and diagonal. The analytical method used is qualitative analysis with an interactive analysis model involving four steps: data collection, data reduction, data presentation, and conclusion. Data was collected through textbooks, related references, observations, interviews, and field research.

According to the study's findings, communication in this hospital is tiered and structured in the vertical communication dimension, but this results in limited communication openness. Submission of ideas and ideas to improve employee performance needs to be enhanced by a long process. This study describes the challenges of optimizing internal communication to improve employee performance at Azra Hospital in Bogor. Recommendations can be provided to enhance transparency in vertical communication, optimize the allocation of time and physical resources for horizontal transmission, and effectively identify suitable instances for implementing diagonal communication in intricate scenarios.

**Keywords:** Improved employment, Internal Communication, Communication Effectiveness

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### INTRODUCTION

A productive and harmonious working environment is built on solid communication, which serves as a means of information transmission and the primary foundation for making such an environment. When internal communication is not maintained, the negative impact can spread to various aspects of the organization. Effective communication from superiors to subordinates and vice versa, as well as between colleagues, forms the basis of healthy interactions. The provision of precise and reliable information serves to reduce the presence of ambiguity and misconceptions, which in turn can impede effective collaboration within a team. Furthermore, effective communication is crucial in fostering a favorable organizational culture, cultivating trust among personnel and leadership, and enhancing individual motivation toward attaining shared objectives.

Given the complexity of communication within an organization, considering it only limited to conveying policies or handling complaints is a limited understanding. Internal communication has a deeper dimension, including building meaningful relationships, transparency, and standard views between all parties in the organization. Understanding this complexity, leaders and management need to invest in improving their communication skills to manage organizational dynamics better.

Organizations may have joint problems, including the Bogor City Azra Hospital case. These problems include disagreements between employees and management, low work discipline, low motivation, and unsatisfactory productivity. Disputes between employees and management often reflect ineffective communication between the two parties. Disagreements can arise due to more clarity about

organizational policies, regulations, or goals. In addition, a lack of open and transparent communication can exacerbate the situation, resulting in dissatisfaction and a lack of employee support.

Frequently, communication is the source of issues with work discipline, noncompliance with schedules, and a lack of motivation and productivity. Uncertainty about the significance of work discipline or working hours policies may contribute to tardiness or inexact arrival times. It can be exacerbated if the behavior is not appreciated or has negative consequences. In addition, a lack of communication about organizational goals, expectations, and support can contribute to employee dissatisfaction and low motivation.

In the case of the Bogor City Azra Hospital, challenges in conveying information and policies that take too long can hamper organizational effectiveness. The long and complicated communication process can cause delays in taking appropriate action. Therefore, a more efficient approach is needed in conveying information and making decisions. In all these cases, effective communication between management and employees is the key to resolution. Openness, transparency, and appreciation for each team member's contribution are crucial to overcoming the problems faced by the organization.

## **LITERATURE REVIEWS**

According to Effendy (2017), explanations regarding efforts or strategies are very relevant in the context of organizational management. Efforts or strategies are not just plans or directions but concrete steps taken to achieve the goals set. In this case, the strategy focuses on the big picture and the operational tactics that will be used to carry out the plan. In management, strategy is the general guide that directs organizational actions and decisions. However, implementing this strategy necessitates more detailed planning and effective operational tactics. Operational tactics are concrete steps taken to put the strategy into action. It includes resource allocation, task coordination, and task timing.

### **Internal Communications**

The mass media functions as a channel to convey information, news, and messages to a broader audience. As part of communication science, mass media covers various aspects, such as information production, distribution, and consumption. In this context, the mass media in Indonesia has experienced multiple changes and challenges along with technological developments and social dynamics.

The history of the mass media in Indonesia shows a changing role influenced by various social and political factors. Factors such as ideology, politics, and the country's government system significantly impact the form and content of messages conveyed through the mass media. Ideological and political control can influence the point of view taken in reporting as well as the influence on agenda-setting. Therefore, it is essential to understand that the mass media is not only a tool for conveying information but also involved in a country's social and political dynamics. The complex relationship between mass media, communications science, and social context underscores the need to deeply

understand how mass media interact with social and political developments.

Within the dynamics of an organization, a complex communication network is established, connecting various elements that play a role in carrying out tasks and achieving common goals. As explained by Soesanto in Somad and Priansa (2014), internal communication is the backbone of this interaction. Its definition describes internal communication as a network of messages within the organization, both in formal and informal forms.

Within the concept of internal communication, three dimensions form a more comprehensive scope of communication: First, there is vertical communication. In this dimension, messages flow from top to bottom and vice versa. Statements from leaders to employees have a role in providing direction, policy announcements, and organizational goals. Meanwhile, messages from employees to leadership can bring input, suggestions, reports, or even complaints from the executive line, providing an overview of field conditions that management may not have seen. Second, horizontal communication forms a bridge between colleagues with equal organizational positions. It is a forum where information, experience, or views flow unencumbered by hierarchical orders. Horizontal communication is often related to implementing administrative policies and can strengthen cooperation and coordination among colleagues. Lastly, diagonal communication shows the interaction between different levels in the organizational structure. It could be that section leaders communicate with other section employees with additional duties and responsibilities in forming a hierarchy. Diagonal communication has the potential to bring a broader and deeper understanding of the conditions and challenges faced by various sections within the organization. Section leaders could communicate with other employees with different duties and responsibilities in forming a hierarchy. Diagonal communication has the potential to bring a broader and deeper understanding of the conditions and challenges faced by various sections within the organization. Section leaders could communicate with other employees with different duties and responsibilities in forming a hierarchy. Diagonal communication has the potential to bring a broader and deeper understanding of the conditions and challenges faced by various sections within the organization.

## **Employee**

The view by Hasibuan (2020) regarding the definition of employees provides a simple but essential understanding of work relations and compensation. The report specifies an employee as an individual who sells his services, both in the form of thought and effort, for an organization or company. Their expertise and contributions are rewarded with prearranged compensation.

## **Employee Performance**

According to Sinambela (2019), The definition of employee performance according to Sinambela focuses on individual abilities in carrying out their duties by using their expertise or competencies. In this context, performance involves carrying out work that includes employees' skills, knowledge, and

experience. In other words, performance reflects how employees can utilize their capabilities to achieve the desired results.

According to Cushway (in Samsudin, 2018), This view highlights the concept of performance as a comparison between what has been achieved by someone and the target that has been set or expected. In this definition, performance appraisal does not only focus on the final result but also on the extent to which a person has succeeded in achieving or exceeding the targets that have been measured previously. This approach describes performance as a measure of individual progress and achievement in achieving work goals.

Both of these views complement the meaning of employee performance in different ways. The first view emphasizes the skills and expertise used in carrying out tasks, while the second view measures performance based on comparisons with established targets or standards.

### **Employee Performance Assessment**

According to Dessler in Pasolong (2017), employee performance appraisal brings us into an orderly and planned world within the organization. It is not a random evaluation but a structured process with a deep purpose and meaning.

## **METHOD**

### **Types of research**

In this study, qualitative descriptive research was carried out. This approach, as explained by Kriyantono (2015), is a research method that focuses on efforts to describe or describe the object under study based on facts in the field. Qualitative descriptive research involves collecting detailed and in-depth data on the subject or object of research. In this type of research, the researcher tries to understand the context, event, or phenomenon being observed from a more in-depth perspective. The goal is not just to identify what happened but also to explain why and how something happened.

### **Data analysis technique**

The selection of data analysis techniques using a descriptive qualitative approach in this study shows a focus on in-depth understanding and comprehensive explanation of the data that has been collected. This method helps to parse and describe data in detail and accurately, revealing the essence of the information that has been obtained. In a descriptive qualitative approach, data collected from various sources, such as interviews, observations, or documents, will be compiled and analyzed carefully. This process involves forming patterns, findings, and thematic findings from the analyzed data. The results of this analysis are then described as an actual explanation, representing the phenomenon and the relationships, reasons, and implications contained in the data.

In the case of this research, the descriptive qualitative approach allows the researcher to compose

a solid and in-depth narrative about the topic under study. It can lead to a richer understanding of the observed phenomenon, help open up new insights, and identify trends or patterns that might not be apparent on a surface view. By adopting this data analysis technique, this research will produce more affluent and more in-depth findings, significantly contribute to understanding the topic under study, and broaden insight into the complexities and dynamics involved.

## **THE RESULT OF RESEARCH AND DISCUSSION**

### **Research result**

#### **1. Vertical Communication that Occurs at Azra Hospital, Bogor City, Communication from Superiors to Subordinates**

Vertical communication that occurs at the Bogor City Azra Hospital, especially from superiors to subordinates, has a central role in carrying out the vision and mission of the Bogor City Azra Hospital, as previously explained. This communication aims to ensure that employees' duties and responsibilities can run without a hitch, in line with the organization's direction. Several aspects of communication from superiors to subordinates reflect how this process occurs within Azra Hospital, Bogor City. This communication occurs without significant obstacles so assistants can receive and adequately implement directions and instructions from superiors. The message can be direct education, task details, or targets employees must achieve.

Vertical internal communication in this hospital is formal, with tiered communication patterns. It means that the communication relationship between superiors and subordinates is organized according to the organization's hierarchical structure. Such traditional communications follow established procedures, involve specific steps, and may include special meetings or time arrangements. In addition, this vertical communication has other characteristics that define its communication pattern. This communication is often realized in written form, such as letters, memos, or official announcements. The object of conversation in this communication relates to organizational issues, such as tasks, targets, or policy changes.

#### **2. Communication From Subordinates To Superiors**

The process of internal communication from superiors to subordinates is a series of steps that involve exchanging information or messages between superiors and subordinates. In this context, associates provide information to leaders regarding various matters related to their work and responsibilities. This process has several essential stages to ensure the adequate and accurate flow of information within the organization. One type of information provided by subordinates to superiors is a work report. This report includes an overview of tasks that have been completed, projects being carried out, and results that have been achieved. In addition, reports on target achievement are also an essential part of the information subordinates convey to superiors.

In addition to reports on work results and target achievement, subordinates also provide input and ideas to superiors. It can be suggestions, constructive criticism, or new ideas related to their work

and responsibilities. These inputs and thoughts play an essential role in improving and developing work processes and better decision-making within the organization.

At Azra Hospital Bogor City, Samarinda, this concept is also applied in internal communication from superiors to subordinates. Directors receive reports from associates that include work results and target achievement. This information forms the basis for performance monitoring and decision-making within the hospital. In addition, this internal communication also has channels for subordinates to provide input and ideas to superiors, which can help continuous improvement and innovation in carrying out tasks.

### **3. Horizontal Communication Happening at Azra Hospital, Bogor**

Horizontal communication is a form of two-way communication between individuals or groups with the same position and level in the organization. In this context, messages or information are exchanged between people with equal or equivalent parts. Horizontal communication is essential in collaboration, coordination, and problem-solving among individuals or teams at the same level.

One of the hallmarks of effective horizontal communication is its ability to assist with project coordination. When individuals or teams on equal terms communicate well, they can work together to plan, execute, and oversee projects more efficiently. In addition, horizontal communication can also assist in solving problems that may arise, providing information verification, overcoming conflicts, and facilitating positive relationships between them.

However, sometimes horizontal communication can be hindered by various factors. Jealousy, differences in technical specialization, geographical distance, and large amounts of information can all become barriers to implementing effective horizontal communication. At the same time, processing information coming from multiple directions can also be challenging for employees. It is essential to recognize that horizontal transmission is not limited to one type of organization. In the hospital environment, such as the Azra Hospital in Bogor City, horizontal communication also has a significant role. In this context, individuals or teams of equal positions can communicate to carry out tasks, plan patient care, collaborate on research, or ensure efficient workflow across multiple departments.

### **Discussion**

The vertical communication dimension is critical in maintaining effective internal communication within the organization. Communication flows from superiors to subordinates form a network critical in coordinating tasks, providing direction, and meeting organizational goals. On the other hand, communication that runs from assistants to superiors also facilitates feedback, performance reports, and problem-solving. In Bogor City Azra Hospital's context, vertical communication between supervisors and subordinates is a standard process. Superiors convey assignments, achievement targets, and orders to associates. It includes coordinating tasks and explaining the new policies to be implemented. Regular internal meetings are the primary means of communication from subordinates to superiors. This meeting

discussed various matters, such as target achievement, new policies, the latest information, work assignments, and performance reporting. It is also a forum for discussing the obstacles faced in various divisions.

One of the main principles of vertical communication is the motivational approach to building employee commitment. In human relations theory, a leader must provide constructive direction and motivation, encourage employees to improve their jobs and foster organizational loyalty. This approach helps ensure that employees have a solid commitment to their duties.

The principles of human relations theory also underscore the importance of interaction between leaders and subordinates. Through this interaction, the link between morale and work efficiency becomes stronger. Not only is the flow of information maintained, but also the attention and support given by leaders to their employees. In this case, superiors need to provide space for ideas and ideas from subordinates. Internal meetings are a good platform for sharing input that can support the development of each part of the hospital. It creates a culture oriented towards providing information and collaboration.

Horizontal communication is essential in fostering good working relationships among Bogor City Azra Hospital employees. Because an existing hierarchy does not bind it, this mode of communication allows information to spread more quickly. Messages can be conveyed more efficiently and promptly in this case. Horizontal transmission is often used to coordinate tasks between individuals or teams of equal rank. It helps prevent duplication of work and ensures efficiency in task execution. Horizontal communication also facilitates information sharing regarding activity plans in the hospital, which in turn can support interdepartmental cooperation.

When there is a dispute or conflict at Azra Hospital, Bogor City, horizontal communication also plays an essential role in solving problems. Flat discussion and communication allow individuals from various sections to contribute to finding the right solution. It also helps defuse tensions and reconcile any disagreements that may arise. Although diagonal touch has advantages, such as the rapid dissemination of information and the participation of individuals from various sections, it also has disadvantages. One drawback is the potential for disruption to existing routine communication lines. In addition, in large organizations, controlling diagonal communication becomes more difficult.

According to the theory of human relations, the diagonal communication that occurs at the Azra Hospital in Bogor City is formed by good employee relations. Relationships based on attention and support among coworkers allow for diagonal touch even at different position levels. In this context, organizations must cultivate mutually beneficial relationships for effective diagonal communication.

## **CONCLUSION**

The results of the research and analysis confirm that internal communication at Azra Hospital, Bogor City, to improve employee performance can be summarized as follows. Vertical communication

from superiors to subordinates occurs through a tiered flow, with leaders providing directions, orders, and policy information through internal meetings involving representatives from various hierarchical levels. While horizontal communication occurs between superiors and subordinates, vertical transmission occurs between subordinates and superiors. Vertical communication follows a similar systematization, including types of communication such as providing performance reports, disclosing progress according to targets, and conveying ideas. However, the presentation of this idea is required to go through a formal process and receive approval from the person in charge of the relevant field.

Conversely, the horizontal communication within Bogor City Azra Hospital demonstrates positive outcomes, as evidenced by the effective collaboration in accomplishing tasks within designated timeframes and the efficient dissemination of task coordination information by the hospital's leadership. Nevertheless, the practice of diagonal communication, characterized by the involvement of multiple hierarchical layers, needs to be more frequent. Usually appears when facing complex problems and requires assistance from superiors. The advantage of diagonal communication is the rapid dissemination of information across hierarchies, but it has disadvantages, such as the potential for disruption of routine communication flows. In human relations theory, diagonal communication at Azra Hospital in Bogor City reflects good relations between employees, helped by the understanding and support of subordinates. Overall, the communication system is vertical, horizontal,

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