

CORPORATE INTERNAL COMMUNICATION: IMPLEMENTATION IN THE HUMAN RESOURCES AND GENERAL AFFAIR DIVISION

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ABSTRACT

The communication process plays a vital role in a company. The company's goal will not be reached if there is no proper communication inside. Therefore, this study aims to interpret the internal communication activity inside a company, especially within Human Capital and General Services. Those departments were chosen because the activities inside play a significant role related to the service for all employees. A descriptive qualitative method was used to analyze the objects. Through the method, it was found that certain barriers still happened during daily work. Either inside each department or cross-departments. To clear the barriers, researchers deliver suggestions consists of three points, which are vertical, horizontal, and diagonal. Those points are explained as giving a clear brief and instruction, keeping a proper communication, and organize a regular meeting with the related department.

Keywords: Communication, organisational communication, internal communication

1. INTRODUCTION

In essence, humans are social beings who need the presence of other humans, both individuals and groups. In conveying needs, of course there is a process of interaction that runs between individuals or groups. Interaction that runs also includes communication. Communication is a form of one's activities in an effort to provide information to others so that the message that is owned can be understood and also understood by other individuals.

In a company, communication is the main form of activity in conveying intentions, goals, and building cooperation in order to achieve the success to be achieved. In addition, communication is also needed to create harmony and build trust in a work environment. In carrying out their duties, of course, communication is the main thing that is carried out by all employees in conveying good intentions with leaders, and colleagues in one division or another division.

Internal communication that exists in a company can be judged by whether or not the relationship between management and management, management and staff, and staff and staff is harmonious, whether it's with one department or with another department. Communication that occurs does not always produce good results, but can also lead to conflict.

Therefore, the authors are interested in conducting research on internal communication in a company, especially in the Human Capital & General Services department. In company operations, communication is one of the main keys in producing a harmonious relationship and has implications for the emergence of cooperation. The collaboration is established between fellow leaders, subordinates and leaders, and between departments.

LITERATURE REVIEW

Internal Communications

Internal communication according to Brennan in Effendy's book (2017: 122) The exchange of ideas between administrators and employees in a company or service is complete with its distinctive structure (organization) and the exchange of ideas horizontally and vertically within the company or service that causes work to take place (operations and management).

According to Wursanto in Abidin (2016: 235), internal communication is communication that takes place within the organization, only within the environment itself. In addition, Abidin (2016: 235) adds that internal communication is all messages sent and received within an organization. Meanwhile, according to Suminar, Soemirat, and Ardianto (2015: 2.15), internal communication is communication that takes place between people who are in the organization.

Formal Communication Network

According to Muhammad (2018: 107) there are three main forms of message flow in formal communication networks that follow the lines of communication as depicted in the organizational structure, namely:

- a. Downward Communications
Downward communication shows the flow of messages flowing from superiors or leaders to convey messages regarding tasks and maintenance. The messages usually relate to legal directions, objectives, discipline, orders, inquiries, and policies.
- b. Upward Communications
Upward communication is messages that flow from subordinates to superiors or from lower levels to higher levels. The message is to provide feedback, provide suggestions, and ask questions.
- c. Horizontal Communications
Horizontal communication is the exchange of messages between people at the same level of authority in the organization. These messages usually relate to humanitarian tasks or goals, such as coordination, problem solving, conflict resolution, and sharing information.

In addition to the above understanding, Pace in Suminar, Soemirat, and Ardianto (2015: 2.17), there is one additional type, namely cross-channel communication. The meaning is communication that occurs within an organization between someone and other people who differ from each other in position and part.

From the explanation above, the authors conclude that in the communication that occurs in the company, there are three flows that occur, namely vertical downward communication, upward vertical communication, horizontal communication, and diagonal communication.

Communication Barriers and Barriers

Based on Cangara's explanation (2018: 173), communication barriers and obstacles are divided into six types, namely:

- a. Technical disturbances, occur when one of the tools used in communication experiences interference so that the information transmitted through the channel is damaged (channel noise).
- b. Semantic and psychological disorders, often occur because the words used use too much foreign language jargon so that certain audiences find it difficult to understand, the language used by the speaker is different from the language used by the recipient, the structure of the language used is not as it should be so it confuses the recipient, background cultural restrictions that lead to misperceptions of the language symbols used.
- c. Physical obstacles, namely obstacles caused by geographical conditions and can also be interpreted as organic disturbances, namely the malfunction of one of the five senses in the recipient.
- d. Status barriers, namely obstacles caused by social distance between communication participants, such as differences in status between superiors and subordinates.
- e. Barriers to the frame of mind, are obstacles caused by differences between the communicator and the audience for the messages used in communicating.
- f. Cultural barriers, namely obstacles caused by differences in norms, habits, and values adopted by the parties involved in communication.

2. RESEARCH METHODS

The type of research used is descriptive qualitative research. Descriptive qualitative research is research that is used to analyze data by describing or describing data that has been collected properly without intending to make generally accepted conclusions or generalizations (Sugiyono, 2012).

According to Mukhtar (2013: 10) descriptive qualitative research method is a method used to find knowledge of research subjects at certain times. The author in this study uses descriptive qualitative research because researchers want to know and get in-depth information related to the topic (Sugiyono, 2012)

Data collection techniques in this study are observation and interviews. The observation in this research is participant observation. The interview in this study was through semi-structured interviews where

the interviewer had prepared a topic and a list of interview guide questions before the interview activity was carried out, the researcher needed to explore further a topic based on the answers given by the participants. Data collected from interviews with informants. According to Creswell (2016), the data analysis model in this study follows the concept of activities in qualitative data analysis carried out interactively and continuously at each stage of the research so that it is complete. Components and data analysis in this study are:

1. Data reduction

The data obtained from the report is quite a lot, so it needs to be recorded carefully and in detail. Reducing data means summarizing, choosing the main things, focusing on the things that are important, looking for themes and patterns.

2. Data Presentation

After the data is reduced, the next step is to display the data. In qualitative research, the presentation of data can be done in brief forms, charts, relationships between categories, and with narrative text. By displaying data it will make it easier to understand what happened and plan further work based on what has been understood

3. Data Verification or Inference

The initial conclusions put forward are still temporary, and will change if strong evidence is found to support the next stage. But if the conclusions put forward at the initial stage are supported by valid and consistent evidence when the researcher returns to the field to collect data, then the conclusions put forward are credible conclusions.

3. RESULTS AND DISCUSSION

Vertical Communication

The vertical communication that exists in the Human Capital & General Services department is when leaders communicate with staff and staff communicate with leaders. Communication that exists between leaders and staff is in the form of assignments. While the vertical communication between staff and leaders is reporting on the completion of tasks, giving advice, and also conveying obstacles in the tasks being carried out.

1. Vertical Communication between Leadership and Staff

Vertical downward communication where the leadership gives task instructions to staff via verbal which is carried out during weekly meetings which are held every Monday. In the Human Capital sub-department, one of the tasks given is to carry out a company employee satisfaction survey, and also carry out the payment of employee salaries and insurance at a predetermined time. In the General Services sub-department, the tasks assigned are regarding cleanliness of the company environment, company equipment at work such as office stationery (ATK), and maintenance of company vehicles. In addition to meetings, the leadership also provides written task instructions using the Whatsapp communication medium to coordinate tasks with staff so they can be completed as soon as possible.

2. Vertical Communication between Staff and Leaders

In the vertical communication between the staff and the leadership, the staff conveys task information to the leadership orally as in a meeting. Each staff member has an agenda book that contains completed work and work that still takes time to complete. In addition to conveying the implementation of tasks delivered at meetings, staff can convey the completion of their tasks via Whatsapp so that the leadership can know that the task has been completed.

Horizontal Communication

Horizontal communication that occurs in the Human Capital & General Services department is divided into two parts, namely the Human Capital sub-department and the General Services sub-department. The division of tasks and responsibilities also has differences. The Human Capital sub-department is responsible for managing Human Resources and the General Services sub-department is responsible for managing assets and the work environment in the company.

1. Horizontal Communication between Human Capital Staff and General Services Staff

Horizontal communication between Human Capital staff and General Services staff is well established and cooperation is well established, such as every new employee, Human Capital staff who handle human resources and General Services staff who provide facilities such as uniforms, safety shoes and lockers for employees. new employees. In addition, the addition of employees has an impact on the addition of lunch catering. For this reason, HC staff are required to provide information to GS staff so that there are no shortages in providing lunch catering. If there is training, the HC staff will notify the GS staff 1 week before the event begins so that there is proper preparation to provide necessities such as snacks and use of

the room. On the other hand, if the GS staff needs company data, then the GS staff contacts the HC staff by telephone and the extension to ask for company data.

2. Horizontal Communication Between Human Capital Staff

Communication between HC staff in carrying out their duties was very good and cooperation was well established. Judging from the HC staff whose work refers to employee payroll asking for data on employee names from HC staff in the human resources department. And also the communication media used to convey information related to tasks, namely by email (email) that has been provided by the company.

3. Horizontal Communication Between General Services Staff

In carrying out their duties, GS staff have greater responsibility than HC staff because GS staff are concerned with the company's assets and environment. In practice, the cooperation that exists in completing tasks is by helping the work of one of the staff colleagues who are on leave. For employees who are on leave, if there is work that must be completed by the employee, the staff who assists the work will write a memo on the desk of the employee who is on leave so that when he comes to work, the work can be completed. The staff who are responsible for the cleanliness of the company's environment will immediately go into the field together if the task relates to the cleanliness of the factory area, to the cleanliness of the canteen area. For staff who have responsibility for handling company transportation, ask employees who have responsibility for transportation every day about the health of transportation vehicles and also regulate the use of vehicles when company employees need to perform tasks outside the office.

Diagonal Communication

Diagonal communication is communication between the HCGS department and other departments in the company, namely the marketing, finance and production departments.

1. Diagonal Communication between HCGS Leaders and Staff of Other Departments

Diagonal communication between the HCGS leadership and other departmental staff was carried out to obtain information regarding the work of each department. Diagonal communication that takes place with the leadership of Human Capital & General Services can be done in the company lobby, canteen area during break times, can also be done in the leadership room. Communication is established, such as the leader asking other staff about the work, whether there are any obstacles they have and conveying solutions for other jobs. As in the production department, the leader will ask questions related to the product and also problems in doing the job. At the finance department staff, the leadership will ask about the company's cash spending per month whether there is an increase or is it stable. The marketing department shares information about product sales with customers whether there is an increase or decrease in sales

2. Diagonal Communication of HCGS Staff with Leaders of Other Departments

The communication between HCGS staff and other department heads is good and harmonious. This can be seen from the familiarity of the staff with the leadership in establishing informal communication at rest areas such as the canteen. Even during breaks, the staff communicates with the leadership and also discusses work, such as the head of the production section sharing information about the cleanliness of the factory environment, the head of the finance section regarding monthly financial reports, the marketing department sharing information regarding the use of vehicles in carrying out tasks outside the office.

Vertical Communication Barriers

There are obstacles to the communication between leaders and staff and also staff and leaders in creating harmonious and effective communication lies in the ability of employees to capture the messages conveyed.

1. Leadership with Staff

The existence of several staff in capturing the message given by the leadership requires quite a long time, for example when the leader gives task instructions there are some staff who can immediately understand the task instructions, there are some staff who have to be explained many times. Of course this will hamper some of the leadership's work.

2. Staff with Leadership

Communication constraints to the leadership, namely when reporting work that has been completed, suddenly the leadership changes the structure of the work, while the staff carrying out the tasks have followed the instructions clearly ordered by the leadership from the start. So that it will hinder the work of other staff and also make staff confused about the task instructions conveyed by the leadership. And also the attitude of the leadership that sometimes cannot accept suggestions from employees so that this will lead to an attitude of not being open in conveying messages to the leadership.

Horizontal Communication Barriers

The HCGS department is divided into two sub-departments, so the obstacles that occur are delays in providing information and employee attendance at work.

1. Between Human Capital and General Services Staff

Obstacles in horizontal communication, namely the provision of information suddenly from HC staff to GS staff. Like when you have an agenda such as providing training. The procurement of training should have been notified one week before the event was held, but the HC staff informed this before three days of the event so that the GS staff would certainly be in a hurry in preparing snacks, coffee breaks, and providing room for employees participating. office training schedule. In addition, there are also interactions that occur when a staff member visits a colleague during work time and disturbs the concentration of other staff.

2. Between Human Capital Staff

When carrying out tasks, there is a system disturbance on the computer so that it makes time to be wasted and other work becomes hampered for some time. Because in companies the system that is still used in the Human Capital division still uses a manual system, so if there are problems such as a system that suddenly has a problem it will certainly disrupt the work being carried out.

3. Between General Services Staff

The small number of employees in the General Services sub-department so that asking for help for backup work in carrying out tasks cannot be fully implemented. Because there are only a few General Services staff in the office while other staff spend more time in the field, the staff who work every day in the field will feel exhausted and also the work given will take a long time to complete.

Diagonal Communication Barriers

The message conveyed was not well understood by the leadership and also the leadership who was not in place so that the confirmation of the tasks delivered was hampered.

1. HCGS Leaders with Other Departmental Staff

The obstacle experienced by the leadership with other departmental staff was that the information conveyed by the staff was not very clear so that it was difficult for the leadership to understand the messages conveyed by the staff. Because the leadership has just taken on the HCGS position, the leadership must understand the message conveyed very clearly.

2. HCGS Staff with Heads of Other Departments

Obstacles faced by HCGS staff with other department heads in communicating, namely leaders who were not in the office to report on tasks that had been instructed and had been completed so that this would hinder staff from completing their other tasks.

Vertical Communication Solutions

The solution made by the leadership to the staff and staff to the leadership is to explain the details of the tasks and questions about the tasks given.

1. Leadership With Staff

On every Monday, weekly meetings are held to evaluate the performance results of each sub-department. For this reason, if one of the staff does not understand the task instructions conveyed, the leader will explain again and in more detail during the meeting.

2. Staff with Leadership

When the leader gives task instructions, before carrying out the assigned task, the staff will also submit suggestions for completing the work so that the leader also understands the systematicity of employees in carrying out the assigned task so that there are no mistakes in carrying out the task.

Horizontal Communication Solutions

The solution to create a harmonious communication relationship between staff is to maintain good communication.

1. HC Staff Horizontal Communication Solution with GS Staff

Staff in the HC sub-department make a monthly training agenda which is submitted to the GS sub-department staff via email. That way, GS staff can find out about the implementation of these activities.

2. Between Human Capital Staff

The solution created by the HC staff in dealing with obstacles is by establishing good communication with the IT staff so that if there are problems faced by the HC staff regarding the system, the HC staff immediately reports this to the IT staff and is immediately processed by the IT staff.

3. Between General Services Staff

Staff whose work is mostly outdoors will sort the work that can be completed according to the priority needed. So, staff will share their time equally, namely working indoors and also working outdoors.

Diagonal Communication Solutions

The solution to create a harmonious relationship in diagonal communication is to hold a meeting with the relevant department.

1. HCGS Leaders with Other Departmental Staff

In facing obstacles in diagonal communication, the leadership held a meeting with the relevant staff and leaders as well as one of the HCGS staff in terms of explaining the message conveyed in detail so that the leadership could understand the intent of the message conveyed.

2. HCGS Staff with Heads of Other Departments

The solution in dealing with existing obstacles is to hand over tasks to assistant managers in each department. Because the Assistant Manager has been notified by the leadership regarding the task instructions so that it can assist GS staff in completing task instructions ordered by leaders from other departments.

4. CONCLUSIONS AND RECOMMENDATIONS

It is known that internal communication that runs in the Human Capital and General Services (HCGS) department in a company can run well. Evidenced by employees who have a high sense of responsibility for the tasks assigned by the leadership. In addition, the leadership is clear in giving task instructions to both the HCGS department and other departments. Even though there are still some obstacles, the daily operational process can still take place as it should. As for overcoming various obstacles that arise, the following are suggestions from the author:

1. Merging Meeting Schedules

Merging meeting schedules at the same time for the HC sub-department and the GS sub-department so that meeting times are longer and also the explanation of the tasks of each department can be understood by one another and also strengthens communication between Human Capital & General Services.

2. Holding Morning Briefings

Morning briefings can be held every day as a step to strengthen communication between HCGS employees and leaders.

3. Monthly Meetings with Other Departments

Monthly meetings need to be held so that it is easy for the HCGS department to understand the task instructions conveyed and also have the benefit of improving the performance that has been carried out by the HCGS department.

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