

THE ROLE OF EMPLOYEE INTERNAL COMMUNICATION IN IMPROVING PERFORMANCE AT PT JAYA KENCANAMAS FARMA

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ABSTRACT

PT Jaya Kencanamas Farma, is a health pharmaceutical sub distributor company which will start operating in 2022. The aim of this research includes internal communication in the dimensions of internal communication, relationships or interaction communication internal, as well as obstacles in internal communication. Using a qualitative descriptive approach research method, this research involves interviews, observation and documentation studies as data collection methods and uses data source triangulation validity techniques. The research results show that internal communication within the company PT Jaya Kencanamas Farma has an important role in improving employee performance. The condition of the communication dimensions, both vertically and horizontally, internally at PT Jaya Kencanamas Farm is mutually sustainable to carry out structural work processes, personal and group communication relationships are also carried out maximally to improve performance. However, there are main obstacles in internal communication in the form of miscommunication which occurs due to lack of clarity in the direction of communication and interpretation of messages. The company has made various efforts to improve the quality of internal communications to improve employee performance

Keywords: Internal Communication, employee performance, Human Resources Management

ABSTRACT

PT Jaya Kencanamas Farma, is a pharmaceutical health sub-distributor company that began operating in 2022. The objectives of this study include internal communication in the dimensions of internal communication, internal communication relationships or interactions, and barriers in internal communication. Using a descriptive qualitative approach research method, this research involves interviews, observations, and documentation studies as data collection methods and uses data source triangulation validity techniques. The results showed that internal communication in the company PT Jaya Kencanamas Farma has an important role in improving employee performance. The conditions of internal communication dimensions both vertically and horizontally at PT Jaya Kencanamas Farma are mutually sustainable to carry out work processes that are structural in nature, personal and group communication relationships are also carried out optimally to improve performance but there are major obstacles in internal communication in the form of miscommunication that occurs due to lack of clarity in the direction of communication and message interpretation. Various efforts have been made by the company to improve the quality of internal communication to improve employee performance.

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INTRODUCTION

Human resources continue to be the focus point and main pillar that the business world relies on to ensure its survival in the era of digital globalization. Human resources play an important role in all business operations. Even though adequate facilities and infrastructure are available, the effectiveness of completing company activities and objectives depends on the availability of quality human resources. This shows that human resources are the most important factor and require full attention. must have. Human resources will be a determining factor in the successful implementation of existing company activities. Obtaining, developing and maintaining high quality human resources is a necessity for the business world considering the dynamics of the environment and ever-growing technological advances. Human resources are very valuable for an organization, so all businesses must employ productive and high-quality personnel to achieve work effectiveness. To increase work effectiveness, it is important for company or organization executives to align the implementation of human resource management with overall business strategy.(Ridho et al., 2023)

Internal communication has significant value for an organization because it functions as the main means by which all staff members collaborate to carry out company operations in achieving mutually determined goals and are in line with the organization's mission and vision. By resolving any disputes, problems, or misunderstandings, communication seeks to facilitate relationships between people. On the other hand, internal and external communication has the potential to damage interpersonal relationships by causing disputes, complications, or misinterpretations. Therefore, individuals must be more selective in choosing communication media so that messages or information can be conveyed or understood effectively and wisely(Wilinny et al., 2019)

As stakeholders in ensuring effective communication in a multicultural workplace, businesses require management activities. Four functions comprise management activities: planning, leadership, organization, and control. Communication hierarchy, mass media communication, and informal networks are three fundamental aspects of internal communication management that are applied. These three important elements function as

employee communication channels, ensuring that all company operations run with optimal effectiveness and efficiency(Wijaya, 2021)

In previous research by(Arung & Sari, 2022)At PT Sumi Asih, qualitative methods using interviews and observations are used to analyze internal communications. The results show that communication in the company is running well, becoming an important basis for cooperation in achieving company goals. Apart from research conducted at PT Sumi Asih, there was also research conducted by Wiji Hantoro at the Probolinggo Regency Communication and Information Service which also used a qualitative approach with interviews and documentation. The results show that communication planning at the Ponorogo Regency Communication and Information Service is divided into two, namely internal management with structured coordination from the highest positions to the lower levels. And also other research conducted by PT Agta Sinar Jaya Bandar provided research results that internal communication in the communication dimension that occurred at the company PT Agta Sinar Jaya Bandar Lampung was multilevel communication and used a system which resulted in a lack of openness in the communication conveyed, conveying ideas and thoughts to improve Employee performance is hampered because they have to go through the regulatory process that applies to the Company's organization(Suryani et al., 2022)

PT Jaya Kencanamas Farma was founded in June 2022, is a company that operates in the health sub-distributor sector by selling over-the-counter medicine products and certain medicines.PT Jaya Kencanamas Farma has a vision to become a distributor companywhich can develop and be trusted to reach a national scale. To achieve PT Jaya Kenamas Farma's goals, the organization must first improve the quality of its internal communications. As an integral component of company policy, internal communication is considered as such by all company management. However, each organization has a different approach to internal communications. This method really depends on the specifics of each business. Employees at various levels and departments, as well as company executives, are key constituents in internal communications. This point of view emphasizes that internal communication is primarily aimed at employees. At PT Jaya Kencanamas

Farma the role of internal communication within the Company is highly considered as one of the main keys in realizing the company's vision and mission.

Based on the results of observations made by the author at PT Jaya Kencanamas Farma, internal communications that have been established over the last 3 months have resulted in obstacles in carrying out internal communications which have had an impact on the emergence of sales returns from customers with various reasons for returns such as requests for expired dates on products or errors in when preparing goods to be sent due to internal communication barriers. A phenomenon like this can influence the company's efforts to improve employee performance so that it can create a lack of customer trust in the company. Therefore, there is a need for research that focuses on discussing internal employee communication that occurs at PT Jaya Kencanamas Farma to improve performance as evaluation material for the company so that it can achieve company goals effectively and take concrete steps to prevent the problem from recurring in the future by improving the quality of internal communication.

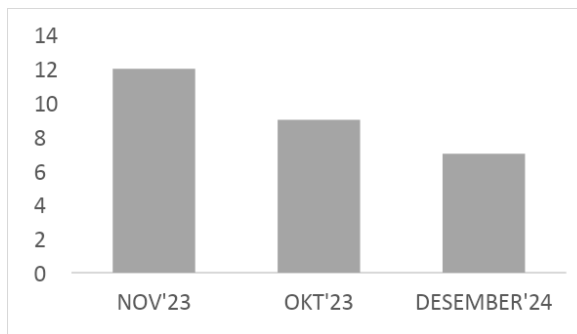


Figure 1. Data on sales returns due to miscommunication

Source: PT Jaya Kencanamas Farma

This research also aims to analyze the role of internal employee communication in improving performance at PT Jaya Kencanamas Farma, find out existing communication groups, and identify obstacles that may occur in this process. Apart from that, the research will also look at the efforts made by the company to minimize internal communication failures in the future

THEORITICAL REVIEW

Management includes a series of operations but is not limited to hiring, directing, planning, organizing and supervising, which are carried out by personnel in a company by utilizing all available organizational resources with the aim of ensuring and achieving predetermined targets.(Hantoro, 2022)

Human resource management is concerned with empowering individuals to carry out their duties with the highest possible level of effectiveness and efficiency, thereby facilitating the achievement of organizational, employee and societal goals.(Syafira N, 2019)Implementing an effective communication system in a company is an important factor in achieving company goals. Alternative interpretations of Human Resource Management(Suroso et al., 2022)states that management functions as a catalyst for all efforts related to strategic planning, coordination, supervision, and organizing human resources in a business or organization, with the ultimate goal of achieving goals. individual or organizational needs goals.

The act of communicating is a procedure. Communication as a process shows that communication consists of a series of interconnected actions or events that occur within a certain period of time.(Oktarina Yetty, 2017)Internal and external communication is the scope of communication within the organization.

In(Siregar et al., 2021,92)Internal organizational communication is the process of exchanging information between organizational members to achieve common goals. This communication can occur between superiors and subordinates, between subordinates, between superiors, and between departments..The dimensions of internal communication are divided into 2groupThe main thing is communicationverticaland horizontally:

1. vertical Communication,Is communication that occurs from top to bottom and vice versa, from bottom to top
2. Horizontal communication is communication thatTakes place between members of the organization who have the same position, both within one section and between sections. Messages in this communication can flow

within the same part of the organization or flow between parts. This horizontal communication can make it easier for individuals to share knowledge, work experience, work methods and problems as material for evaluation at work

Based on the relationship or interaction within the organization, organizational communication messages are divided into personal communication and group communication.

a. Personal Communication (Personal Communication)

Personal communication is the process by which messages or information are exchanged between two individuals. This type of communication can occur through direct face-to-face interaction, which allows for more personal dialogue and contact. Apart from that, personal communication can also occur through various media such as telephone, video calls, and other means of communication. Through personal communication, individuals can exchange information, convey messages, and build closer interpersonal relationships.

b. Group Communication (Group Communication)

Group communication refers to interactions between a person and a group of people in an organizational context. This type of communication can be seen in various situations within the organization, such as in meetings, gatherings, teamwork, communication within divisions or departments, and so on. In group communication, each individual or group member interacts with each other, influences each other, and achieves satisfaction and common goals. There is collaboration to achieve common goals, division of roles within the group, and the formation of strong bonds between group members. Group communication can be divided into two types, namely communication in small groups and communication in large groups.

Barriers to communication

According to Harun in (Siregar et al., 2021, 114) these obstacles include the following:

1. Background (Frame of Reference)

Different individuals tend to interpret communication messages in varying ways, influenced by their own experiences and backgrounds. This phenomenon can result in diversity in the message decryption process, as well as influence how the message is understood and interpreted. Communication experts agree that differences in message interpretation are a key factor that can hinder uniform understanding in communication.

2. Selective Listening

Know a form of selective perception, where a person will not accept new information if the information is different from their beliefs. If someone has direction from management, then he will only remind them of things that strengthen their trust.

3. Value Judgments

In every communication situation, the recipient will assess the value of the message before receiving the complete communication. This means that giving value to the message will directly influence the recipient's views and reactions to the communicator's words, ideas and actions.

4. Trustworthy Source (Source Credibility)

The recipient's trust in the communicator is the recipient's confidence, trust and recognition of the message and actions of the communicator. The recipient's level of trust in the communicator will directly influence the recipient's trust in the communicator's words, ideas and actions.

5. Language Problems (Semantic Problems)

This problem is caused by the fact that words can have different meanings for different people, so communicators must speak the same language as their communication partners in order to understand each other.

6. Filtering

Filtering or filtering usually occurs in upward communication flows within organizations or institutions. This filtering is related to the "manipulation" of

information carried out in such a way that the information can be perceived differently by the recipient.

7. Status Differences

In organizations, we often see individual status levels hierarchically through various levels such as title, office, and so on. Differences in status like this can pose a threat to someone who has a lower position in the hierarchy, which can lead to deviations in communication.

8. Time Pressure (Time Pressures)

Time pressure is a crucial obstacle to communication within an organization. Untimeliness is a failure of a formally defined communication system, often caused by time pressure.

Employee performance

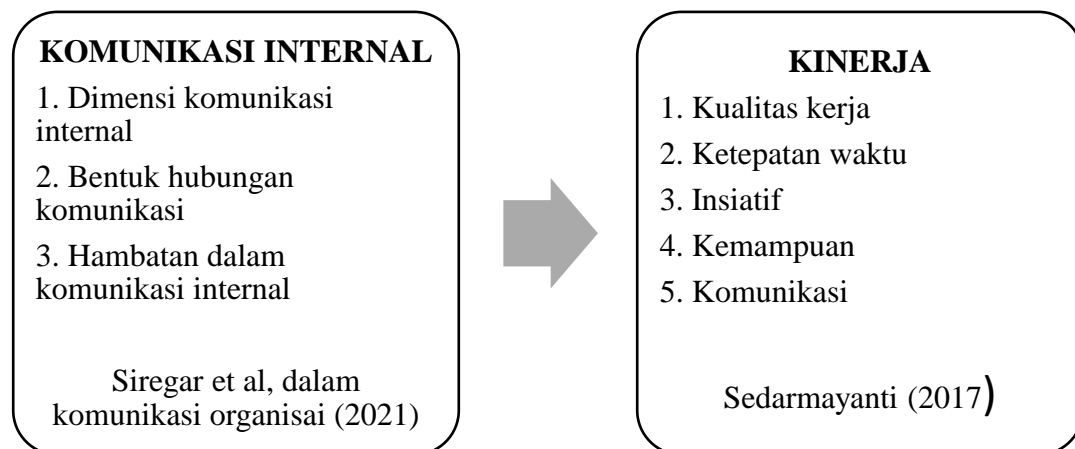
In the study of employee performance management, this is a matter that requires important consideration, namely the consideration that the achievement of success or failure in employee performance by the organization will depend on the level of performance demonstrated by employees both individually and collectively.(Budyanto & Mochklas, 2020)

Based on the definition of performance according to Sedarmayati Dalam(Medicine & Padjadjaran, nd)Employee performance indicators include:

- 1.Work Quality: The level of excellence or standard of quality of the work performed by an employee.
- 2.Punctuality: The ability to complete tasks within a predetermined time limit or according to a predetermined schedule.
- 3.Initiative: The ability to take action independently without having to be directly directed or instructed.
- 4.Ability: The skills or talents demonstrated by an employee in carrying out his responsibilities.
- 5.Communication: Ability to communicate well and effectively with colleagues, superiors, and other related parties in the work context.

There is a strong relationship between internal communication and employee performance because effective communication facilitates the organization's ability to improve employee performance. Efficient internal communications are critical for employees to successfully complete their responsibilities, obtain accurate information, and maintain positive relationships with each other. In addition, internal communication can contribute to improving employee performance by providing relevant, accurate and precise information that employees need to do their jobs effectively. Effective internal communication facilitates increased employee performance for the organization, because workers need precise, accurate and practical information to carry out their job responsibilities (Pt & Puja, 2013)

FRAMEWORK OF THINKING



RESEARCH METHODOLOGY

Data for this qualitative descriptive research was collected through interviews, observation, review of relevant literature, and examination of relevant documentation. Information was collected through in-depth interviews with 4 employees from various divisions and a review of relevant literature to obtain data regarding discussions of internal communication to improve employee performance and journals that are in accordance with research discussions related to internal communication and employee performance.

This research uses triangulation techniques. Triangulation, as a data integrity verification method, uses additional sources of information for verification or comparison purposes with primary data.

Triangulation of data sources used in this research aims to ensure the accuracy and validity of the data. By using various types of data sources with different informants, this research makes it possible to collect data from various points of view. This strengthens research results by ensuring that the data obtained can be verified and corroborated from multiple perspectives, making it possible to gain a more comprehensive and valid understanding

The location of the research carried out in this research was at PT Jaya Kencanamas Farma. The data source used in this research consisted of the main data source in the form of interviews with 4 informants who worked at PTJaya Kencanamaspharma and additional data sources in the form of documentation during research

RESEARCH RESULTS AND DISCUSSION

The importance of the role of internal communication at PT Jaya Kencanamas Farma in every work process carried out by human resources, both those who act as managers and most others who act as staff members, all employees who participate in the organization carry out two-way internal communication. whether communication with managers or communication between employees, it is the same. such as PT Kencana Jaya Farma where there is internal communication between superiors and subordinates or between fellow employees.

Based on the results of observations that researchers obtained from informants, researchers obtained various data and observations regarding internal communication in improving the performance of employees at PT Jaya Kencanmas Farma and to support researchers in meeting their research needs, namely by knowing the internal communication that exists at PT Jaya Kencanamas Farma .

The following are the results of interviews conducted with several informants

a) Dimensions of Internal Communication

Internal communication within a company is a very important process for creating an effective flow of information between management and employees. In the PT Jaya Kencanamas Farma company, vertical and horizontal internal communication has an important role in maintaining an effective flow of information and building effective collaboration between individuals or teams with equal levels of office or position.

Vertical internal communication at PT Jaya Kencanamas Farma is running well, with employee involvement and their understanding of the company's goals. However, there are absolute decisions that cannot be changed by other divisions, such as standard regulations regarding provisions for the distribution of medicines which are based on government policy in the form of laws regarding the distribution of medicines. This shows that internal communication that is established vertically includes dialogue and consultation with superiors and subordinates. The relationship is well established to decide on certain policies except mandatory policies.

The importance of vertical internal communication at PT Jaya Kencanamas Farma is illustrated by the continuity between experience from the previous business (Apotek Kencana Jaya) and business development into PT Jaya Kencanmas Farma. Even though the company is still in the development stage, good relationships between superiors and subordinates are recognized as indicating that the vertical internal communication process has become an integral part of the company culture.

Meanwhile, horizontal internal communication at PT Jaya Kencanamas Farma has a critical role in building effective inter-divisional collaboration between individuals or teams with equal levels or positions. Data from interviews with informant 1 and informant 3 revealed that the company emphasizes building horizontal communication relationships with family principles. According to informant 1, this step is necessary to support good cooperation between colleagues, where relationships that exist in line with a family atmosphere can increase

efficiency and performance team. This is related to theory (Budiyanto & Mochklas, 2020) regarding performance. The success or failure of an employee's performance in the organization will be influenced by the level of performance both individually and in groups. The third informant provided a further illustration that horizontal communication relations at PT Jaya Kencanamas Farma can be collaborated both within one division and between divisions. The success of this collaboration reflects good and collaborative communication between individuals or teams who have the same position level.

The concept of a family system in the context of horizontal internal communication shows that each team member is considered as part of a family who supports each other and collaborates to achieve the company's common goals. This family work culture creates an environment where collaboration, respect for opinions, and understanding of differences in character are the foundation for optimal employee performance.

Horizontal internal communication at PT Jaya Kencanamas Farma does not only focus on exchanging information, but also promotes family values and collaboration. This approach aims to create a work culture that supports the company's vision and provides a foundation for achieving goals together.

b) Relationship or interaction Internal communications

In the context of personal and group communication relationships, it is important to understand that good communication between employees and between divisions is the main foundation in achieving common goals. Informant 4's statement emphasized the importance of effective communication at PT Jaya Kencanamas Farma to ensure that each individual can work in synergy and sustainability. With good communication, employees can work together and understand each other's roles and responsibilities, thereby improving overall performance in order to achieve the company's vision or goals.

Informant 3 highlighted real efforts to overcome internal miscommunication through the formation of WhatsApp groups as a means for discussion and communication between divisions. Through this WhatsApp group,

team members can share information, clarify questions, and coordinate tasks more efficiently. This not only minimizes communication errors between divisions, but also strengthens personal relationships between team members so as to create a good work environment

Thus, it can be concluded that personal and group communication relationships at PT Jaya Kencanamas Farma have a crucial role in increasing work effectiveness and employee performance. Through open, clear and continuous communication, organizations can create a harmonious and productive work environment, where every individual feels heard, valued and involved in achieving common goals.

Based on these two informants, it can be said that internal communication relationships at PT Jaya Kencanamas Farma, both personally and as a team, supported by communication media such as WhatsApp, can influence employee performance for the better.

c) Internal communication barriers

Barriers to internal communication at PT Jaya Kencanamas Farma, caused by miscommunication. Informant 2 said that differences in understanding language procedures were one of the causes of miscommunication, which could be overcome by re-explaining the message so that correct understanding could be achieved. Informant 3 gave an example of miscommunication regarding errors in goods and invoices, which is still a recurring challenge. To overcome this challenge, efforts are being made to strengthen clear communication directions and increase transparency in conveying information.

In accordance with Harun's theory in (Siregar et al., 2021) explains that obstacles in communication can come from several sources, one of which is differences in understanding which result in miscommunication. and added that differences in understanding can occur due to differences in language procedures, differences in semantic understanding, and differences in pragmatic understanding. Differences in language procedures are one of the causes of miscommunication

mentioned by informant 2. To overcome obstacles in internal communication at PT Jaya Kencanamas Farma, steps are taken to overcome differences in understanding, such as re-explaining messages so that correct understanding can be conveyed

CONCLUSIONS AND IMPLICATIONS

After carrying out analysis and observations related to PT Jaya Kencanamas Farma's Internal Communication, it can be concluded as follows.

1. The implementation of communication carried out vertically and horizontally at PT Jaya Kencanamas Farma is well established. Vertical communication plays a key role in maintaining the flow of information between management and employees, while horizontal communication is also needed to ensure a smooth flow of information between various divisions by implementing family system to build good working relationships, collaboration and effective coordination
2. There are obstacles in internal communication, such as miscommunication caused by differences in understanding. Efforts were made by internal employees of PT Jaya Kencanamas Farma to overcome this obstacle by strengthening clear communication directions and increasing understanding in conveying information.
3. Internal communication relations at PT Jaya Kencanamas Farma have an active role in building effective collaboration between divisions to realize the company's vision and mission. Internal communication relationships that are established both personally and in groups can minimize obstacles that might occur so as to improve employee performance

The implementation of effective internal communication has positive implications, such as increasing employee performance by utilizing the effectiveness of communication between management and employees. Jaya Kencanamas Farma needs to continue to strengthen internal communication, both vertically and horizontally, in order to maintain an effective flow of information and build good collaboration between divisions. Focusing on developing personal and group communication

relationships is also important for creating harmonious and productive work relationships. Apart from that, PT Jaya Kencanamas Farma needs to take steps to overcome obstacles in internal communication, such as continuing to evaluate when failures occur in internal communication and increasing the transparency of understanding in conveying information. Thus, improving the quality of internal communication at PT Jaya Kencanamas Farma can contribute positively to employee performance and effective achievement of overall company goals.