

Internal Communication Analysis at Bank BJB Syariah KC Bogor

Muhammad Kafin Abdau¹, Puji Wohono², Terrylina Arvinta Monoarfa³

¹Department of Digital Office Administration, Universitas Negeri Jakarta, Indonesia

²Department of Management Science, Universitas Negeri Jakarta, Indonesia

³Department of Digital Business, Universitas Negeri Jakarta, Indonesia

Abstract

This research was conducted at Bank BJB Syariah KC Bogor. The purpose of this study was to determine the description of the company's internal communication in order to design an internal communication strategy to minimize the communication barriers faced. The population of this study were employees of Bank BJB Syariah KC Bogor and the samples taken were 4 samples as informants. This research analysis is structured using a descriptive approach method to provide a comprehensive picture of this research. Data for this research was obtained through observation, interview, documentation and literature study methods. Triangulation technique was used as a data validity technique. The analysis techniques used are data reduction, data presentation, and conclusion drawing. The results of research on internal communication at Bank BJB Syariah KC Bogor include: 1) The structure of internal communication is based on the hierarchical structure of the organization, namely vertical and horizontal and in its application uses direct channels, direct actions, and digital media. 2) Barriers faced such as lack of information transparency, late information distribution, and miss-communication. 3) Strategies to overcome obstacles, namely providing open discussion spaces, communication training, and effective application of digital media. 4) The key success factors of internal communication are management commitment to open effective communication channels, sophisticated digital communication media, and the practice of practicing organizational work culture values. The suggestions given are that the agency continues to provide open discussion spaces and conduct internal communication training for employees to maintain or improve their communication skills.

Keyword: Organizational Communication; Barrier Communication, Strategy Development

1. Introduction

Along with advances in technology, especially in the realm of digital communication media, the internal communication paradigm in organizations has experienced a significant shift. The presence of the internet and digital communication media, such as email, instant messaging applications, social media, and intranets, has changed the way organizations manage and disseminate information among their internal members. According to the Indonesian Internet Service Providers Association, the level of internet penetration in the country in 2024 reach 79.5%. This means that the ratio of people connected to the internet has reached 79.5% of the total national population. This shows that digitalization transformation cannot be avoided. Therefore, companies need to optimize the use of digital communication media in implementing internal communication.

Based on the researcher's observations made at the Bogor branch office, the untimely arrival of employees to the company is thought to have resulted in a decrease in employee performance. The researcher interviewed one of the staff at the Bogor branch office and the informant stated that the problem of ineffective communication between employees is something that often happens.

As part of the rapidly developing sharia banking industry, Bank BJB Syariah needs to continue to adapt to changes in technology and communication trends to maintain the effectiveness of its internal communications. Companies need to implement internal communication well, because sometimes problems arise internally. There is not a single organization or company that is not vulnerable to crises originating from internal or external sources (Muharani, 2022). With a better understanding of the dynamics of internal communication, Bank BJB Syariah can identify areas that need to be improved or optimized in the use of digital communication media to increase communication effectiveness, collaboration between teams, and overall organizational performance.

This article focuses on understanding the company's internal communication picture in order to design an internal communication strategy to minimize the communication obstacles faced.

2. Literature Review

2.1 Understanding Internal Communications

According to Hidayat (2021) internal communication is the process of conveying information from one other party either verbally or verbally to another party who is the recipient of information within the organization. This information can be in the form of ideas, messages or ideas. Communication is very important for the company because employees will be able to exchange ideas, messages or ideas, so that the company can run properly.

Italiana (2021) says internal communication is communication that occurs between people in a work organization in the exchange of ideas that occur vertically and horizontally for the continuation of work. Meanwhile, Effendi states that internal communication is the exchange of ideas within a company between administrators and employees, both vertically and horizontally so that the work runs well (Rismayanti in Nasution, 2022).

Internal communication can be interpreted as employee relations communication aimed at the organizational environment related to the running process of the company

regarding production and service provision so as to help realize changes in the organization (Muhariani, 2022).

From the definitions of internal communication that have been explained, the author concludes that internal communication is the process of exchanging information in the form of ideas, ideas and messages between members of the organization internally. This involves communication between superiors and subordinates, between departments, and between individuals within the same department with the aim of building a common perception and direction of the organization's view with individuals in it so that the company can run properly.

2.2 Internal Communication Dimensions

Muhammad (2016) in Nasution (2022) states that the dimensions of communication consist of three dimensions, namely downward communication, upward communication, and vertical communication. Meanwhile, according to Hantoro (2022), internal communication consists of two dimensions, namely vertical communication and horizontal communication.

Vertical Communication is communication that is conveyed reciprocally from superiors to subordinates or from subordinates to superiors (Pace & Faules, 2015). Internal communication from superiors can be in the form of instructions, instructions, explanations, information, and others to subordinates. Then internal communication of subordinates can be in the form of providing suggestions, reports, complaints and others to superiors. This vertical communication is formal and can be carried out depending on the complexity of the organization such as directly between superiors and all subordinates and can also be phased through echelons. Horizontal communication is communication that is conveyed reciprocally between employees and fellow employees. This horizontal communication has a nature that often takes place informally, in contrast to vertical communication which is more formal in nature (Pace & Faules, 2015).

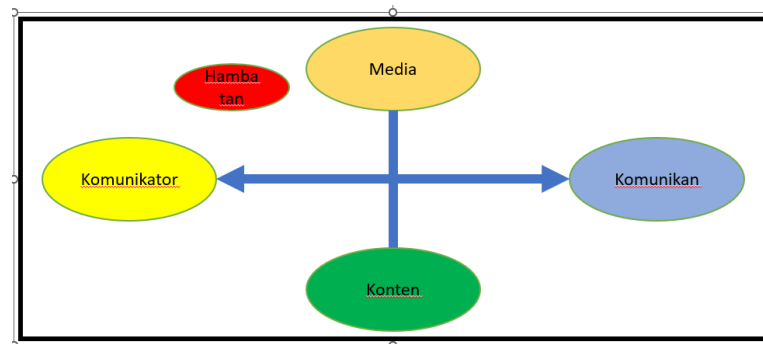
According to Hantoro (2022), internal communication can be divided into types, namely personal and group. Personal communication can be referred to as interpersonal communication, namely communication that occurs between two people through media or face to face. Personal communication through media is communication that occurs using tools, such as telephone or memoranda. Meanwhile, face-to-face personal communication is communication that occurs in personal contact dialogically while looking. This kind of communication can occur between superiors and subordinates, fellow superiors or fellow subordinates. Group communication is communication that occurs between communicators in a face-to-face situation with a group of people connected with the same goal, such as during an office meeting or meeting.

2.3 Effective Communication Model

Communication in a company is very important, because communication becomes a system of connecting flows and generating performance between parts of the company so as to produce synergy. In communicating, we create equality of ideas, attitudes behavior and our thoughts towards others.

Harold D. Lasswell explained that the process of communication contains several elements including who, what to say, through which media, to whom, and the effect.

Meanwhile, Shanon & Weaver explain that the communication process has seven elements, namely information source, message, delivery channel, signal, receiving device, target recipient of the message, source of interference (Isra, 2023). Based on the explanations of experts, the author concludes the elements of communication as shown in the picture below.



Communication Model

The communicator and the communicant have a common and agreed message that creates an understanding. In the process of sending and receiving messages, they can be delivered directly or using media. Of course, this can be adjusted to suit your needs with consideration of avoiding or overcoming barriers to sending and receiving content.

Sutadji in Putra (2023) states that there are indicators of effective communication, namely as follows:

- 1) Ability to carefully understand the message conveyed by the communicator.
- 2) Influence to influence attitudes in communicating with other people.
- 3) Increasing the level of interpersonal relationships will be better in an effective communication process
- 4) Communication actions will be effective if there is a change in actions towards the communicant or communicator after the communication occurs.

2.4 Internal Communication Barriers

Muhammad (2016) states that communication barrier factors that occur in the communication process are divided into 3 types, including: 1) Technical barriers, these types of barriers occur because the environment has an impact on preventing the distribution of messages which hinders the smoothness and reception of messages. 2) Semantic barriers, occur when the meaning intended by the communicator is not understood correctly by the communicant. This can happen due to different interpretations of words or the use of ambiguous phrases. 3) Human barriers, occur due to internal individual factors that can influence the way a person understands and responds to the messages received.

Meanwhile, Rahmawati (2020) stated that communication barriers are divided into 5 types, including: 1) Semantic barriers, occurs when there is ambiguity in the use of language or terms used in communication. 2) Interpersonal barriers, arise from relationships and interactions between individuals in the organization. 3) Individual barriers, relates to individual personal characteristics, such as differences in perception, educational background, experience, and communication skills. 4) Physical and media barriers, Physical barriers can be geographical distance, noise, or environmental conditions that are not conducive. Meanwhile, media barriers are related to the limitations of the communication tools used. 5) Technological

barriers, due to lack of knowledge or skills in using existing technology, or because the technology used is inadequate or incompatible.

3. Material and Method

The author conducted research at Bank BJB Syariah Bogor Branch Office located on Jl. Raya Pajajaran No.35, RT.02/RW.01, Babakan, Central Bogor District, Bogor City, West Java 16128. The observation for this research was carried out for 6 months from November 2023 to April 2024 to obtain the required data.

The population that the author used in the research were employees of Bank BJB Syariah KC Bogor. For the sampling technique, the author used a purposive sampling technique. Use of criteria related to the research topic based on internal employee communication. Based on the selected criteria, 4 samples were taken.

NO.	Participant	Gender	Length of work	Position
1.	IM	M	7 years	Operational Manager
2.	SY	F	4 years	Employee
3.	FI	F	4 years	Employee
4.	TI	F	3 years	Employee

List of Research Samples

Researchers chose these four participants because researchers used a random sampling method from the large number of employees so that the data obtained was not too much so that it could be analyzed more deeply for this descriptive research. Meanwhile, researchers took employees whose length of work had not been five years because the results of observations made were on average under 5 years because they were transferred to other branches.

3.1 Design Study

In the research design, the author uses a descriptive qualitative case study approach method which is a research method that describes events that take place in the environment where the research is observed. The case study approach is an effective research method for exploring, describing, and explaining complex phenomena in the context of real life. The data collected is in the form of sentences and not in the form of numbers, where the data that has been obtained will be described in accordance with the reality at the place of observation which is presented in the form of sentences which will be drawn conclusions afterwards. To obtain primary data using observation and interview methods. Meanwhile, to help contextualize the findings using documentation and literature reviews.

1. Observation

Observation is a direct observation technique in the research environment to obtain the required data. Corinna & Cahyono (2020) stated that observation study is a data collection technique that requires researchers to go to the field and observe matters

related to the research subject. In this case the author makes direct observations of the environment, daily activities and facilities related to this writing.

2. Interview

Interview is a method of meeting two people to exchange ideas, ideas and information through questions and answers, so that mana can be constructed on a certain topic (Sugiyono in Putra, 2023). In this study directly with the parties involved in Bank BJB Syariah KC Bogor.

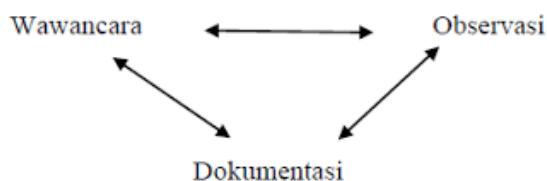
3. Documentation

In research, documentation is the activity of saving all aspects related to the research topic raised. The purpose of this documentation is to record information, help conduct analysis and store information in detail.

4. Literature Review

That is, researchers collect data related to this research which comes from such as journals, books, and articles.

And to test the validity of the data using Sugiyono's method, namely the triangulation scheme. In this research, researchers used triangulation techniques, researchers compared data obtained during the interview process between one informant and another informant.



Technique Triangulation Scheme

3.2 Data Analysis

Data analysis is a research analysis activity to process and present data to answer research questions. This research uses data analysis techniques according to Miles and Huberman (1984) where data analysis is carried out through 3 stages, namely:

1. Data Reduction

Data reduction, also known as data reduction, involves selecting and simplifying data by summarizing important information relevant to the research. Data obtained from interviews are processed and organized systematically, resulting in structured and organized data. The results of this data reduction will be the basis for answering the problems in this study.

2. Presentation of Data

In the process of making a research report, there is an activity called data presentation which aims to facilitate understanding and analysis in accordance with the desired objectives. Presentation of the data must be done in a simple and clear way, so that it allows easy understanding of what is presented and allows for further evaluation or comparison.

3. Drawing Conclusions

In the last stage of the Data Analysis technique, there is a step of verifying conclusions or drawing conclusions. Researchers draw conclusions by linking, comparing, and combining various theories and information obtained during the research. The results of the conclusions obtained will be the answer to the problems that have been raised.

4. Result

4.1 Internal Communication Overview

Based on the interview results, it was found that the internal communication structure at Bank BJB Syariah KC Bogor was based on a clear organizational hierarchy. Communication takes place in two directions, vertical and horizontal. Vertically, communication flows from top to bottom management through various hierarchical levels, from directors, branch managers, to employee staff. Horizontal communication occurs between different departments or work units, enabling collaboration and information exchange between them. The results of the interview are in accordance with the results of the researchers' observations which state that the communication process is carried out in two directions, namely vertically from superiors to subordinates and horizontally from fellow employees.

Bank BJB Syariah KC Bogor uses various internal communication channels to facilitate the flow of information between employees and management. Direct channels such as meetings, briefings, cmc or direct meetings. Meanwhile, indirect ones include telephone calls, documents or physical letters. However, to further support communication channels, Bank BJB has adopted digital channels, such as WhatsApp groups, email, implementation of an intranet which functions as an information center that provides access to important documents, internal policies and other resources needed by employees. The results of the interview are in accordance with the results of the researcher's observations which state that in the implementation of communication using physical mail, office telephone, email and also whatsapp.

4.2 Internal Communication Barriers

Based on the interview results, Internal communication obstacles that often occur in the work environment of Bank BJB Syariah KC Bogor are a lack of transparency in the delivery of information, delays in the distribution of important messages, and differences in understanding between message senders and message recipients. The results of the interview are in accordance with the results of the researcher's observations which state that the content of information messages often only conveys an outline so that employees need to reconfirm the details of the content of the messages received.

4.3 Strategies to Minimize Obstacles

Based on the interview results, by holding regular meetings between management and staff to discuss problems that may arise and find solutions together. Then organize communication training for employees so that they can improve their communication skills. In addition, it also uses various communication channels, including email, telephone, and instant messaging applications, to ensure information can spread quickly and effectively throughout the organization. The results of the interview are in accordance with the results of the researcher's observations which state that every morning before operational hours, morning

briefings are always held to provide direction from superiors and discuss whether there are issues that occur, and whatsapp groups are used as the main communication tool for disseminating information.

4.4 Supporting Factors for Strategy Success

Based on the interview results, The key factor that supports the success of an internal communication strategy is management's commitment to opening effective communication channels between various levels and departments within the organization. Then, the use of sophisticated information technology is also very helpful in speeding up and disseminating information efficiently. In addition, an open, inclusive and mutually supportive work culture really supports the creation of an environment where internal communication can run smoothly. Therefore, it is important to ensure that internal communication practices are aligned with the existing values and culture of the organization. The results of the interview are in accordance with the results of the researcher's observations which state that every morning before the morning briefing a culture of reciting Al-Quar'an together is held in the meeting room.

5. Discussion

5.1 Internal Communication Overview

Based on the results, it can be explained that the internal communication structure that takes place is based on the organizational hierarchy because communication takes place in two directions, vertical and horizontal in accordance with the opinion of Hantoro (2022) that internal communication consists of two dimensions, namely vertical communication and horizontal communication. Vertically, communication flows from top to bottom management through various levels of hierarchy, ranging from directors, branch managers, to staff employees. Horizontal communication occurs between different departments or work units.

According to Italiana (2021), internal communication is communication that occurs between people in work organizations in the exchange of ideas that occur vertically and horizontally for the continuation of work. Meanwhile, Effendi states that internal communication is the exchange of ideas within a company between administrators and employees, both vertically and horizontally so that work goes well (Rismayanti in Nasution, 2022).

The implementation of internal communication is supported by various internal communication channels to facilitate the flow of information between employees and management. Direct channels such as meetings, brifieng, cmc or direct meetings. However, with the development of technology, the implementation of internal communication uses digital communication channels such as whatsapp groups, email, the implementation of an intranet that functions as an information center that provides access to important documents, internal policies and other resources needed by employees.

5.2 Internal Communication Barriers

Based on the results of interviews that have been obtained, the obstacles to the implementation of internal communication are:

1. Lack of transparency in the delivery of information, for example, when the superior conveys a message, the details of the content of the tasks are not explained so that the content of the message becomes unclear.
2. Late distribution of important messages, for example sudden schedule changes are not delivered on time to employees so that there is a delay in attendance.
3. Differences in understanding between the sender of the message and the recipient of the message, for example, the operations manager receives a business memorandum from the business manager but due to differences in technical understanding there is miscommunication in the implementation process.

These obstacles cannot be separated from the 3 (three) types of obstacles according to Muhammad (2016). Namely: (1) Technical type barriers occur because the environment has an impact on preventing the distribution of messages that hinder the smoothness and reception of messages, (2) Semantic type barriers occur when the meaning intended by the communicator is not properly understood by the communicator, (3) Human type barriers occur due to internal individual factors that can affect the way a person understands and responds to the messages received.

However, with the development of digital communication media, we sometimes rely too much on digital communication media in distributing information. Physical barriers can be in the form of geographical distance, noise, or unfavorable environmental conditions. Meanwhile, media barriers relate to the limitations of the communication tools used. In addition, it can also bring up technological type barriers, namely lack of knowledge or skills in using existing technology, or because the technology used is inadequate or incompatible (Rahmawati, 2020).

5.3 Strategies to Minimize Obstacles

Communication in a company is very important, because communication becomes a system of connecting flows and generating performance between parts of the company so as to produce synergy. In communicating, we create equality of ideas, attitudes behavior and our thoughts towards others. Based on the results that have been obtained that communication strategies to overcome the obstacles faced can be concluded several approaches to dealing with internal communication barriers, namely:

1. Organize regular meetings or open discussion rooms between management and staff to discuss issues that may arise and seek solutions together. This step not only facilitates a two-way flow of information, but also strengthens the relationship and trust between management and staff. Such as building trust and transparency, increasing employee engagement and satisfaction, identifying problem-solving, enhancing collaboration and synergy.
2. Then organized communication training for employees so that they could improve their communication skills including the use of digital communication channels. Benefits include increased employee competence, operational efficiency, and effective information management.
3. In addition, it also uses various digital communication channels to ensure information can be disseminated quickly and effectively throughout the organization. Digital platforms enable real-time information dissemination, so employees can receive

important information as soon as it is released. Digital channels allow employees to access information from anywhere at any time, either through computers or mobile devices.

In creating an effective communication strategy, it must fulfill the elements of communicators and communicants having a commonality and agreement on messages that cause an understanding, in the process of sending and receiving messages can be conveyed directly or using media that can be adjusted to the needs with consideration of overcoming obstacles to sending and receiving content.

5.4 Supporting Factors for Strategy Success

The success of a strategy cannot be separated from supporting factors. Supporting factors for the success of an internal communication strategy can include:

1. Management commitment to open effective communication channels between various levels and departments within the organization. For example, the head of the Bogor branch office implements regular meetings with all employees in the meeting room before the start of operational hours to convey directions and discuss issues faced. By demonstrating a real commitment to open and effective communication, management not only strengthens the internal communication strategy but also builds an inclusive and collaborative organizational culture. This in turn will improve operational efficiency, employee engagement, and ultimately the overall success of the organization.
2. The use of sophisticated digital communication media in accelerating and disseminating information efficiently. For example, Bank BJB Syariah has implemented WhatsApp as the main tool for real-time communication and information dissemination among its employees as well as the company intranet as an information center for employees.
3. The certainty of alignment of communication practices with the values and work culture of an open, inclusive, and mutually supportive organization greatly supports the creation of an environment where internal communication can run smoothly. For example, Bank BJB Syariah has a cultural value IKHLAS which consists of integrity, competence, harmony, service and solutions where all employees must practice these cultural values in their daily activities, especially adhering to Islamic principles and sharia.

According to Sutadji, one of the indicators of effective communication is the influence to influence the attitude of communicating with others. If there is a change in the behavior of the communicant in this case it can be said that communication is effective, otherwise if there is no change it is not effective. The increase in the level of interpersonal relationships will be better than in the process of effective communication (Putra, 2023).

6. Conclusion, Implication, and Recommendation

6.1 Conclusion

Some conclusions that can be drawn are as follows:

1. The implementation of internal communication at Bank BJB Syariah KC Bogor is based on a clear organizational hierarchical structure. Direct, indirect, and digital communication channels are used to support the communication process.
2. Internal communication barriers include lack of transparency in the delivery of information, late distribution of important messages, and differences in understanding between message senders and message recipients.
3. The strategy to overcome internal communication barriers is to hold regular meetings or provide an open discussion space for organizing communication training, then implementing effective digital communication media throughout the organization.
4. The key factors for the success of internal communication strategies are management commitment to open effective communication channels, then the use of sophisticated digital communication media for information dissemination, and the practice of organizational values and work culture in communication practices.

The following are the implications given from the research.

6.2 Implication

In this study theoretically has the same opinion as previous research conducted by Mukarim (2022) which reveals that improving employee performance is characterized by increasing internal communication. This research produces recommendations for maintaining and improving internal communication in organizations. In this study, practically it can be used as a means of consideration to improve internal communication for Bank BJB Syariah KC Bogor.

6.3 Recommendation

For recommendations, it is hoped that Bank Jabar Banten Syariah Bogor Branch Office will continue to provide an open discussion space for employees, then apply the use of sophisticated digital communication media in supporting the communication process and organize communication training every year so that employees always have good communication skills.

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