

# Internal Communication in Building Organizational Culture at Pasarame Beachwalk Foodcourt

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## ABSTRACT

This research is motivated by an interesting phenomenon about communication patterns in a Pasarame Beachwalk Foodcourt. Especially to find out internal communication to build organizational culture at the Pasarame Beachwalk food court. Aims to describe and know Internal Communication in building organizational culture (Case study at Pasarame Beachwalk Foodcourt). The approach used by the author is a qualitative research method. Qualitative research methods use in-depth interviews, observation and documentation to participate in collecting data. Internal communication is divided into 2, namely vertical communication, namely communication patterns between superiors and subordinates and horizontal communication, namely communication between fellow staff and divisions or sections. The importance of communication in helping to facilitate work and to align the goals of the members, so that an organized organizational culture is formed in accordance with the vision and mission of the company. Organizational culture has several dimensions, namely Innovation and Risk Taking, Paying Attention to Details, Result Orientation, People Orientation, Team Orientation, Aggressiveness, Stability. Background and technical differences are the main obstacles that often occur. The results of the study show that maintained communication will help members to work more quickly and efficiently. And by maintaining both horizontal and vertical communication can minimize obstacles. From the dimensions of the existing organizational culture, Pasarame Beachwalk tends to have a result-oriented culture and pays close attention to details.

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## 1. Introduction

The growth and development of a company or organization in producing satisfactory products is the key responsibility of leadership in the organization. Leadership can be said to be the most vital tool in an organization. An organization certainly has its own strategy for running its organization so that it can fulfill the vision, mission or goals of the organization. organization, in this case the leadership must be able to think of various strategies to run the organization. According to Wibisono in lynch in 2006, he said that organizational strategy is a pattern or plan or organizational policy with various actions that are interconnected with each other in order to fulfill general goals. In an organization there are many human resources who work to run the organization. The existing human resources

certainly have different backgrounds as well as differences in ethnicity, customs and culture, habits and many other differences. An organization will not develop into a successful organization without strengthening its cultural foundation. Once the culture is strong it will have a big influence on the strategies carried out to achieve goals.

Robbins (in Fidyah, 2019) explains that an organization is a collection of social entities that are consciously coordinated within various relatively clear boundaries and together within a certain time limit and continuously in order to fulfill a goal. Scott states that an organization is defined as a group of people who have a common interest in the survival of the organization, therefore they involve themselves in various joint activities within the organization and form an informal structure. In running an organization, of course there are many conflicts within it. Robbin also explains that organizational conflict is a process in which there is a deliberate effort carried out by an individual to prevent the efforts carried out by another individual in various obstacles which make the individual feel frustrated in his efforts to fulfill the expected goals. One source of organizational conflict is poor communication (Fidyah & Setiawati, 2019).

According to Syakur et.al (2020) explains that in implementing a work culture, communication skills are the most important tool for conveying and receiving messages or information from other parties and are very important in building a conducive environment so that values and norms can be actualized in organizational behavior and attitudes. Communication is a process of conveying information to a person or group with a specific purpose. Syakur e.al (2020) added that communication is a process of exchanging information between the sender of the message and the recipient of the message. Leaders and subordinates always create good communication so that it can make it easier to carry out company duties and thus improve employee performance (Syakur et al., 2020).

An organization requires internal communication between superiors and subordinates in order to maintain open relationships regarding work. In this case, internal communication can be defined as the basis or building of an organization. Internal communication has the most important role in an organization and is closely related to high loyalty to the job and to the organization where one works. Therefore, in an organization it is necessary to foster good or smooth internal communication so that employee performance increases and organizational goals can be achieved well and as optimally as possible to help the operations of an institution. Apart from that, internal communication has the most important role in an organization and is closely related to high loyalty to one's job or the organization where one works. Thus, an organization needs to develop good or smooth internal communication so that organizational goals can be achieved well and as optimally as possible to help the running of the organization (Anggoro et al., 2023).

Internal communication can be established between superiors and their subordinates, where superiors and subordinates act as leaders and employees who relate and interact with each other. Organizational communication that goes well will have an influence on the success of the organization in meeting its goals. Communication in the world of work is the most important thing, whether in companies, organizations or government agencies.

Specifically, to maximize the productivity of human resources. Human resources as a determinant in achieving the success of a business. Therefore, we need administrators who are willing to work as well as possible, are loyal, have high work enthusiasm, have high productivity, and are able to excel for the benefit of the organization. The close relationship between human resources and communication makes the two interrelated. It's useless if you have good human resources and can work or do their job well but have difficulty communicating, which will hinder and complicate communication within an organization. Building communication is also important so that the direction of communication can be sustainable and can realize the vision and mission with mutual understanding. Likewise with the location where this research will take place, namely the Pasarame food court which has many elements and members who understand and are good in their respective fields and have obstacles or barriers in existing communication patterns (Haryanto et al., 2017).

Pasarame is a food court that raises the level of suburban food so that it has restaurant standards. Pasarame is a place that accommodates various tenants in it so that they have good food standards and maintain them and facilitate all tenant needs such as a place to sell, gas, water, electricity and cutlery with predetermined calculations. Located in the Beachwalk Shopping Center area, Pasarame collects various types of typical Indonesian food to join its tenants and sells food from various regions in Indonesia so that they can be found in one area. We hope that tourists who visit Bali, especially Beachwalk Mall, can taste the typical food from their region even while on holiday. With the various types of food sold and bringing the culture of each region and served by staff with various different backgrounds, it will form a unique organization and organizational culture.

Pasarame uses a profit sharing system for renters or tenants in Pasarame. The result sharing system is gross income or gross sales, which is the amount of tenant income before tax is deducted. then it will be calculated into Nett sales or income after deducting tax. Because the customer payment system is through 1 cashier and is cashless (Qris), tenants do not immediately receive the proceeds from their sales. All tenant sales transactions can only be carried out by the cashier and Qris available in each tenant. So the proceeds from tenant sales will be transferred once every 10 days, periodically every 5th, 15th and 25th of each month, apart from red dates, the transactions will be backdated. The tenant's net sales will be reduced by the tenant's expenses, namely gas, water, electricity and cutlery rental as well as the purchase of tenant needs such as take away boxes, plastic cups and tissue which the tenant can order at the Pasarame warehouse or all of what is the tenant's expense, usually called Utilities. Net sales will be reduced by 25% profit sharing for Pasarame and minus Utilities, the results will be transferred to tenants. With an integrated system, the relationship between tenants and Pasarame becomes a collaboration that requires each other, the higher the tenant's sales, the greater the profit sharing that Pasarame will get. It is Pasarame's responsibility to manage all tenant operations as well, not only Pasarame's internal operations which include Bartenders, Cashiers, Stores and House Keeping, but all those under Pasarame's auspices also play an important role in running this organization.

Pasarame is required to be able to improve and develop the quality of the company by carrying out various methods arranged in programs to maximize employee performance.

Processing human resources is the most important thing in achieving goals. Company leaders usually expect good performance from each employee in carrying out various tasks assigned by a company. Pasaramé has a different culture. Each has a philosophy with different business principles, ways of solving problems and making their own decisions, as well as having their own patterns of thought, behavior and beliefs, personality and business practices. Pasaramé employees come from various regions with different backgrounds and of course their own cultures. This often results in misunderstandings or differences of opinion in running an organization. With these many differences, of course you have to have a tool to unite all the differences. Therefore, according to what has been explained previously, communication is a very important tool in organizations. Good communication between superiors and employees or good communication between fellow employees is an example of improving employee performance, such as establishing good relationships between employees and being able to work together easily so that the main goal can be achieved.

Pasaramé which can unite its employees from various backgrounds. Apart from having different backgrounds, in communicating employees have 2 directions of communication, namely with their superiors as tenants and with Pasaramé managers as supervisors in the running of Pasaramé operations. Such as in managing order, security, safety and smoothness during operations. Pasaramé certainly has its vision and mission, especially in building the culture of an organization. As a manager, you certainly have a goal and form an image that you want to form when other people look at Pasaramé, especially Pasaramé Beachwalk employees. Of course, uniting many employees with one idea is not an easy thing, therefore organizational culture and communication are very influential in being able to unite different employees so that they become one goal. Realizing the importance of implementing organizational culture and communication in maximizing employee performance, the author is interested in carrying out research at the Pasaramé Beachwalk Foodcourt with the title: Internal Communication in Building Organizational Culture.

## 2. Method

This research uses qualitative data, namely presenting data using words arranged narratively. with data collection techniques through interviews, observation and documentation carried out in such a way. Observation is a method of collecting data carried out by researchers, namely by systematically observing and recording the symptoms and phenomena that arise. After observation we can determine suitable informants to be able to answer questions during interviews. An interview is a question-and-answer process in research that takes place orally. In this case, the respondents used were the operational manager of Pasaramé Beachwalk food court and also several employees who really knew about the organizational culture at Pasaramé Beachwalk food court. When the interview takes place, we will document it in the form of pictures or recordings. From the combination of these three methods, it will then be arranged narratively in written form (Anggito & Setiawan, 2018).

### 3. Results and Discussion

According to Anggoro (2023), internal communication is the exchange of ideas between administrators and employees in an organization or institution which is the cause of the realization of that organization complete with a unique structure and the exchange of ideas vertically and horizontally within an organization which is the cause of work taking place (Anggoro et al., 2023). Pasaram Beachwalk as an organization which has several divisions and has a branched organizational structure also requires very intense communication, and this will continue to create a neat organization that is in line with the company's vision and mission. Internal communication is the process of conveying messages between members of an organization that occurs for the benefit of the organization, for example communication between fellow staff, between leaders and subordinates, and others. When conducting direct observations at the Pasaram food court, there are two forms of communication that exist, namely vertical communication and horizontal communication.

Vertical communication is communication from top to bottom and communication from bottom to top, which means communication between superiors and subordinates or subordinates and superiors. In vertical communication, superiors give instructions, guidance and information to their subordinates. Meanwhile, subordinates provide complaints, suggestions, reports, and so on to the leader (Jujung & Triwijayanti, 2016). Pasaram Foodcourt relies heavily on internal communication to build its organizational culture. As the boss at Pasaram Beachwalk, the Pasaram Store Manager always tries to maintain communication so that there are no miscommunications, such as always reminding and following up, checking every report from the division, and making work schemes so that the staff knows what needs to be done and is appropriate. Forming close bonds with staff is also important, how staff can feel comfortable with their superiors, be able to provide information and opinions and do their work happily. As a leader who oversees a team in his division, he also has an important role in conveying information to his team and uniting his team to work according to SOPs, act according to the rules and carry out their duties quickly and efficiently. Barriers to communication will always exist, this is also the case at Pasaram Beachwalk, with a system built by superiors, subordinates who always listen, not be a benchmark, communication will always be smooth. Various problems will definitely arise during operations, but how can an organization solve them and communicate them. The importance of a sense of mutual need and belonging to each other will form dependency so that staff have the responsibility to solve problems and communicate. In this way, everything that exists can be known by all levels and can be resolved together. Each division has its own problems, bars which often experience a lack of product stock during daily calculations, cashiers who lack detail in counting money, bushers who are negligent in cleaning the area or cutlery and various other problems. In communicating problems at the Pasaram Beachwalk Foodcourt, the staff there tends to inform them directly or if it is necessary to follow up more deeply, they will use the Whatsapp Group media as a reminder to other leaders and superiors.

Horizontal Communication, namely communication that occurs at the same layer, at Foodcourt Pasaram Beachwalk occurs among all staff. Having quite a lot of staff, namely

approximately 25 staff, will form small groups that share it. Staff will tend to look for friends who are on the same frequency as themselves. The importance of maintaining horizontal communication is to maintain cohesiveness between staff and improve teamwork. It cannot be denied that there are many obstacles that occur in horizontal communication, such as misunderstandings, feelings of jealousy because of the workload and even arguments and throwing work at each other. Problems in the horizontal communication layer are very prone to occur compared to vertical communication. That's because there are more members in that layer. To ensure that the horizontal communication layer minimizes friction, one way is to unite them all through events such as outings, and other activities that can be carried out together so that they can become a place for refreshment for employees. One of the activities that is often carried out by the Pasarame Beachwalk Foodcourt is General Cleaning which is carried out together every month so that it can foster a feeling of helping each other, not only in one division but also between other divisions.

The first characteristic of organizational culture is innovation and the courage to take risks. This is very clear that communication is a very important means of communication because in innovating the staff must ask for approval from other staff and also submit it to the superior and then the superior is the one who decides, so communication is here. very important role (Saleh, 2016). Likewise with the next characteristic, namely paying attention to detail, the Pasarame Foodcourt staff always work together so that nothing is missed, therefore communication between them is very necessary. This is of course in line with other characteristics, namely team orientation, where in collaborating, communication becomes the most important tool to support the success of staff collaboration.

Organizational culture is a habit or system adopted by members of an organization in which there are values or norms that have been regulated in such a way that they can be implemented by all members of the organization so that they can achieve the common goals of the organization. Organizational culture is also one of the dimensions to maximize the productivity of employee performance in the organization. Organizational culture can create a sense of identity for all members of the organization itself. Another characteristic is results orientation (Pramana et al., 2022). To obtain good results, people orientation must be paid attention to, in this case the staff must be paid attention to by providing encouragement so that employees feel cared for and enthusiastic about doing their work so that they are sure to get satisfactory results. Apart from that, characteristics that are no less important are aggressiveness and stability. Aggressiveness often gives rise to conflict so this can create estrangement between employees, but if communication is built well, as happened at the Pasarame Foodcourt, then everything will go well. There are 7 dimensions of organizational culture, namely risk-taking innovation, attention to detail, results orientation, team orientation, people orientation, stability, and aggressiveness.

Innovation and risk taking are characteristics of an organizational culture that places high value on encouraging its members to take risks and dare to come up with new ideas or thoughts in doing their work. The cultural character of this organization places ideas and courage as its main benchmarks. The degree to which workers are encouraged to be innovative and take risks. With the aim of forming an innovative and responsible attitude

towards the work assigned. Based on observations, communication is an important factor in terms of innovation and risk taking. As a team, employees share their ideas by communicating with each other so that these ideas are discussed well by fellow staff and will be implemented when all staff have agreed on this. So it becomes an important communication factor in innovation and risk taking (Samuel et al., 2020; YAni, 2021)

Paying attention to details means that in an organization you need to pay attention to all analysis, accuracy, and pay attention to things around you in more detail. Attention to various things in detail, namely the extent to which employees are expected to be able to pay attention to things in detail related to work. Organizations really expect their members to be more detailed, full of analysis and on target. So with this, the organization not only creates clear expectations and goals for employee performance, but also has a clear structure for its employees' work. Cashier, Bar, Busher and Manager have the responsibility to pay attention to the details of each job, so that there are no mistakes in the work and it runs well, especially for customer comfort.

An organization certainly has an organizational culture with characteristics that focus more on results than on techniques and processes to achieve these things. or in other words, the organization is more focused on achieving its employees' targets. The orientation towards these results is the employee's ability to complete their work, be reliable, responsible and able to identify all kinds of risks they will face. At Pasarame Beachwalk Foodcourt, staff are given responsibility for achieving targets by management. In order for the target to be achieved, all staff will try to achieve it, good cooperation and maintained communication will help make the work easier so that whatever target is given will be easily achieved.

Organizational members are the greatest asset in an organization. In organizational culture, people orientation means that the organization gives its greatest focus to its members or employees. The organization treats its members with respect and dignity so that employees can provide influence and satisfactory work results for employees (Wijaya, 2022). From the observations, the Store Manager really pays attention to his team, and is able to provide solutions to his employees. When there are certain moments such as birthdays, traditional ceremonies and resignations, managers give their appreciation or contributions, whether in the form of greetings or gifts. In contrast to that, Pasarame management has made several rules which until now have become objectionable among employees, namely discounts on attendance fees for those who during the period of absence take sick leave, are absent without explanation and take leave.

Team orientation is also part of the organizational culture. In this organizational culture, leaders or superiors prioritize teamwork, not individuals. Therefore, communication is very necessary to carry out this organizational culture. Superiors can provide support such as a friendly attitude, clear communication, guidance and motivation to all members of the organization (Tejo & Machasin, 2015). Based on the results of the interview, cooperation between teams is very important in this organization. All divisions at Pasarame Foodcourt really require teamwork, which means it cannot be done alone. So this organizational culture is very appropriate to apply in this organization.

This aggressiveness means a condition where every member of the organization tends to be more aggressive and there is a competitive spirit within every member of the organization. In addition, organizational culture is defined as the existence of conflict tolerance. A strong organizational culture will be able to handle conflicts or problems well. Based on the results of interviews, the busher division is a division with a very high competitive spirit so that various kinds of conflicts often occur. For example, there are other staff who try to work quickly and invite other staff to work quickly, but not all staff want to work quickly so this often causes conflict due to competition between them.

Organizational culture is required to have characteristics of stability where the organization must maintain good habits and also be consistent in carrying out work but must remain balanced with current developments so that the organization does not become outdated. According to my observations, the market is consistent with what has been implemented, but it should not be a comfort zone for staff to just carry out what already exists without innovating. Pasarame always implements punctuality in every report it makes, such as taking photos using a camera with a time stamp to avoid cheating, and this eventually becomes a habit for the staff to continue running. However, this must of course be accompanied by growth and improvement, not just a benchmark in order to complete the work.

From the results of observations I made at the Pasarame Beachwalk Foodcourt, the internal communication at Pasarame Beachwalk depends on the awareness of each staff which needs to be developed to feel that they need each other. In this way, without any element of coercion or other encouragement, communication can run smoothly. Daily or weekly briefings are also further enhanced, not only through WhatsApp groups, but small discussions need to be held to form the same perception and bonding between the entire team. The existing organizational culture tends to be a result-oriented dimension and pays attention to details, this can be seen where the staff are encouraged to produce the best and attract lots of customers and make them comfortable when they are at the market. Each division must also pay attention to the details of the work they do, both to minimize losses and deficiencies when reporting, pay attention to the cleanliness of the area and cutlery to avoid complaints. In terms of consistency, all staff are of course very consistent. The employees are very united in maintaining good things so that the sustainability of the Pasarame Foodcourt is always maintained and runs according to what is envisioned.

#### **4. Conclusion**

Based on the analysis in the previous chapter, a conclusion can be made that internal communication is built to maintain organizational stability so that it remains focused and reflects the culture in accordance with the organization's vision and mission. Vertical communication so that superiors can provide direction to subordinates and subordinates can convey their opinions and aspirations. Horizontal communication is to maintain teamwork between staff and remind each other, in addition to forming solid cooperation and maintaining cohesiveness. Of the various dimensions, attention to detail and orientation to results are the characteristics of Pasarame. To create such a culture, internal communication



plays a very important role, managers and leaders must also be detailed in providing direction, checking work, and recording it in a report. Every detail needs to be done to ensure compliance with SOPs and company regulations. Orientation to results is also important in Pasaram morning because it is to get results that meet expectations.

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