



EFFECTIVENESS OF INTERNAL COMMUNICATION OF THE HEALTH HUMAN RESOURCES SECTION OF CIVIL SERVANTS IN THE STUDY ASSIGNMENT AND STUDY PERMIT PROGRAM (QUALITATIVE DESCRIPTIVE STUDY AT BANDAR LAMPUNG CITY HEALTH OFFICE)

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Abstract. The Health Resources Sector is one of the Sectors in the Bandar Lampung City Health Service which is a benchmark for the quality of health workers in increasing the professionalism of health workers by improving education. Study assignments and study permits are under the Health Human Resources Department which is administrated to serve recommendations for study permits and study assignments. The problem in this research is how effective internal communication occurs in the Health Human Resources Section at the Bandar Lampung City Health Service. In writing this thesis, we use the Interpersonal Communication Theory approach with the concept of Internal Communication Theory. The researcher used a descriptive qualitative research method, with two key informants and four informants. The results of this research are that for vertical communication, the Head and also employees who hold general functional and specific functional positions (paramedics and doctors) use vertical communication and horizontal communication in disseminating information related to existing work. The effectiveness of internal communication must also be of a nature. open communication, empathy, mutual support and equality. The conclusion is that internal communication at the Bandar Lampung City Health Service in the Health Human Resources Section is effective in improving study assignment and study permit program services.

Keywords: Communication; Effectiveness; Internal Communication

I. INTRODUCTION

1.1. Background

Constitution Number 36 of 2009 concerning health mandate that government responsible on availability source Power in the field fair and equitable health for all over public For obtain degrees highest health and

one source the power in question is source Power man health.

At the moment This development resources and people health directed For create power expert and skilled healthcare in accordance with development knowledge knowledge and technology health matter This remember target main from development source Power man health availability various

power health based on usage Healthy every service health.

Source Power man one 's health sumer power in the field very strategic health, lack source Power man health Good quantity, competence and distribution will give rise to impact to low public to service health optimality. Connection with matter the government has emit policy form regulation Number 11 of 2017 concerning management Civil Servants who declare that in frame fulfil standard competence position and development career apartment State civil can achieved through formal education through task study and permission learn.

In effort coaching and supervision quality power health Ministry health start from center until to region cooperate with Class Program Special International (KKI) designed For print capable doctor compete with graduate of from other countries and have competence standard international, Provincial Health Workers Assembly (MTKL) and Organizations Association of Health Professions Institution Health Personnel Educators and Associations Facility Implementation of Health Services coaching and supervision quality power health.

Source Power man health (HR) Health is gathering order _ various effort planning. Education and training as well as the utilization of health workers in an integrated and mutually supportive manner to achieve the highest level of public health. Health workers are all people who work actively and professionally in the health sector, whether they have formal health education or not, who require certain types of health efforts.

There are 2 forms and ways of organizing health human resources, namely
1) Health workers are all people who work actively and professionally in the health sector, with formal health education or not, who for certain types require health efforts;
2) Health Human Resources is an

arrangement that brings together various education and training planning efforts as well as workforce utilization; and 3) health in an integrated and mutually supportive manner to achieve the highest level of health.

Improving the quality of health human resources can be done by 1) Career development for doctors/dentists and pharmacists; 2) Development of a performance appraisal system for independent work units; and 3) Increasing competence through educational and training learning tasks

One way to develop health human resources to suit job demands is through education and training for health human resources. The function of education and training is as an investment in human resources and is a demand outside and within the organization. Apart from that, it also aims to improve and overcome deficiencies in the implementation of work so that it is in accordance with science and technology.

The existence of the Health Human Resources Section, one of which is to facilitate health workers with information and permits to continue their formal education to a higher level. The existence of terms and conditions in the licensing process as regulated in Bandar Lampung Mayor Regulation Number 10 of 2012 concerning guidelines and procedures for selecting prospective participants for study assignments and study permits for Civil Servants within the Bandar Lampung city government is an effort to supervise and control so that there is no potential the occurrence of forms of deviation that can be detrimental to health workers who take part in the education. To make all this happen, of course, health workers who have commitment and high work enthusiasm at the Community Health Center are needed. To find out this, someone can be appointed with a permission letter or recommendation from

the leadership to take part in education both before and after taking part in the selection.

In line with the policy of the Bandar Lampung City Health Service in addressing the licensing process and issuing recommendations with the circular letter of the Head of the Health Service number 440/52/IV.41/V/2019 concerning procedures for granting study assignment permits and study permits for Civil Servants. Health workers who wish to continue their education either through a study assignment program or a study permit must first obtain permission from their immediate superior. Head of the Bandar Lampung City Health Service and Civil Service Officer for the Bandar Lampung City Government.

We still found deficiencies and forms of irregularities in the licensing process, such as taking part in selection without the permission of the immediate superior, taking education without a recommendation for a study permit from the head of the health service and carrying out education during working hours. In issuing a letter of recommendation for a study permit, complete administrative requirements are required, however, along the way, deficiencies and repeated errors are still found in writing the application. Deviations and shortages of files and errors in the process of submitting applications for study permit recommendations and study assignments are ongoing problems.

The need for a common understanding of Health HR planning as an arrangement that brings together various educational and training planning efforts with health workers in upgrading better education. Knowledge about procedures for requesting study assignments and study permits is an important step to communicate continuously and the effectiveness of this internal communication bridges the aims and objectives of increasing the capacity of health workers and optimizing the use of health

workers in order to achieve a high level of public health.

The lack of knowledge and different understanding of health workers also adds to their routine activities, so that study permits are not considered important for workers who carry out learning tasks independently, resulting in no recognition for the achievements they have received. The situation is different for health workers who carry out learning tasks which are formally part of the Bandar Lampung City Health Service program.

The effectiveness of internal communication within the Bandar Lampung City Health Service is built on all levels of all stakeholders in the implementation of health workers and the development of health workers. And it's not just the responsibility of the health human resources sector.

II. METHODS

This type of research uses descriptive qualitative with analytical methods. Bogdan and Taylor in Moleong (2010) state that qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. Qualitative research relies on a holistic natural background, positions humans as research tools, carries out inductive data analysis, prioritizes the process rather than the results of the research carried out agreed upon by the researcher and research subjects.

The descriptive method was chosen because the research carried out is related to ongoing events and current conditions. The descriptive method is a method of researching the status of a human group, a subject, a set of conditions, a system of thought or a class of events in the present. The aim of this descriptive research is to create systematic descriptions, images or

paintings as well as the relationships between the phenomena being investigated.

This method is suitable in this research because this research tries to find a picture of the Effectiveness of Internal Communication between Health Resources and Civil Servants in the Study Assignment and Study Permit Program.

In this research, the researcher used qualitative research methods. Because to get optimal results in research, you must need an appropriate research method. The qualitative research in the research that has been carried out is descriptive in nature. According to Saryono (2010), qualitative research is research that is used to investigate, discover, describe and explain the qualities or features of social influence that cannot be explained, measured or described using a quantitative approach.

The data collected is in the form of text, words, symbols, images, although it is also possible to collect quantitative data (Kaelan, 2005).

The researcher's hope in conducting this research is to be able to find answers to the problems in the research. Researchers carry out interactions both directly face to face and through communication media in the hope of finding out what conditions are actually occurring in the problem.

In collecting data, the data sources used in this research are primary data, namely data from research subjects and informants as well as secondary data to complement the primary data.

The research subjects in this study are employees in the field of health human resources and health workers or civil servants in the study assignment and study permit programs who will be used as sources of information, but only those who meet the data requirements in the research. The research subject is intended to obtain the data needed in this research regarding information about internal communication. The following is a list of subjects in this research:

Table 1. Subject Research

No.	Name	Position	Description
1.	Nensiria Br Tarigan,S.Si,Apt,M.Kes	Head of Division	Key Informan
2.	Sarjoko,SKM,M.M	Section Chief of HRD	Key Informan
3.	Aris Mulyantoro,SkM	Executive	Informan 2
4.	Niken Tantri Anggraini SE	Executive	Informan 3
5.	Henny Arida Purba, S,Km	Health workers	Informan 4
6.	Ns Wanto Juli Silalahi,S.Kep	Health workers	Informan 5

Source : (primary data processing Mei 2021)

Based on the table 1 above, the research subjects are 1 Head of the Health Resources Section, 2 Heads of the Health Human Resources Section, and 2 General Executive Positions and Certain Functional Personnel (Health Personnel), who can meet the information needs required in the research. Researchers use these research subjects because the research subjects studied can meet the needs of the problem formulation proposed by researchers from the various research subjects interviewed.

Secondary data is in the form of self-produced documentation in the form of photos from digital cameras, notes from interviews, recordings of interview results obtained by researchers when conducting research with research subjects and informants as well as other data used as additional material to obtain additional research object data at the City Health Service. Bandar Lampung.

From the explanation above, the researcher concludes that he will conduct

research using data triangulation techniques, namely a combination of interviews, observation and documentation. The data collection techniques in this thesis research use techniques, namely observation techniques, interview techniques and documentation techniques.

1. Observation

Researchers made direct observations in the field when internal communication activities occurred at the Bandar Lampung City Health Service, especially in the Health Resources Sector by seeing, hearing, taking notes and other senses. This observation was carried out by researchers to add and complete the data needed by researchers.

Researchers can directly observe service activities, both communication services and administrative services, see and hear directly in the field. Researchers made direct observations of the relevant components in this research.

2. Interview

In this research, the researcher conducted an in-depth interview (indept interview), where the interview consisted of questions that were only related to the research. This is done in order to avoid broad answers.

Questions are created based on problem points that will be discussed in the research so that interviews can be carried out systematically. Interviews in research were conducted in the form of structured interviews and free interviews. Structured interviews were conducted to obtain an overview of the identity and background of the informants.

An interview technique carried out in an open, intimate and friendly manner. In this interview, the author directly meets the research object and informants according to the agreed location and time, while to obtain data that is in accordance with the main problem, the author uses question guidelines.

The use of language that tends to be relaxed and less formal during interviews is also a strategy for seeking as wide a range of research data as possible without being hindered by language structures that are sometimes formally binding and do not provide room for self-confidence to explain firmly. In this case, in-depth interviews were conducted directly by researchers with key informants, namely Nensiria Br Tarigan, S.Si, Apt, M. Kes as Head of Human Resources and Sarjoko, SKM, M.M, as Head of Resources Section Health Human Resources, then the informant, is a general and specific functional executive position/health worker.

3. Documentation

The researcher also carried out documentation techniques in this research, data collection techniques with documentation were carried out by utilizing existing data at the research location and data recorded in related organizations which could be used to help analyze the research.

The data in this research include data and archives regarding the effectiveness of internal communication between health human resources and civil servants in the study assignment and study permit program at the Bandar Lampung City Health Service.

III. RESEARCH RESULTS AND DISCUSSION

Vertical communication is built from top to bottom, or in other words, communication is built from the Head to his subordinates whose movement flow is biased from top to bottom and/or from bottom to top. Vertical Communication helps subordinates get whatever information and knowledge they need. By implementing top-down communication, it can improve the performance of study assignment and study permit service programs in the Health Human Resources Section and of course it can direct

its subordinates directly. The advantage of directions given directly is that the leader can directly see the performance of his subordinates and their matters. This can also be used as an opportunity to correct what needs to be improved in order to improve existing administrative services for study assignments and study permits.

Vertical communication is communication that has two forms, namely communication from top to bottom and also from bottom to top. These two forms of internal communication occur between the head and subordinates Health Resources Sector, Bandar Lampung City Health Service. This is also reinforced by a statement from Nensiria Br Tarigan, S.Si, Apt, M.Kes :

communication from the Health Resources Division of the Bandar Lampung City Health Service. By communicating we can understand each other. Whether there are problems or not, by directly communicating with employees in general functional and specific functional positions, that will make it easier for me to coordinate. (interview taken on September 20 2021)

Internal communication is carried out by the Health Resources Division to the head and subordinates Health Human Resources Section. This communication is carried out to make it easier for the Health Resources Sector to carry out coordination. With good coordination, performance in study assignment programs and study permits will improve

Another statement was also given by Sarjoko, SKM, MM

Yes, as the head of the Health Human Resources Section, I definitely communicate with my subordinates. The form of communication is usually information that I convey to my subordinates, either directly or indirectly. As for how the communication is given or delivered, the form is that I usually give directions or orders and also provide

explanations of what the subordinates need. (interview taken on September 21, 2021)

According to a statement from Mr. Sarjoko, SKM, MM as head of Health Human Resources, he carries out internal communication to all those under the Health Human Resources section. The internal communication used is vertical communication from top to bottom, where the head of the Health Human Resources Section communicates directly with his subordinates. This communication can be in the form of work directions, instructions, and also in the form of information or explanations regarding existing work.

Horizontal communication is carried out to improve administrative services in the form of recommendations for study assignments and study permits issued by the Health Resources Division, especially in the Health Human Resources Section.

In practice, in carrying out internal communication to improve administrative services for study assignments and study permits, the head and also subordinates from the Health Resources Sector in the Health Human Resources Section use media as a tool in carrying out internal communication, media is a tool used to convey information from one person to another. This is reinforced by a statement from Nensiria Br Tarigan, S.Si, Apt, M.Kes

It has become commonplace, cellphones are the choice for communication because they are more sophisticated and can be used to send messages, pictures, PDFs of letters via email, WA, and so on. (interview taken on September 22, 2021)

The communication media used by the head and also the subordinates of the Health Human Resources Section is cellphone media. Using a smartphone really helps subordinates in doing their work, where through this media subordinates can send reports using email or WhatsApp.

Another statement was also given by Aris Mulyantoro, Skm

It's no longer strange and has become a habit for WhatsApp, with WhatsApp in the group if there is a problem. Usually the letters that come to be given to superiors are related to problematic file data in the issuance of study assignments and study permits. (interview taken on September 24, 2021)

With technology as a medium for conveying messages, the internal communication that occurs within the Health HR Section, the process of conveying messages is relatively easy. This is because the WhatsApp application can help subordinates solve existing problems through discussions in the WhatsApp chat group room. Delivery of letters also made easier by advances in technology.

Effectiveness Communication or effective communication is important for members of an organization which is expected to bring results in the exchange of information and mutual understanding.

In the research above, when internal communication is built personally, several things can be conveyed, namely:

a. Openness

The quality of openness in vertical communication and horizontal communication in the Health Resources Sector at the Health Service refers to at least three aspects of interpersonal communication. First, effective interpersonal communicators are open to the people they interact with. This can be seen from being open and accepting input from subordinates. The second aspect of openness refers to the communicator acting honestly towards the dynamic influences that come. Those who are silent, uncritical and unresponsive are generally participants in bored conversations. The third aspect concerns ownership of feelings and thoughts. Being open in this sense means admitting that the feelings and

thoughts you express are indeed ours, we are responsible for them. The best way to express this responsibility is with a message that uses the word I.

Improving administrative services for study assignments and study permits. The Head of the Health Human Resources Section communicates from top to bottom. Communication from top to bottom is carried out in forms of communication such as direct communication, holding meetings, giving directions and also instructions.

b. Empathy

Empathy is a person's ability to know what another person is experiencing at a certain moment, from that other person's perspective through that other person's eyes. From the results of the warrant, it was found that the leadership tried from its perspective to try to sympathize with other parties, in this case the employees who hold certain functional positions such as doctors, nurses, pharmacists, to continue to develop themselves and continue to learn. In the Health Resources Sector, empathy is feeling something like the person experiencing it by giving the example of wanting to be successful because of the urge not to stop learning.

c. Supportiveness

Effective interpersonal relationships are relationships where there is a supportive attitude. Open communication and empathy cannot take place in an unsupportive atmosphere. We show a supportive attitude by being descriptive, not evaluative, spontaneous, not strategic, and proportional, not very confident. This is clearly visible from the attitude of the Health Human Resources Section which opens up information, consultation and consultation on problems, innovation and dynamic changes in the Bandar Lampung City Health Service. This received support from the Head of Health Resources with a focus on education

in improving the **QUALITY** of health services to the community.

The leader's supportive attitude is in this meeting and the Health Human Resources Section's subordinates can provide ideas or ideas regarding an existing problem. By implementing this, it can help the Head of the Health Human Resources Section in resolving existing problems. This can also of course improve service.

Apart from communicating with each other about work, subordinates also support each other and of course hold regular discussions to solve existing problems. Horizontal communication is carried out at all times. This horizontal communication can improve administrative services for study assignments and study permits carried out by subordinates of the Health Human Resources Section.

d. Equality

In every situation, perhaps inequality occurs. One person may be smarter, richer, than another. From the results of the interviews, it was conveyed that it is a mandate from the Government that absolute health services with a policy of Equality in non-class Health Services for BPJS and Health Card participants, shows that there is equality.

Also in providing recommendations for study permits and study assignments that do not compartmentalize intelligence, high rank and rich people. Everything is applied the same as long as the terms and conditions for the study permit and study assignments are completed and meet the requirements.

IV. CONCLUSIONS AND RECOMMENDATIONS

Bandar Lampung City Health Service, in the Resources and Health Sector along with Structural ranks in the Pharmacy Section, Facilities and Infrastructure Section and Health Human Resources Section as well

as staff positions and general administration and certain administrative positions using Internal Communication, namely Communication Vertical from top to bottom and also from bottom to top in the process of conveying the message and is carried out formally and informally. And horizontal communication, namely communication carried out by staff and general functional positions and certain functional positions within the Human Resources Sector In disseminating information related to work being carried out, this horizontal communication is carried out to support each other.

The effectiveness of internal communication, both vertical and horizontal, that occurs in the Human Resources Sector at the Bandar Lampung City Health Service has been well established, understanding and harmony are growing. This appears to grow from the interpersonal communication activities of superiors and functional staff employees in the Health Resources Sector, especially the Health Human Resources Section in the learning assignment program and study permits from developing the traits of openness, empathy, mutual support and equality.

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