

DOWNWARD VERTICAL COMMUNICATION IN IMPROVING SERVICE QUALITY AT WISMA BHIMA CAKTI KOPO

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Abstract

This study aims to analyze the vertical communication between leaders and employees and its impact on the quality of service at Wisma Bhima Cakti Kopo. A qualitative approach is used through in-depth interviews with key informants and supporters. Based on the theory of vertical communication, the results of the study show that downward communication has a more significant influence on employee readiness in carrying out tasks, through work instructions, task explanations, regulatory notices, and work motivation. Meanwhile, upward communication functions as a feedback tool, although its effectiveness is still limited. These two types of communication complement each other and affect service quality indicators, such as reliability, competence, accessibility, communication, and security. To improve the quality of service, improvements are needed in the delivery of more structured downward communication and more responsive and transparent upward communication. The combination of the two can create a productive work environment and increase guest satisfaction.

Keywords: Vertical Communication, Service Quality, Wisma Bhima Cakti Kopo

INTRODUCTION

Communication within an organization is a key factor that determines operational effectiveness and customer satisfaction. In a competitive business environment, vertical communication—both top-down from leader to employee and bottom-up from employee to leader—plays an important role in ensuring an understanding of employee tasks, motivation, and performance (Pratiwi, 2023).

Wisma Bhima Cakti Kopo, one of the lodging service providers in the Cisarua area, faces challenges in improving the quality of service to meet guest expectations.

Based on an interview with Mrs. Leni, the person in charge of Wisma Bhima Cakti Kopo (2024), the priority services include comfort, security, and facilities for lodging and meetings.

However, communication problems often occur, such as mistakes between leaders and employees that cause information related to guests to not be conveyed properly. As a result, guests have to wait or face a lack of facilities, which has an impact on declining customer satisfaction and service quality. Therefore, clear and effective communication is an urgent need to improve operations and improve the quality of services at Wisma Bhima Cakti Kopo.

RESEARCH METHODS

This research method uses a qualitative approach with a descriptive type of research. This study aims to understand and describe vertical communication between leaders and employees at Wisma Bhima Cakti Kopo in improving service quality. Data was collected through direct observation, in-depth interviews, and documentation. Observations are carried out to observe interactions between leaders and employees, interviews to obtain relevant information, and documentation to support research data. The validity of the data is tested through triangulation of time, source, and data collection techniques to ensure its validity. Data analysis is carried out through data reduction, presentation of data in narrative form, and systematic conclusion drawing to answer the researcher's problem formulation

RESULTS AND DISCUSSION

Organizational communication

Organizational communication is a process of creating and exchanging messages in a network of relationships that depend on each other to overcome an uncertain or changing environment. Novi, (2018)

Form of Formal organization

According to Kuswandini, Lesatari, (2020) Formal communication is communication that occurs based on a network of structures contained in the organization. There are three forms of networks in formal communication, namely based on: (1) the direction of direction, vertical, horizontal, or diagonal, (2) the nature and type of communication network are adjusted to the task, such as reporting,

commands, direction, or protection and advice and (3) formality (formal nature), the extent to which the flow of communication is limited by authority. Based on this, formal communication in the organization is divided into:

Vertical

Vertical communication is communication between leaders and subordinates. It can also be interpreted that vertical communication is communication between superiors and subordinates, as well as subordinates and superiors. (Putri, 2023).

Horizontal

Horizontal Communication according to Pace & Faules, (2013) Horizontal communication consists of the delivery of information between colleagues in the same work unit, the work unit includes individuals who are placed at the same level of authority in the organization and have other superiors.

Diagonal

Diagonal communication or cross-channel communication is the delivery of peer information that crosses functional boundaries with individuals who do not occupy their superior or subordinate positions (Soyomukti, 2010)

Informal

Informal communication in an organization occurs when employees communicate with others regardless of their position in the organization where communication direction becomes personal. (Kuswandini, Lesatari, 2020).

Vertical Communication

Vertical communication, both downward and downward, plays an important role in improving the quality of service at Wisma Bhima Cakti Kopo. Based on the results of the interview, downward communication is more dominant in influencing employee readiness in carrying out daily tasks. Downward communication has a more direct influence on the quality of service received by guests. Here is a detailed description based on the results of the interview.

1) Downward Communication

Downward communication includes four main indicators, namely work instructions, task explanations, regulatory notices, and work motivation.

Job instruction plays an important role in ensuring that employees understand the tasks that must be performed. Based on interviews, the leaders of Wisma Bhima Cakti Kopo generally convey work instructions directly through regular meetings or daily communication. However, the obstacle that arises is that often the instructions are delivered without sufficient clarity, causing confusion among employees. LN, one of the informants, revealed that work instructions often have to be repeated so that employees really understand them. This ambiguity can negatively impact the performance of duties, especially in emergency situations or when there are important guests. To address this, a more structured approach is needed, such as using written guides or visual aids to clarify directions. Another

solution is to increase the frequency of daily briefings and use technology such as task management applications to make communication more effective.

The second indicator, job rationale, serves to help employees understand the relevance of their tasks in the context of the organization as a whole. The results of the interviews show that although most employees are aware of the importance of their roles, job descriptions are often not delivered in detail in daily briefings. LN explained that understanding the task is usually given during the evaluation meeting, but this is not done often enough. As a result, some employees feel undervalued and lose motivation. On the other hand, when job descriptions are given in a personal and relevant way, as experienced by RZL and KRN, employees feel more confident and motivated to give their best. Therefore, it is important for leaders to explain how each individual's contribution affects the success of the organization, for example by providing a real example of the impact of performance on guest satisfaction.

Notification of regulations (procedures and practices) is also an important part of downward communication. These notices are generally delivered through weekly meetings or written notices. However, based on interviews, some employees complained that new regulations were often delivered suddenly without adequate explanation. MRZ and SB, for example, find it difficult to adjust to changes that affect their work routines. LN as the main person in charge admits

that there is often not enough time for discussion, so employees feel confused. This ambiguity can have a negative impact on the consistency of service to guests. To address this, regulatory notices should be better planned, including distributing policy documents before meetings and allowing time for questions.

The last indicator is work motivation, which is the main factor in determining employee enthusiasm to provide the best service. Based on the interview, motivation is given in various forms, such as verbal praise, bonuses, and additional incentives. However, some employees feel that this motivation is uneven. MRZ and RZL, for example, feel that verbal praise helps them a lot, but this motivation is not always given to all employees. SB and KRN suggest a more consistent reward system, such as monthly awards for the best performance. With a more transparent motivation system, every employee will feel valued and motivated to improve the quality of service.

Quality of Service

The quality of service at Wisma Bhima Cakti Kopo is analyzed through eight indicators according to Saleh's theory (2010) in Samsidar (2017).

In terms of *reliability*, Wisma strives to maintain service consistency with operational standards, although there are still obstacles in the provision of facilities. Employee competencies are considered quite adequate, but additional training,

especially in interpersonal skills, is still needed to deal with complex situations.

Accessibility is an advantage of Wisma with its 24-hour front desk service, but the response to customers needs to be more efficient, especially when the volume of guests increases.

Courtesy and hospitality have been implemented, although strengthening the work culture and regular evaluations are needed to make it a sustainable standard of service.

In terms of communication with customers, information is conveyed clearly, but more transparent follow-up on customer feedback is needed to increase trust.

The credibility of Wisma is quite good, although there is room for improvement in fulfilling the promise of timely service.

Security has been maintained with regular patrols and surveillance cameras, but the addition of safety guidelines will provide a more comprehensive sense of security.

Lastly, *understanding/ knowing the customer* has been done through guest preference recording and satisfaction surveys, but a proactive approach to service personalization can further increase customer loyalty.

By improving weaknesses in some of these aspects through regular training, supervision, and evaluation, Wisma Bhima Cakti Kopo can continue to improve the quality of service to meet customer expectations optimally.

Discussion

Theoretical Implications

This study provides that effective vertical communication, both downward and

upward communication, has an important role in improving service quality. This is in line with organizational communication theory which emphasizes the importance of clear instructions from the leadership and active responses from employees to create a productive work environment. In addition, the use of service quality indicators according to (Samidar, 2017) has proven to be relevant to analyze the quality of service in the hospitality sector.

Practical Implications

This research underscores the importance of regular training for leaders to deliver instructions more clearly and provide consistent motivation. For employees, the development of interpersonal skills and a deeper understanding of the impact of their work on customer satisfaction is required. Organizations can also improve the quality of communication by leveraging technology, such as digital reporting applications, to speed up responses to employee reports and feedback. On the other hand, the implementation of a more responsive customer feedback system will help increase consumer loyalty and trust.

CONCLUSION

Based on the results of the research, downward communication plays an important role in improving the quality of service at Wisma Bhima Cakti Kopo. Work instructions, task explanations, regulatory notices, and work motivation are the main indicators that affect employees' readiness to carry out their tasks. Lack of clarity in the delivery of work instructions and task explanations often hinders the optimal implementation of tasks. In addition, sudden regulatory notices without adequate

explanation and uneven work motivation can have an impact on service consistency. In the context of service quality, Wisma Bhima Cakti Kopo shows excellence in several aspects such as ease of access and friendliness, but there are still weaknesses in the aspects of reliability, response efficiency, and service personalization. By improving its communication structure, providing additional training, and adopting a more consistent reward and evaluation system, Wisma Bhima Cakti Kopo has the potential to continuously improve the quality of its services to meet and exceed customer expectations.

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