

EXPLORING COMMUNICATION PROCESS AT VIRTUAL ORGANIZATION ON “CAMPAIGN.COM” FROM UPWARD DOWNWARD HORIZONTAL AND DIAGONAL FLOW ASPECT

Sheila Tirtaningrum Larasati ^{a)}, Lieli Suharti ^{a*)}

^{a)} Universitas Kristen Satya Wacana, Salatiga, Indonesia

^{*)}Corresponding Author: lieli.suharti@uksw.edu

Article history: received 07 August 2023; revised 16 August 2023; accepted 02 September 2023

DOI: <https://doi.org/10.33751/jhss.v7i3.9089>

Abstract. The aim of this study is to analyze the communication processes that flow up, down, horizontally, and diagonally on Campaign.com in order to identify the reasons for communication process barriers and solutions for how to solve problems. This study employs a qualitative research methodology that combines descriptive and exploratory research methodologies. Semi-structured interviews conducted via Internet communication channels were used to obtain data. Three Campaign.com employees participated in this study. This research concluded that the communication process on Campaign.com, which depends on online communication media such as Slack, E-mail, G-Meet, and WhatsApp, is running well, but less effectively. Campaign.com employees communicate about their work or tasks upwards, downwards, horizontally, and diagonally, together with personal check-ins and talking to encourage employee connection. Campaign.com employees frequently experience communication problems as a result of ineffective communication. Nonetheless, Campaign.com employees understand what is causing the obstacles they are experiencing and have strategies prepared for solving problems. As a result, less effective communication may be conquered and a better communication process can be developed.

Keywords: virtual organization, communication process, communication in organization, organizational barriers

I. INTRODUCTION

The fourth industrial revolution, also known as the Cyber Physical System, is an era in which technology and information are quickly evolving and bringing forward changes that have a significant influence on human existence all over the world [1]. According to Putri (2021a), the industrial revolution 4.0 is a technological development that focuses on big data, the Internet for everything (internet of things), cloud computing (cloud computing), artificial intelligence (AI), and additive manufacturing (3D printing). One of the five pillars of the fourth industrial revolution is internet technology for everything (internet of things), which enables cyber-physical systems to interact with one another and collaborate with people in a synergistic manner. The aim of internet-enabled devices is to make it simpler for humans to access or carry out an activity, and to connect or interact with people from all over the world [2]. People may interact with anybody without having to meet personally using e-mail, video conferencing (Google Meet, Zoom Meeting), WhatsApp, Line, Telegram, and other online services. Which were formerly done face-to-face and through manual methods such as letters [3].

By utilizing the above sophisticated communication tool, the communication process that flows up, down, horizontally, and diagonally must run smoothly so that information and messages are distributed to all members of the organization and the organization's effectiveness can be maintained both in the implementation of the organization and

in achieving the organization's goals. The communication process occurs when the communicator or sender delivers the discussion topic that has been in mind to the communicant or recipient and produces the same meaning for the given message [4]. According to Saleh (2014), communication flows in three directions: upward communication, downward communication, and horizontal communication. Each direction of the organization's communication flow has a different function. Upward communication occurs between lower and higher-level members of the organization with the goal of higher-level members making choices and listening to lower-level members' complaints. Downward communication occurs when higher-level members communicate with lower-level members. The information given during downward communication is task assignment and division. Horizontal or lateral communication happens when information is shared among personnel on the same level. In the horizontal direction of communication, information is exchanged in the form of discussions to reach a shared understanding and solve current issues. Another flow of communication is the diagonal communication flow, which involves communication between members of an organization who do not share the same hierarchy or position level and who work in different divisions or departments with the goal of increasing information disclosure and reducing rigidity in the authority structure, implementing coordination more smoothly, and coordinating becoming more efficient because communication is open and simple [5].

Since communication tools have evolved to be very modern and sophisticated, businesses or organizations are enabled to transform their systems into virtual organizations or virtual offices, which, of course, require the use of the internet and communication technology as intermediaries to carry out activities within the organization. A virtual office or virtual organization, according to Afrian (2015) and Hibatullah & Akmal (2018), is a group of people or institutions where the company or organization does not rent an office physically but simply has a domicile or registered company address. Burma (2017) added that members of virtual groups communicate using an internet-connected communication system owned by each person. Employees of virtual organizations do not have to work in the same area and enjoy a flexible work environment.

According to History Virtual Office And Development (2020), as virtual businesses lower office operational costs, company may hire personnel from anywhere. Despite the fact that this virtual organization or virtual office is extremely profitable, virtual organizations face challenges that users of this virtual organization or virtual office will face. Communication obstacles are common because virtual organizations employ communication technologies to transmit messages and discuss problems. Communication between employees becomes inefficient and ineffective, resulting in misunderstanding since not all workers are online at the same time [6]. In addition to workers not being online at the same time, technology gaps can cause obstacles in virtual processing, insufficient technology will hinder work and collaboration between other employees. Other reasons are related to internet connections, differences in internet connection speeds in different places, if the connection is not smooth, it can cause the delivery of messages that are cut off or not received in full, temporary interruption of communication resulting in miscommunication between employees and work cannot be completed on time [7].

Campaign.com is a social startup located in Jakarta, Indonesia that introduced the Campaign #ForChange app, which provides a secure and dedicated environment for campaign organizers to encourage their fans to participate in social acts and open funding from sponsors. Since 2015, the Campaign #ForChange app has worked with social groups, businesses, and supporters to aid others through different social campaigns. Campaign.com has permanently integrated fully remote work since June 2020 and can contribute to making the world a better place regardless of location or time. According to Campaign.com CEO William Gondokusumo, remote working involves completing work that is not done at the firm office or anyplace else, the time is flexible, and the job may be done at any time (Catriana, 2020). As a result, Campaign.com becomes an acceptable topic to study in terms of the communication that occurs inside this organization, which is consistent with the issues raised and discussed in this research.

Several previous studies have examined the impact of communication flow on employee performance [8]–[10] conducted research using a quantitative technique with closed statements and previously employed another variable, namely

employee performance, which was impacted by the flow of communication. This study differs from previous research in that it does not use the dependent variable of employee performance, but instead focuses on the independent variable of communication flow up, down, horizontally, and diagonally with the goal of identifying the flow of communication in Campaign.com and obtaining a more comprehensive study of the phenomenon of communication flow in Campaign.com. This study uses qualitative research methodologies with exploratory analysis to generate research results that are detailed and explained based on a more subjective point of view of the variables researched, namely the flow of communication, rather than being fixed and limited by closed questions. The researcher chose qualitative methods in this study to obtain unbiased and honest responses from respondents because respondents were given the opportunity to express their thoughts and opinions without restrictions from researchers [11] as opposed to quantitative methods with questionnaires with statements closed and limited that use contributions from respondents only to respond to yes/no or an ordinal Likert scale (1-5) and answer statements that have been prepared by the researcher [11].

Azwina & Yusuf (2020), Hee et al. (2019), and Kalogiannidis (2020) conducted research on the impact of communication flow (upward, downward, and horizontal communication) on employee performance and productivity in banking institutions, property development companies, and organizations in the field of compressor machine distributors, all of which have conventional office real physique. According to initial observations obtained from a former intern of Campaign.com, the communication process problem that occurs are due to a lack of clarity in the ongoing coordination, because full-time remote work has many communication channels and prefers thorough written communication via Slack or Google Docs than spoken online conversation via Google Meet. A problem that has occurred in the process of coordination problems is when the people team wishes to publish content regarding internal qualifications. Internal requirements must be established by each division. After being submitted and corrected by the People Team, it is forwarded to the design division and returned to the People Team for final approval before being forwarded to the social media division for posting on Campaign.com's social media. In practice, the final content design is not returned to the People Team division, but is instead directly submitted to and posted by the social media division.

According to the interview, the communication process obstacles that occur when communicating to superiors or communicating upwardly are the delivery of less specific duties and the lack of a clear explanations of the recruiting process flow. Furthermore, the lack of an explanation of how to work from superiors, such as conducting weekly Campaign.com staff events, announcements, topics to be discussed, and other concerns, must be handled with the CEO. Interns can consult with the CEO directly without going through their manager. However,

because this was not mentioned in advance, the intern was clueless.

Also, the problem that develops while communicating horizontally is the difference in knowledge learned, because Campaign.com is separated into teams, resulting in discussion gap because they do not master the same abilities. Furthermore, because remote working has variable hours, it is difficult to equalize working hours. Furthermore, owing to gaps in knowledge mastered in the sense that members master particular jobs, it encourages team members to complete rolling tasks, resulting in a lack of maximum mastery of work because they do not master that portion of the job but must be ready to hold the task. According to the barriers presented by the former People Team intern, these problems can be caused by the communicator's coding of the message, how the communicant or recipient interprets the message, or by noise or obstacles that occur during the communication process, making it interesting to analyze the virtual organization of Campaign.com in terms of the communication process that flows there actually.

Based on the statement above, it appears that the communication process at Campaign.com still frequently faces issues, thus it is critical to understand which aspect of the flowing communication process needs to be improved. To bridge this gap, the following research questions are developed in this study: first, how does the communication process run at Campaign.com? Second, what problems occur and what causes those during the Campaign.com communication process? Third, How can the Campaign.com communication process be improved?

The aim of the research is to examine the communication process that flows up, down, horizontally, and diagonally at Campaign.com in order to determine the reasons of communication process problems and how to overcome it. Thus, it is expected that this research will assist the Campaign.com organization in acknowledging the path of the communication process in this organization in the form of upward, downward, horizontal, and diagonal communication, so that this research can be used as a reference in making decisions or policies to deal with existing communication process problems.

II. RESEARCH METHODS

By integrating descriptive and exploratory research approaches, this study employs qualitative research methodologies. Exploratory research approaches are studies that seek to discover what happens and get intriguing insights by asking questions. Exploratory studies also seek to clarify knowledge of an issue, topic, or phenomena that are still unclear [12]. Descriptive research approaches are studies resulting from the inclusion of exploratory research or serving as a forerunner to explanatory research that demands a clear image in order to create an accurate profile of events, people, and circumstances [12].

The research's unit of analysis is the communication flow on Campaign.com. Campaign.com observation unit with three informants whose data will be combined with their

department supervisors. Employees who hold positions as Department Communication Staff, have worked for at least one year, and are deemed to be able to offer the sort of information requested in this examine and understand the circumstances at Campaign.com are qualified to participate in this survey. The chosen informants are capable and comprehend the research topic scenario, allowing them to provide the information needed for this study [13].

The interview will be conducted using a set of structured questions based on the topics discussed, followed by a deeper analysis utilizing extra questions to investigate [12], [14]. The questions are open-ended, but there are constraints on the subject and flow of the conversation, which is flexible yet controlled. Using semi-structured interviews in the implementation of exploratory research will be highly beneficial since it may provide an important background for a study [12]. Since the interviewees are in different areas, the researcher will conduct the semi-structured interview using electronic interviews via telephone communication media, instant messages, or video conferencing (Google Meet, Zoom Meeting). Following the recording of the interview, the data will be rewritten, summarized, and evaluated [11].

This study employs the data validity triangulation approach in the investigation. Triangulation is a credibility test that verifies facts from several sources in a variety of ways, specifically by triangulating sources, procedures, time, theories, and researchers for explaining phenomena and improving researchers' comprehension of results of the study (Bachri, 2010). The triangulation technique utilized is data source triangulation, which involves collecting data from several sources, such as six employees from Campaign.com using the same technique to obtain similar data and strong and consistent truth [13], [15].

III. RESULTS AND DISCUSSION

Profile of Campaign.com

Campaign.com is a social sector startup established in Jakarta, Indonesia. Campaign.com has a social action platform, the Campaign #ForChange application, that allows campaign organizers (social organizations) to invite their supporters to take social action (as evidenced by uploading photos or videos that are then verified by the Campaign.com team) and automatically converted into donations obtained from sponsors. The #ForChange's campaign comprises three parties: (1) Organizers, who deal with social problems and devise social action tasks. (2) Supporters, parties that oppose and support social initiatives through action. (3) Sponsors, parties that support the campaign and transform activities into donations [16]. The official name of Campaign.com is PT. Uni Tokopo Teknologi is an IT consulting firm that was created in 2013 with goals to form a worldwide startup from Indonesia that may inspire many people. Inspired by the ALS cold Bucket Challenge, which became a fad from the ALS Association in 2014 by pouring a bucket of cold water over one's head as a campaign to raise public awareness of Amyotrophic Lateral Sclerosis (ALS). This challenge raised

up to \$220 million USD, therefore being inspired by this successful campaign spurred the notion of developing a viral challenge addressing other social concerns in society. Finally, in 2015, PT. Uni Tokopo Teknologi founded Campaign.com with the objective of raising awareness that making changes is simple and enjoyable, as well as creating a safe platform for individuals to take action #ForChange. Campaign.com's aim is to make the world a better place for everyone. The journey to achieve this vision and mission began in 2016, when Campaign.com collaborated with the social communities Lentera Indonesia Foundation and Magdalene on the #StartBicara campaign project, which raised the issue of sexual violence, and then in 2017, when Campaign.com collaborated with the international organization World Wide Fund for Nature (WWF) on the #DoubleTigers campaign, which raised the issue of the Sumatran Tiger's extinction. In 2017, Campaign.com collaborated with Sensitif on the #FromThisMoment campaign effort, increasing awareness of the significance of family and pregnancy planning. Campaign.com also cooperated with the Indonesia Economic Forum on the #DareToDream campaign project, which aimed to inspire the younger generation to realize Indonesia's potential in 2045 and engage in constructive activities. With the success of these four projects, Campaign.com created a mobile application called Campaign #ForChange, which seeks to become a social media platform that could serve as a forum for the social change movement in Indonesia. Then, in 2019, Campaign.com formed the Young Changemakers Social Enterprise (YCSE) Academy 1.0, which aims to develop the capacity to become a social entrepreneur and introduced the Challenge feature in the Campaign #ForChange application, allowing the community to create campaigns and make it easier for Changemakers (Campaign #ForChange application users) to take action for social change. The #ForChangeCampaign application attracted 106 communities and over 8000 users. All corporate operational operations were migrated to a Remote Working system in 2020, using Slack and Jira software. Despite this, Campaign.com proceeded to carry out 20 social activities, gathering 1945 actions and more than 9 million rupiah in contributions. Campaign.com was successful in developing a team headquartered outside of Jakarta, specifically Yogyakarta, as a sort of regional growth, with more Changemakers expected to assist in realizing a much higher social effect. According to data on the Campaign.com website, as of June 30, 2023, Campaign.com has carried out over 669 thousand social activities, with 585 organizers participating and giving over 2 billion rupiah [16].

Communication Process at Campaign.com

According to Campaign (2023), Campaign.com's operations have been operated utilizing a Remote Working or Work from Anywhere (WFA) system since 2020, such that Campaign.com workers scattered across various locations are connected to each other using communication technologies and rely on an internet connection to work. All communication at Campaign.com between supervisors, subordinates, coworkers, and cooperation with other divisions

is done using the communication medium Slack, E-mail, G-Meet, and WhatsApp as stated by three interviewees:

"To communicate with all colleagues at Campaign.com between superiors, subordinates, colleagues, and coordination with other divisions is carried out via the communication media Slack, E-mail, G-Meet, and WhatsApp"

Campaign.com uses the Slack-First approach, messages are sent in textual form and then visuals are added to serve as examples. If the message seems confusing, a brief call or Huddle can be carried out. This statement is based on three Campaign.com interviewees, which state:

"The message can be written, and then visuals in the form of examples can be added to make it clearer. And if that isn't enough, you can accomplish it with a fast call or the Huddle function in Slack."

Every highly structured organization has a formal communication network through which information travels along command lines (hierarchical levels) in the organizational hierarchy [17]. On Campaign.com, information flows in the form of upward, downward, horizontal, and diagonal exchanges. The information supplied to superiors is connected to work and small conversations in order to develop connections between superiors and subordinates as stated by three interviewees:

Interviewee 1: "What I usually communicate with my superiors is coordination regarding budgets and personal check-in so that there is more bonding"

Interviewee 2: "New task, project"

Interviewee 3: "Coordination regarding work, sometimes also updating the situation, and interspersed with light chatting too"

Every day at Campaign.com, workers and supervisors connect. Typically, the topics discussed are linked to work that day and just informal discussions for bonding. Three interviewees confirmed this:

Interviewee 1: "I usually communicate with subordinates/internals about daily work coordination and decision approval." There is also a personal check-in to encourage bonding."

Interviewee 2: "Tasks, weekly task list" Interviewee 3: "Coordinating work, assigning tasks, asking about what was going on, and making small talk."

Horizontal communication, also known as lateral communication, flows between departments of the same level to enable employees to share information, coordinate activities, and solve complex problems (Bovee & Thill, 2013). This was also conveyed by three interviewees:

Interviewee 1: "What I usually communicate to my colleagues is the coordination of work every day because it requires collaboration with other teams."

Interviewee 2: "Tasks"

Interviewee 3: "Coordinating work, updating the situation, and making small talk."

Diagonal communication, also known as cross-channel communication, occurs at all employee levels when information is given to persons who are not in the same field as the sender and are not at the same level [18]. The goal of

this cross-channel communication is to adapt to the needs of the organizational environment, decrease the time and effort necessary to deliver information offers, and seek help to cooperate on internal projects [5], [19]. The three interviewees additionally stated that they discussed work collaboration when communicating diagonally:

Interviewee 1: "What I usually communicate to superiors or internal members of other divisions is the coordination of work every day because it requires collaboration with other teams."

Interviewee 2: "Tasks"

Interviewee 3: "Work coordination"

The communication process at Campaign.com has the potential to be effective because the sender has attempted to ensure that the message sent is comprehensive and complete, such as the Slack-First system, which entails carrying out written communication via Slack first and if there is additional information, it will be held virtually, during a meeting. Online, an explanation will be given regarding the material that will be discussed at the start of the meeting, and when the meeting is almost finished, it will be closed with conclusions and attachments to the meeting materials that were presented so that employees at the Campaign can easily access the information they require. However, because the message received contains so much information, several questions about the specifics and significance must be clarified again. Interviewees 1 and 3 stated:

Interviewee 1: "Everything went smoothly because every message conveyed was tried to be comprehensive and accurate"

Interviewee 3: "I believe communication at Campaign is effective because of the Slack-First system. In Campaign always prefers written communication via Slack first, and if something needs to be given personally, it is done in person. After the online meeting, there will be an explanation, followed by a closing message with conclusions and attachments to the meeting documents that were provided earlier. This also helps Campaign staff to simply get the information they require. As a result, it does not need to be repeated."

And, according to Interviewee 2, there was some information that needed to be repeated or cross-checked:

"I need to double-check it after I've read it. Because there is frequently a lot of information that has to be digested in a single discussion."

The communication process at Campaign.com has run smoothly with both verbal and nonverbal communication since employees constantly check-in and coordinate every day using remote working tools, resulting in a well-planned and designed workflow. This was conveyed by three Campaign.com interviewees:

Interviewee 1: "The communication process at the Campaign has run smoothly because we routinely hold check-ins and coordination every day using remote working tools."

Interviewee 2: "Communication at Campaign.com is running smoothly."

Interviewee 3: "In my opinion, communication in the Campaign is quite smooth, with verbal and non-verbal communication, as well as a neat workflow."

Table 1. Recapitulation of Communication Process

Indicator	Research Result
Communication media used while doing upward, downward, horizontal, diagonal communication	Slack, E-mail, G-Meet, and WhatsApp are the communication tools utilized to interact with all colleagues at Campaign.com, which links managers, subordinates, colleagues, and collaboration with other divisions.
Channel for sending messages	Messages are sent in written form, then visuals are added to provide examples, and if the message seems imprecise a quick call or Huddle is carried out since Campaign.com uses the Slack-First method.
Information that has been distributed while doing upward communication	Upward communication at Campaign.com involves the distribution of information in the form of work coordination, projects, and new assignments, as well as personal check-ins or updates on circumstances at the bottom and small talks that strengthen bonding between superiors and subordinates.
Information that has been distributed while doing downward communication	Campaign.com employees communicate downwards to discuss daily work coordination, and weekly task lists, allocate tasks, approve choices, and personal check-ins about the current situation, as well as make informal talks to strengthen the relationship.
Information that has been distributed while doing horizontal communication	Campaign.com employees speak with division colleagues or engage in horizontal communication, distributing information about work coordination for cooperation with other teams, delivering updates on each other's work circumstances, and having small conversations.
Information that has been distributed while doing diagonal communication	The information provided during diagonal communication or communication between managers and subordinates across different division is work coordination to discuss collaboration amongst them.
The current condition of the communication process (smoothness)	Because employees constantly check in and coordinate every day using remote working tools, the communication process at Campaign.com has worked smoothly with both verbal and nonverbal communication, resulting in great workflow.
The current condition of the communication process (effectiveness)	The communication process on Campaign.com is still ineffective since certain information must be asked again for clarification and validity because the messages received have lots of information and are delivered at the same time.

Campaign.com Communication Process Problem, Causes, and Solutions

It is inevitable that obstacles and distractions may develop when we connect with others. Disruption might arise

from outside or within the message's receiver. Campaign.com employees experience issues when communicating upward, downwards, horizontally, and diagonally, as well as during the communication process.

When carrying out upward communication, interviewees 1 and 2 encountered no difficulties, whereas interviewee 3 encountered difficulties because they had to divide their focus between upward communication and completing work, resulting in neglect in responding to messages from superiors, indicating that the problem occurred within the recipient of the message or subordinate. This was said by interviewee 3 as follows:

"When communicating, because sometimes I get so focused on my duties that I forget to respond to the chat because I look at who sent them and what message they conveyed." So, while you're working, prepare how you'll reply afterward."

To overcome this obstacle, interviewee 3 used the save later/remind me feature so that the task that was being done at the time could be completed first, and when the reminder showed, he could quickly respond to the pending message, as interviewee 3 stated:

"Whenever I encounter this issue, I always use the save later/remind me feature. I always specify how long it will take me to accomplish my other chores before responding to the message. So, after my task is completed, a fresh notice linking the message will be sent. This strategy is really beneficial to our ability to communicate effectively."

When downward communication occurred, interviewee 1 had no difficulty talking with subordinates since the material was provided truthfully and clearly so that subordinates could understand it. While interviewee 2 suffered a communication breakdown owing to information overload, interviewee 2 explained this as follows:

"The problem is that miscommunication often occurs if there is a lot of information in one chat."

As an outcome, interviewee 2 read the message numerous times to double-check its interpretation, as it stated:

"Read the message delivered several times and cross-check it again."

Interviewee 3 also had issues with not being able to respond to messages at that time because he had many tasks to complete and receiving late responses or feedback to messages due to differences in online hours because Campaign.com implemented a remote working system that made employee working hours flexible and different between employees with each other, as the source stated:

" I often experience delayed responses in communicating because we have a lot of tasks and there are other activities for intern which make their time online also different."

To tackle the issue of being late in providing and receiving a response or feedback interviewee 3 responded to the chat only to find out or inform the message being communicated, and if this could be done later, interviewee 3 would communicate again after the task he was working on

was completed. This was conveyed by interviewee 3 in this approach:

"I try to respond first regarding things I want to communicate, if I feel it can be done later, then I tell the intern that I will come back later after other work is finished."

When communicating horizontally with coworkers, interviewee 1 had no difficulty because the material was provided transparently and clearly so that coworkers could understand it. Meanwhile, interviewee 2 encountered difficulties at work while doing schoolwork, as well as frightening noises at home and missed conversations. Interviewee 2 stated as follows:

"Because working at home can be interrupted by housework and noises from home. And there are frequently missed conversations, so while interacting via Slack chat, you must reaffirm."

This impediment is part of the external interference, thus interviewee 2 reconfirmed when speaking via Slack, as mentioned below:

"So, when communicating via Slack chat you have to reconfirm"

Interviewee 3 additionally encountered problems communicating via Google Meet; certain critical information was not transmitted effectively owing to internet connection issues, causing the conversation process to be interrupted. This is based on interviewee 3's statement:

"A common issue occurs while communicating directly via Google Meet. When sharing essential information, interruptions frequently occur, causing part of the information to be interrupted. Caused by external interference such as internet connections and unpleasant loud sounds."

The above obstacles include interference from outside, so interviewee 3 overcomes them by finding a conducive workplace, having a stable internet connection, and having alternative solutions for other problems, such as turning off the camera when conducting video conferences to make the connection more stable. This is based on the state of interviewee 3:

"The way to overcome this is to ensure that the room is safe and to avoid working in crowded places. Then, before starting a video chat with colleagues, ensure that the internet is as well steady. If the connection problem is generally anticipated, another option is to switch off the camera during the videocall."

When communicating diagonally with superiors or subordinates across divisions, interviewee 1 had no difficulty since the material was given transparently and clearly so that superiors or subordinates from different divisions could understand it. Meanwhile, interviewees 2 and 3 had difficulties, including receiving several messages at once on different communication mediums. Interviewees 2 and 3 said this:

Interviewee 2: "Receiving several messages at once"

Interviewee 3: "Because I receive a lot of messages in many communication media, and this difference in

media also causes me to rarely respond in one media because I'm busy in other media."

In order to avoid shifting applications, interviewees 2 and 3 worked around the difficulty by first reading the message given through notification and then responded to it via the main communication channel. This is based on the following statement from interviewees 2 and 3:

"I was facing this problem when I saw the contents of the message from the notification. I'll guide the colleague to one communication channel so that cooperation may go more smoothly without the need to move to another."

The first stage in communicating, according to Bovee & Thill (2013), is for the sender to have information in the form of ideas, clear concepts, and valuable problem-solving solutions. In terms of interpreting the message given, the three interviewees described instances in which they had to double-check or consult their superiors/subordinates/colleagues about the meaning of messages received in order to avoid communication mistaken assumptions. This can occur when the message delivered is insufficiently specific to need re-verification with the communicator. According to three interviewees, this barrier involves internal disruptions that might develop in the communicator or communicant:

Interviewee 1: "I don't always immediately understand and sometimes I need to cross check the meaning of the message and the reason could be because what was conveyed was not very detailed, so there are parts that I need to make sure of."

Interviewee 2: "You need to cross check again so that there are no miscommunications"

Interviewee 3: "There are some messages that are clear, but sometimes they need to be confirmed again so that the intended perception is the same because I first look at who sent them and the content of the message they conveyed."

According to Bovee & Thill (2013) theory, the fourth phase in the communication process is for the sender to transmit a message through channels such as face-to-face talk, the Internet, another firm, or any technique or system capable of delivering the message. During this phase, interviewee 1 stated that interviewee 1 had no problems interacting via personal chat or video conference techniques, or through intermediaries. However, interviewee 2 faced connectivity issues, which interviewee 2 handled by monitoring the state of home wi-fi and informing the team or colleagues about the issues interviewee 2 was having. This is based on a remark made by interviewee 2 who stated:

"Signal interruptions are common, so I double-check the Wi-Fi at home. When I have signal troubles, I will contact my colleagues or team."

Similarly, interviewee 3 encountered issues when using the personal chat communication method, specifically message filtering, which occurred because interviewee 3 frequently only saw channel pins or messages from groups, and to resolve this issue, interviewee 3 checked the entire chat list or channel/group to ensure no messages were missed. When conversing through video conference, interviewee 3

encountered outside disturbance in the work space; to combat this, interviewee 3 sought out a working environment. When speaking through an intermediary in the form of another person, interviewee 3 received inaccurate information, which interviewee 3 dealt with by reconfirming or cross-checking with the communicant. This is based on a statement from interviewee 3 who stated that:

"Yes, Personal Chat: because on some media I pin important channels or groups, sometimes people who are personal chatting become invisible, and then occasionally I will try to scroll to the bottom to ensure I don't miss any messages. Video Call: Because external distractions such as an uncomfortable work environment, a lot of bothersome sounds, and technological issues arise frequently, I seek for a comfortable place to work. Other people's intermediary: The information supplied is frequently erroneous, therefore I double-check with him on the information conveyed."

The fifth phase in the communication process outlined by Bovee & Thill (2013) is that the message is received by the receiver after being successfully received through the channel utilized. Senders should be aware that many communications are disregarded, ignored, or seen as bothersome because the recipient misunderstands it. In this phase, the three interviewees reported that they had found a message from a colleague, leader, or subordinate to be upsetting and decided to ignore it. This happened to interviewees 1 and 3 since they were already working on other jobs and had a to-do list. This was said to be exact:

Interviewee 1: "Once, usually because my work load at that time was already a lot and I did the priority first."

Interviewee 2: "Yes, sometimes when the message requires deeper research or being chatted multiple times."

Interviewee 3: "Once, because there were so many messages coming in at once, and so many tasks that needed to be done. Priorities must be established from time to time. As a result, I shall dismiss communications that can still be carried out at that time."

Therefore, interviewees 1 and 3 prioritized work based on the upcoming deadline, then created a to-do list of messages that had been ignored and reacted to those messages. Interviewee 3 pointed out that if the task could be replied to and handled by other colleagues, the work would be handed on by another colleague. This is based on statements from interviewees 1 and 3, who stated:

Interviewee 1: "Do the priority first. After that, I just respond to the messages that I need to respond to."

Interviewee 3: "I have to set priorities, try to organize a to-do list of things that I had previously ignored, and try to respond to. As well as following up on other topics that are considered essential afterward. Or, if it seems the message can be carried out by another colleague, I will try to delegate it."

The sixth phase in the communication process outlined by Bovee & Thill (2013) is for the recipient to determine how to perceive it. The message delivered must be simple to grasp and remember for the recipient of the communication. In this stage, interviewee 1 claimed that he had no issue comprehending the message provided because each work had been discussed in advance on aims and execution plans for the job. Meanwhile, interviewees 2 and 3 were in identical situations, having difficulty grasping the content provided. This is due to disturbance from within (internal), specifically that the recipient of the communication is busy performing tasks, as stated by interviewees 2 and 3:

Interviewee 2: "Yes, sometimes because of internal disturbances when I was busy"

Interviewee 3: "I have, when you receive an assignment, it might be difficult to grasp its objective and how to carry it out. Internal disturbances such as being pursued by other parties and fatigue generate this obstacle."

To solve this obstacle, interviewees 2 and 3 took a break or remained silent for a time, then read it again to comprehend the meaning of the message, followed by conducting further research or contacting the communicator or coworker for confirmation. This is based on statements made by interviewees 2 and 3, who said:

Interviewee 1: "Facing this problem, we usually pause for a moment, reread what it means, and do some more research."

Interviewee 3: "When faced with this problem, I took a break and gathered my energy to re-understand the meaning of the assignment. Or, in certain cases, by communicating with the person delivering the information or a colleague who may give explanation."

According to the theory of Bovee & Thill (2013), the fourth barrier is communication channel breakdown or failure, which results in messages not being transmitted or not being delivered successfully. This can occur if an intermediary or colleague forgets to transmit a message, the computer server breaks, or the server is not updated. This became an issue when Campaign.com employees handled the communication process. According to the three interviewees, the application being used had asked for an update and the application suddenly had an error when used, and to handle this, they contacted the team regarding the problems being experienced through other applications and then checked the gadgets and applications used. This is based on statements from three interviewees who stated that:

Interviewee 1: "I use other applications to communicate."

Interviewee 2: "I'm dealing with this issue. Indeed, the internal team must be informed. I also need to return to investigate the issue with my laptop."

Interviewee 3: "While updating, I informed my colleagues about the situation of the application update/application error. The intention is for individuals who are waiting for me or have a connection to me to have no expectations or preconceptions."

Table 2. Recapitulation Communication Process' Problems and Causes

Indicator	Problem	Cause
Problems that occur in the communication process that flows upward	Interviewee 3 struggles with balancing communicating with superiors and completing work, which causes a failure to respond to messages from superiors.	Interviewee 3's internal disturbance was caused by multitasking.
Problems that occur in the communication process that flows downward	a) Due to information overload, Interviewee 2 experienced misunderstanding. b) Interviewee 3 had issues with not being able to respond to messages at that time since Interviewee 3 had many things to perform and was getting delayed responses or message feedback due to differences in online hours.	a) Interviewee 2 faced this issue because the sender's message competed with messages sent by other senders. b) Interviewee 3 encountered these challenges because of internal disturbances, having to do many tasks, and having other priorities.
Problems that occur in the communication process that flows horizontally	a) Interviewee 2 had issues at work due to taking care of work at home, as well as bothersome noises at home and miscommunication. b) Interviewee 3 likewise had issues communicating via Google Meet; certain crucial information was not transmitted effectively due to disturbance, and the conversation process was interrupted.	Interviewee 2 encountered this issue as a result of internal disruptions such as having other priorities and external disturbances such as noise. Interviewee 3 experienced problems caused by external disturbance such as internet connections and distracting high-pitched noises,
Problems that occur in the communication process that flows diagonally	Interviewees 2 and 3 had issues with getting several messages at the same time on different platforms for communication.	This issue arose because interviewees 2 and 3 received a lot of messages at the same time.
The message communicated is clear and useful	The three interviewees had difficulty comprehending the messages they got; therefore, they had to double-check or ask their superiors/subordinates/colleagues again to avoid communication blunders.	The interviewee 1's issue is that the message conveyed is not yet detailed and must be asked again. The difficulties encountered by interviewee 3 were the result of the message filter utilized by interviewee 3.
Problem with communication channel selection	a) Interviewee 2 had connection issues. b) When using the personal chat communication technique, interviewee 3 had issues, namely message filtering, because interviewee 3 frequently only viewed channel pins or messages from groups. Interviewee 3 encountered interruption from outside the workplace when conversing through video conference. When communicating with another person through an intermediary, interviewee 3 received erroneous information.	Interviewee 3 had this issue since the filter he used prioritized group messages, external disturbances when conducting video calls, and inaccurate information or channel fails.

Problems in receiving messages (ignored/considered annoying)	The three informants who had issues were bothered by a message from a colleague, leader, or subordinate and chose to ignore it.	Internal disruptions in performing several tasks at once caused this difficulty in the three informants, as did message overload, in which messages sent by the sender competed with messages sent by other senders.
Difficulty in interpreting messages	Interviewees 2 and 3 were in an identical situation in that they had difficulty grasping the message provided.	This difficulty was caused by internal disruptions, specifically the fact that interviewees 2 and 3 were busy when they received the message.
Channel breakdown	According to the three informants, the application that was in use requested an update or had an error.	

The findings of this research are the utilization of Slack, E-mail, G-Meet, and WhatsApp to transmit messages related to work, such as planning duties for the day, personal check-ins about the employee's condition and task that day, and just having a casual conversation to maintain relation. If a message seems unclear, a quick call or Huddle will be carried out because Campaign.com implements the Slack-First system, resulting in a smooth communication process at Campaign.com because the workflow that has been implemented has been well organized. However, the efficacy of the communication process on Campaign.com remains inadequate since messages received by communicants include a lot of information that must be understood all at once, therefore a message received must be re-verified on its meaning.

Internal distractions are caused by the communicator's thoughts and feelings, which lead the listener to lose focus on the message being delivered, such as multitasking or executing many tasks at the same time. This disruption occurs when the communicator is busy, under pressure, or has other priorities, or when the communicator is hungry, tired, or under pressure from several parties [20]. According to the research findings, internal disturbances at Campaign.com can occur when employees communicate upwards and downwards, which is why the tasks delivered are difficult for employees to understand and why employees must double-check to ensure the meaning of the messages received.

External distractions such as unpleasant meeting rooms and mobile phones full of instant messages and reminders might come from the workplace. External distractions might include sound levels, distracting stimulation, and contradicting signals. This barrier arises between the communicator and the communicator [20]. According to our findings, external interference can occur when Campaign.com personnel connect horizontally via video conference.

The second obstacle stated by Bovee & Thill (2013) arises when messages sent by senders compete with messages sent by other senders; in other words, the message is delivered concurrently with other messages, causing the recipient to

receive several messages. As a result, the sender must craft a message that captures the receiver's attention and persuades the recipient to take notice of the message. According to Robbins & Coulter (2017), message overload happens when employees are overloaded with information that exceeds their ability to understand it, causing them to ignore, skip, forget, or selectively filter information, even to the point of ceasing communication. Because the information is chosen at random, inaccurate information will be transmitted. According to the research findings, this barrier to messages being delivered excessively arises while conducting diagonal communication and is the reason why Campaign.com workers deem a message unpleasant and choose for ignoring the message.

Filters are applied to received messages in the third barrier from Bovee & Thill (2013) theory, resulting in blocked or rotated communications that need human or technology engagement between the sender and recipient. Filtering might be done intentionally or unintentionally. Intentional filtering includes filtering incoming communications based on who is sending them and what material is contained, whereas unintentional filtration happens when spam filters reject legitimate, crucial messages. Message filters, as well as organizational structure and culture, can interrupt the flow of essential communications in the sense that messages transmitted can be changed or filtered based on the needs of the individual or corporation acting as a message broker. According to the research findings, message filtering among Campaign workers becomes an obstacle in the communication process since messages are unseen and buried by pinned channels or prioritize responding to messages from essential channel groups.

According to the theory of Bovee & Thill (2013), the fourth barrier is communication channel breakdown or failure, which results in messages not being transmitted or not being delivered effectively. This can occur if an intermediary or coworker forgets to transmit a message, the computer server breaks, or the server is not updated. According to the research results, the obstacles encountered by Campaign.com workers throughout the communication process utilizing the application were application failures or the application requesting updates. Another issue is the failure of the intermediary person to communicate the message; there are mistakes in the transmission of the message. Filters that change the message based on the needs of the person acting as a communication intermediate might also cause this.

According to Robbins & Coulter (2017), there are numerous approaches to overcome obstacles to communication that are necessary to establish successful communication:

- (1) Communication inaccuracies and misconceptions can be solved by providing verbal and nonverbal feedback. This may be accomplished by asking questions to verify that the message being communicated is comprehended accurately and in detail, as well as taking into consideration the recipient's language or language that is readily understood by the recipient. According to the interview results, interviewees 2 and 3 believe that using simple language and performing verification to ensure

correctness are important, whereas interviewee 1 believes that while this method tends to be successful, monitoring is required during the task execution process to determine whether it is correct and on target.

- (2) Actively listening to information can result in good communication; nevertheless, empathy for the sender is required by putting oneself in the sender's shoes. Listeners will pay more attention to the message, and recipients will receive the whole meaning of the material without misinterpretation. The three interviewees agreed that this strategy was necessary for good communication and understanding of current challenges in order to find the best solution.
- (3) Before communicating, you must calm yourself and control your emotions so that the incoming message is correctly, clearly, and properly processed, and the necessary response is conveyed. According to the three interviewees, this method is very important so that the message conveyed is neutral and does not have any tendencies, and it is also important to understand the person you are talking to and make them comfortable so that the information conveyed is well received and the communication process runs smoothly. This strategy is also useful when the three interviewees are unable to comprehend the message's meaning.

IV. CONCLUSION

The communication process on Campaign.com, which relies on online communication media such as Slack, E-mail, G-Meet, and WhatsApp, has been running smoothly, though it is still less effective. This means that Campaign.com must increase the quality of the current communication process since excellent and efficient communication allows teamwork to develop and reach the same goals. Communication will be more successful if messages are given in a practical manner that is beneficial for analyzing the information received and saves the recipient's time. Since the communication process at Campaign.com is already running smoothly, Campaign.com will gain many benefits from this smooth communication process, including more committed and productive employees, better and better results, improving the organization's reputation, knowledge exchange, and employee trust and a sense of ownership of the organization. To get all of these benefits, firms must strengthen internal communication through good planning and clear task division. The communication process at Campaign.com goes upward downward, horizontally, and diagonally; in general, Campaign.com workers communicate about their duties or tasks, which are combined with personal check-ins and talking that encourage employee relations. Of course, this less effective communication method is going to bring numerous challenges. Campaign.com employees deal with challenges from internal interference, external disruption, excessive messages, message filters, and channel damage. Despite the fact that they encounter several challenges, Campaign.com

personnel already have solutions prepared to ensure that the communication process runs smoothly and effectively.

REFERENCES

- [1] L. Riskinaswara, "Revolusi Industri 4.0," Ditjen Aptika. Accessed: Sep. 23, 2023. [Online]. Available: <https://aptika.kominfo.go.id/2020/01/revolusi-industri-4-0/>
- [2] A. R. M. Rhani and A. S. Putri, "5 Manfaat Internet," Kompas.com. Accessed: Sep. 23, 2023. [Online]. Available: <https://www.kompas.com/skola/read/2020/10/08/224859069/5-manfaat-internet?page=all>
- [3] R. Dewi and M. Sandra, "Komunikasi Sosial di Era Industri 4.0 (Studi Pada Etika Komunikasi Remaja Perempuan Melalui Media Sosial di Era Industri 4.0)," *RESEARCH FAIR UNISRI*, vol. 4, no. 1, Jan. 2020, doi: 10.33061/rsfu.v4i1.3388.
- [4] F. Adelin, "Proses Komunikasi dan Pengertiannya Menurut Para Ahli," Liputan6.com. Accessed: Sep. 23, 2023. [Online]. Available: <https://www.liputan6.com/citizen6/read/3877665/proses-komunikasi-dan-pengertiannya-menurut-para-ahli>
- [5] L. M. E. Pranoto, "Penerapan Komunikasi dalam Organisasi," Binus University. Accessed: Sep. 23, 2023. [Online]. Available: <https://sis.binus.ac.id/2017/04/28/12948/>
- [6] E. Kuniwati, "Kendala dan Solusi Sistem Manajemen Pada Organisasi Virtual," Gurusiana. Accessed: Sep. 23, 2023. [Online]. Available: <https://www.gurusiana.id/read/enikuswati/article/kendala-dan-solusi-sistem-manajemen-pada-organisasi-virtual-4088220>
- [7] IndonesiaGo Digital, "4 Kelemahan Virtual Office yang Harus Diantisipasi," Medium.
- [8] D. Azwina and Y. Shahnaz, "Pengaruh Komunikasi Organisasi Terhadap Kinerja Karyawan Pada PT Gapa Citra Mandiri Radio Dalam Jakarta Selatan," *Jurnal Dirupsi Bisnis*, vol. 3, no. 1, 2020.
- [9] O. C. Hee, D. A. H. Qin, T. O. Kowang, M. M. Husin, and L. L. Ping, "Exploring the Impact of Communication on Employee Performance," *International Journal of Recent Technology and Engineering*, vol. 8, no. 3S2, pp. 654–658, Dec. 2019, doi: 10.35940/ijrte.C1213.1083S219.
- [10] S. Kalogiannidis, "Impact of Effective Business Communication on Employee Performance," *European Journal of Business and Management Research*, vol. 5, no. 6, Dec. 2020, doi: 10.24018/ejbmr.2020.5.6.631.
- [11] J. Raco, *Metode Penelitian Kualitatif: Jenis, Karakteristik dan Keunggulannya*. Jakarta: Grafindo, 2010.
- [12] M. N. K. Saunders, P. Lewis, and A. Thornhill, *Research Methods for Business Students Seventh Edition (Seventh)*. London: Pearson Education., 2015.

- [13] F. Nugrahani, *Metode Penelitian Kualitatif dalam Penelitian Pendidikan Bahasa*. Sukarta: Deepublish, 2014.
- [14] S. Siyoto and A. Sodik, *Dasar Metodologi Penelitian*. Yogyakarta: Literasi Media Publishing, 2015.
- [15] Hardani *et al.*, *Buku Metode Penelitian Kualitatif dan Kuantitatif*. Yogyakarta: Pustaka Ilmu, 2020.
- [16] Campaign, "Campaign.com About Us." Accessed: Sep. 23, 2023. [Online]. Available: <https://campaign.com/about>
- [17] J. V. Thill and C. L. Bovee, *Excellence in Business Communication*. London: Pearson, 2013.
- [18] P. I. Haris and S. R. Mas, "Komunikasi dalam Organisasi (Teori dan Aplikasi)," *Angewandte Chemie International Edition*, vol. 6, no. 11, 2020.
- [19] A. K. Batubara, "Aliran Informasi dalam Organisasi Perpustakaan," *IQRA: Jurnal Perpustakaan dan Informasi*, vol. 10, no. 1, 2016.
- [20] T. E. Harris, *Applied Organizational Communication: Principles and Pragmatics for Future Practice (Communication Series. Applied Communication)*. New York: Lawrence Erlbaum Associates, 2002.