

## ORGANIZATIONAL COMMUNICATION OF THE HATCH INDONESIA

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### Abstract

This research aims at understanding external and internal organizational communication practiced by The Hatch Indonesia using the organizational communication concept by Onong U. Effendy in the book of Poppy Ruliana. The Hatch Indonesia is a talent incubator organization focused digital marketing field that aims to improve the college students' ability to be ready to work in the industry. This research expects to contribute to organizational communication studies as well as an indicator of organizational communication practiced by The Hatch Indonesia. The data in this research were collected by deep semi-structured interviews and observation. This study uses the interpretive paradigm to discover and understand external and internal organizational communication at The Hatch Indonesia. The research uses the descriptive study with the analytical technique by Miles and Huberman. The findings in this research decipher organizational communication practiced by The Hatch Indonesia in developing talent in the digital marketing field.

**Keyword:** Organizational; Communication; Dimension and Hatch.

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### Introduction

Industry 4.0 was introduced as a shifting of the manufacturing process to the digitalization and automation system (Marcos *et al.*, 2017), (Tay *et al.*, 2018). With these changes, the company seeking digital-savvy talents to work in Industry 4.0-implemented work environment. Indonesia has entered Industry 4.0 by the ratification of the Making Indonesia 4.0 roadmap program by President Joko Widodo on April 4<sup>th</sup>, 2018. Based on Global Talent Crunch released by a global consultant organization Korn Ferry predicted Indonesia will encounter an expert deficit by 18 million talents at 2030 (<https://katadata.co.id/>, December 2018). Indonesia Research and Technology Minister Bambang

Brodjonegoro quoted from a note of World Bank and McKinsey stated that Indonesia needs 9 million competent digital talents who will be hired up to approximately 600.000 talent each year by company or industry. He also stated that although Indonesia has a high number of college students, there is still an incompatibility between the university graduate and industry needs (<https://www.cnbcindonesia.com/>, November 2019).

Human relations with one another are interrelated. In essence (Agus Hermawan., Imam Subqi., 2020). humans are creatures who are born weak and helpless, but in so doing he already has inherent potential which is latent (Subqi, 2016). Humans are social creatures who need to interact with other people in their lives and help each other out (Subqi, no date). Some organizations see this problem as an opportunity to create a talent development program. Talent is a key employee who has extraordinary abilities in some aspects such as strategic thinking, leadership, communication, attracting and inspiring, entrepreneur instinct, functional skills, and developing results (Sule, 2016). Talent development is more familiar with the term talent management in the human resource management field. Talent management is the ability of the organization to attract, develop, and attain talents to face today and future trends (Sule, 2016). Wolor et al., (2020) stated that based on some researches showed talent management held an important role in the business rivalry.

The Hatch Indonesia is a talent incubator focused on the digital marketing field that aimed at developing talents' abilities and skills to become a competent talent for the industry after graduation. The Hatch Indonesia is in the affiliation with ILONA Network that aimed to give a social impact for society alongside with the brother companies, RACK Digital and Mothers on Mission. The Hatch Indonesia develop their talent through training and practicing programs which allowed them to increase their knowledge and experience in digital marketing. The knowledge and experience gained from this program can be an added value for the talent when they enter the industry. The positions available in this program are account executive, digital strategist, social media & content specialist, media planner, graphic designer, and technology. The Hatch Indonesia partnered up with universities to engage with its targeted audience which is college students. To this day, The Hatch Indonesia has been collaborating with Mercu Buana University, Telkom University, Indonesia University School of Public Relation, Trisakti School of Multimedia, and handled 52 talents.

The cooperation of all organizational elements is needed to achieve organizational goals. According to (Suranto, 2018), communication held an important role in the center of the organization

to unify and integrate all elements to achieve organizational goals (Budyastomo, 2018). Thus, this research aims to understand and elaborate on the organizational communication of The Hatch Indonesia. Organizational communication has a varied definition based on some perspective (Ruliana, 2014) (Ruliana, 2014). According to Goldhaber's definition, organizational communication is the process of creating and exchanging meaning in an interdependent network to face an uncertain and changing environment involving messages and people and affected by external and internal factors. Effendy (Ruliana, 2014) stated that organizational communication practice consisted of external and internal communication dimensions. Brennan (Ruliana, 2014) stated that the internal communication dimension is the process of exchanging meaning between organization administrators and employees. Internal communication dimensions consisted of vertical, horizontal, and diagonal communication. While external communication dimension is communication between organization representatives and the targeted audience to maintain goodwill and understanding in society. External communication dimensions consisted of the organization to audience communication and the audience to organization communication.

### **Research Method**

This research used the qualitative method that aimed at reaching a deep understanding of how people felt about life processes, giving meaning and interpreted life experience (Sugiyono, 2017). This research used the interpretive paradigm. (Burrell, G. and Morgan, 1979) stated that the interpretive paradigm has a perspective to explain subjective behavior from the perspective of the individual who experienced it (Rasimin, 2018) Knowledge about the world formed through the individual who experienced it. This research intended to deeply understand how The Hatch Indonesia interprets its organizational communication practice in developing talents.

The data in this research was collected through deep semi-structured interviews and observation. Observations took place in the branch office of The Hatch Indonesia located in the Convenient Hall of Telkom University in Bandung. Observation is also carried out through digital media of The Hatch Indonesia. Interviews were conducted via phone calls and conference calls due to pandemic situations. The data then analyzed using the Miles and Huberman technique consisted of data collection, data reduction, data display, and conclusion drawing/verification (Sugiyono, 2017).

## **Results and Discussion**

### **External Communication**

#### **Organization to Audience Communication**

The Hatch Indonesia starts its organization to audience communication by partnering up with universities in Bandung and Jakarta. The collaboration begins with the colleague relationship between The Hatch Indonesia headquarter and the university which is marked by the signing of an agreement contract that has been adjusted to the regulation of universities. The collaboration is intended to facilitate and speed up the delivery of the message to the targeted audience precisely. The Hatch Indonesia held offline events such as socialization, seminar, general class, and participated in university events as the form of organization to audience communication. The Hatch Indonesia also uses social media preferred by the college student to deliver messages and information to the audience, such as Instagram, Twitter, LinkedIn, and Line.

According to the expert's statement, the communication practiced by The Hatch Indonesia through online and offline activities can be categorized as marketing communication. The activities are the organization's effort to promote its talent development program. However, based on Ruliana's explanation (Ruliana, 2014), the activity that The Hatch Indonesia has done can be categorized as an organization to audience communication. Organization to audience communication is informative to create good relationships and engagement with the audience. The Hatch Indonesia has done it through online events and online activity.

#### **Audience to Organization Communication**

The Hatch Indonesia provides various channels for the audience to reach the organization. As the form of the audience to organization communication, The Hatch Indonesia held an offline event that enabled direct communication between audience and organization. The audience can ask The Hatch Indonesia directly in the Question and Answer session or after the event over. Most of the audience use this opportunity to ask The Hatch Indonesia about their concerns.

The Hatch Indonesia uses the messaging service featured on social media as the platform for the audience to reach out to The Hatch Indonesia. The audience can use messaging service features on Instagram, Facebook, LinkedIn, and Line to ask, convey critic, and input about The Hatch Indonesia. The Hatch Indonesia also uses email to communicate with the audience, on [halo@thehatch.id](mailto:halo@thehatch.id).

## **Internal Communication**

### **Vertical Communication**

The downward communication of The Hatch Indonesia is as this following: (1) Job instruction and job rationale are carried out simultaneously through welcoming events, training, and work. The talent starts working when they get a project. (2) Procedure and practice, including rules and regulations information, is delivered through welcoming events, work agreement, and verbally. (3) Feedback in the form of a work compliment is delivered verbally to the individual concerned. Feedback legitimately delivered by The Hatch Indonesia Headquarter member through performance review that was held every six months involving hard-skill and soft-skill assessment. The Hatch Indonesia announced the performance review by email and WhatsApp group chat for a reminder. (4) Indoctrination of goals, including organization vision, missions, and goals delivers through socialization, welcoming events, and social media contents. General information about The Hatch Indonesia was delivered through socialization events and social media content. Meanwhile, more specific information was delivered through the welcoming event, including the benefit the talent get when they joined The Hatch Indonesia and will be reminded in the training class.

According to the expert informant's statement, internal communication that implements within the organization has to pay attention to the basic aspects of communication. One of the basic models of communication is a communication model by Harold D (Sapienza, Iyer and Veenstra, 2015). Laswell. The first aspect is a communicator, the one who has the competence to deliver the organization message to the audience. Headquarters of The Hatch Indonesia held the communicator role for a downward communicator. The communicator takes a role based on their duty and responsibility. Then, messages were delivered depending on the circumstance. The downward communication has particular messages that are job instruction, job rationale, procedure and practice, feedback, and indoctrination of goals. The Hatch Indonesia delivered their messages through various channels, such as verbal, written in work agreement, and digital media platform. The messages are sent to the talents based on needs and context. The feedback will be elaborated on in the next point.

The upward communication practice by The Hatch Indonesia is as the following: (1) Information about employee behavior, morale, and efficiency related to regulation, planning, and problem within The Hatch Indonesia deliver in the weekly business update for headquarter only on Monday. The information, including duty and responsibility update, the

story and observation of the talents, and challenge and problem faced by The Hatch Indonesia managerial staff. (2) Work progress will be delivered through weekly internal progress (WIP) for account executive talents who joined a project. WIP is a regular activity for the talent to discuss what has been done, what will be done, the problem within a project, and team member progress.

According to the expert informant's statement, internal communication practiced within the organization was based on organizational culture, environment, and images the organization wants to build. The Hatch Indonesia communicates openly and is not bound to certain regulations. Thus, every talent can communicate with any headquarter member verbally, by phone, or by digital media WhatsApp.

### **Horizontal Communication**

Work coordination within The Hatch Indonesia is conducted through digital communication media, WhatsApp, and task management tools, Trello. Every project team has its own WhatsApp group chat to discuss, coordinate their project task, and sharing information. As to monitoring the work progress, every team has its Trello board for each position in the project. The coordination oftentimes carried out through a virtual meeting or conference call to discuss the next project or when the project just started and anytime based on urgency.

To solve problems and/or conflict, the parties concerned discuss the matter through WhatsApp group chat and virtual meeting. Sometimes, the talent solved the problem personally and discuss it directly with the individual concerned. But, if the talent couldn't solve the problem or conflict at hand, they can ask The Hatch Indonesia headquarter member to help them with advice and direction.

The emotional bonding between each talent was built through some activity, such as training programs and outing. But, The Hatch Indonesia couldn't hold the outing activity yet due to the pandemic situation and collaboration expansion plan. The Hatch Indonesia also held informal events on a special occasion, such as a surprise party and iftar on Ramadan. The Hatch Indonesia headquarters open to any idea and initiative from the talent, but they haven't got any initiative from the talent.

### **Diagonal Communication (Cross Communication)**

The communication within The Hatch Indonesia is open. Thus, the talent can ask any member of The Hatch Indonesia headquarter. Although the talent can ask anybody, they have to consider the context, the headquarter focus and scope of duty and expertise, and who give the

talent job instruction in the first place. The communication was carried out through digital media, WhatsApp.

The Hatch Indonesia has its main group chat that contained all elements of the organization, so they can communicate and share information in the group chat with anybody. The communication is also done personally between the talent and the headquarter member through digital media or face-to-face.

Every talent position doesn't have its leader or gatekeeper. Each talent has the responsibility to report to the headquarter member who directs the project or talent manager and head of quality control generally.

The expert informant explained that communication via online platform limited the stimulus to both the communicator and communicant's five senses, and obstruct the process of exchanging meaning. Headquarters is expected to give detailed job instruction and the talent is expected not to hesitate to ask if they don't fully understand the instruction. Both parties have to understand each character and condition to avoid and minimize misunderstanding.

## **Conclusion**

Organizational communication practiced by the hatch Indonesia is conducted openly and not bound to certain rules and regulations. Most of the organizational communication happened through digital communication media.

The Hatch Indonesia uses email, social media (Instagram, Facebook, LinkedIn), messaging tools (WhatsApp), and task management tools (Trello), and also virtual meeting if needed for its external and internal communication. The Hatch Indonesia also held offline events such as socialization and welcoming new talents.

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