

Study on Internal Communication among Groupthink of Employee at Puri Asih Group Clinic Karawang

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ABSTRACT

Good internal communication is absolutely necessary for companies to have a cooperative and efficient workplace. With an eye toward the phenomena of groupthink among staff, this study looks at the internal communication dynamics of the Puri Asih Group Clinic in Karawang, Indonesia. Based on the theoretical concept of groupthink, which holds that a very cohesive group may value agreement over critical thought, therefore producing less than ideal decision-making. Examining relevant literature helps one to understand the elements causing groupthink as well as the ways in which companies could reduce its negative consequences. As Robert K. Yin outlines, the study used a case study methodology. Data were gathered via in-depth employee interviews, clinic operations observation, and document analysis of relevant materials. Using the case study approach helped one to fully understand the dynamics of internal communication inside the Puri Asih Group Clinic. The findings show that the Puri Asih Group Clinic had groupthink traits including a strong focus on maintaining peace, a high degree of cohesiveness, and insulating from outside viewpoints. These elements led to a lack of critical assessment of decisions and a resistance to question the status quo, therefore affecting the general performance and flexibility of the clinic. The study provides insightful analysis for the Puri Asih Group Clinic and such medical facilities in overcoming groupthink's challenges. The outcomes show the need of encouraging critical thinking, a more inclusive and open communication environment, and policies that support informed decision-making and many points of view. The implications of this research can guide the creation of efficient internal communication plans and organizing techniques meant to raise organizational resilience and employee involvement.

Keywords : communication management; employee relationship; groupthink; internal communication

1. Introduction

Organizational performance depends critically on good internal communication since it helps staff members to share knowledge, ideas, and comments (Budiarti et al., 2018; Farida & Christantyawati, 2017; Mahardika & Farida, 2019; Nursanti et al., 2021; Rafa'al, 2017; Yanti et al., 2023). Nonetheless, occasionally the phenomena of groupthink can affect internal communication and result in poor decision-making and a lack of alternative viewpoints. Groupthink is the phenomenon whereby a group of people values uniformity and cohesiveness above critical thinking, therefore suppressing dissenting views and supporting the acceptance of dangerous or biased decisions (Janis, 1973).

Serving the local population, the Puri Asih Group Clinic in Karawang, Indonesia offers a spectrum of medical treatments. The internal communication and decision-making procedures of the clinic are of great relevance for a healthcare provider since they immediately affect the general organizational performance and the quality of patient treatment (Tkalac Verčič, 2021; Wang et al., 2023; Welch & Jackson, 2007; Zulaikha et al., 2024). This study therefore intends to look at the existence and effects of groupthink on internal communication among Puri Asih Group Clinic personnel.

Strong group cohesion, directive leadership, and the view of external dangers will be among the

elements the study will investigate in order to help to explain groupthink formation (Susilo, 2022). It will also look at how groupthink influences information sharing, the consideration of other points of view, and clinic decision-making procedures (Kolil et al., 2020). Understanding the mechanics of internal communication and groupthink, the study aims to offer insights that can assist the Puri Asih Group Clinic and like companies enhance their communication strategies and create a more open, cooperative, and efficient workplace.

2. Literature Review

Groupthink is a psychological phenomena that arises when a group of individuals prioritize maintaining harmony and uniformity over making sensible and effective decisions (Hovland et al., 1953; Janis, 1973) Efficient internal communication within a business is vital in reducing the adverse consequences of groupthink (Littlejohn, 2012). Research has demonstrated that practicing open and honest communication can promote a broader spectrum of viewpoints, stimulate analytical thinking, and safeguard against the tendency of (Panuju, 2018). This can result in suboptimal decision-making and a lack of consideration for alternate viewpoints.

The notion of Groupthink was initially suggested by Irving Janis in the 1970s, and it has since been thoroughly examined and debated in scholarly works. Several crucial elements of Groupthink encompass:

Groupthink can result in an exaggerated perception of the group's capabilities and a conviction that the collective possesses intrinsic righteousness or morality.

Closed-mindedness: Groupthink can lead to a hesitance to entertain different perspectives or to thoroughly analyze the group's own assumptions and decisions.

Conformity pressure: Group members may experience pressure to adhere to the group's consensus, even if they have reservations or differing viewpoints.

The process of rationalizing warnings involves the tendency of a group to ignore or justify information that contradicts their actions or views, which can be attributed to groupthink.

Internal communication, in contrast, pertains to the interchange of information and concepts within an organization or group. Efficient internal communication is vital for the achievement of organizational success, as it can promote cooperation, enhance the quality of decision-making, and increase employee involvement.

The scholarly research on internal communication has examined a range of facets, encompassing: The function of communication channels: Various communication channels, like as email, face-to-face meetings, and internal social media, can have diverse effects on the efficiency of internal communication. The significance of leadership communication lies in its ability to greatly impact the total internal communication of an organization by shaping the way leaders interact with their staff. The influence of organizational culture: The dominant culture and values of an organization can determine how internal communication is perceived and implemented.

The difficulties associated with remote and hybrid work: The COVID-19 epidemic has emphasized the necessity for enterprises to modify their internal communication methods to accommodate remote and hybrid work arrangements.

The literature indicates that there is a correlation between Groupthink and internal communication, suggesting that inadequate internal communication can foster the emergence of Groupthink. For instance, when communication inside a group is restricted or controlled by a small number of people, it might result in a dearth of varied viewpoints and a hesitancy to question the group's agreement.

On the other hand, efficient internal communication can reduce the dangers of Groupthink by encouraging honest discussions, stimulating analytical thinking, and cultivating an environment where constructive disagreement is valued (Hele & Maela, 2018; Hidayat et al., 2023; Pertiwi et al., 2019; Zacharias, 2019). This can encompass tactics such as: Promoting the inclusion of a wide range of ideas and viewpoints inside the group. Creating effective means of communication and systems for receiving and responding to feedback. Enabling individuals to express their thoughts and concerns without facing any negative consequences. Promoting a culture characterized by openness and responsibility.

The literature study on Groupthink and internal communication emphasizes the significance of comprehending the interaction between these two ideas. Efficient internal communication is essential for limiting the emergence of Groupthink and fostering informed and efficient decision-making in businesses.

3. Research Methods

The current investigation utilized a qualitative case study methodology, following the guidelines established by Yin. The research design was used to facilitate a comprehensive comprehension of the internal communication dynamics among the personnel at the Puri Asih Group Clinic in Karawang. The utilization of the case study technique facilitated a thorough investigation into the distinct context and attributes of the business, enabling a meticulous analysis of the groupthink phenomena and its influence on internal communication.

The data collection process for this study incorporated several sources of evidence, as suggested by Yin. Key personnel, including clinic management, supervisors, and a selection of frontline employees, were interviewed using semi-structured interviews (Yin, 2009). The interviews were conducted to get insight into the participants' viewpoints, encounters, and outlooks on internal communication, group dynamics, and decision-making processes within the business. In addition, pertinent organizational papers, such as internal regulations, communication protocols, and meeting minutes, were examined to corroborate the interview data and enhance the overall comprehension of the case.

The data analysis process adhered to Yin's (2009) prescribed framework for conducting case study research. The interview transcripts and document data were methodically encoded and examined to ascertain emerging themes, patterns, and linkages that are pertinent to the research subject. The analysis included both deductive and inductive methodologies, using the theoretical framework of groupthink from the literature study. The researcher also remained receptive to the discovery of novel insights and contextual elements. The results were subsequently combined to form a thorough comprehension of the internal communication dynamics and the impact of groupthink within the Puri Asih Group Clinic.

4. Results and Discussions

The results of this research provide important new perspectives on groupthink tendencies and internal communication dynamics among Karawang personnel of the Puri Asih Group Clinic. According to the data analysis, the internal communication channels of the clinic—regular team meetings, casual conversations, digital platforms—are usually good in helping staff members share knowledge and cooperate. The study did, however, also find cases when groupthink behavior surfaced, marked by a strong feeling of cohesion, uniformity, and resistance to question the dominant opinions inside the company.

According to the study, groupthink developed in the clinic due in part to the close-knit relationships and great degree of camaraderie among the staff members. Many times, employees had a great sense of devotion and dedication to their company, which caused them to give group cohesion first priority over critical assessment of ideas and decision-making. When the clinic had to make decisions or faced difficulties, this inclination was more clear-cut since staff members were reluctant to express divergent ideas or suggest substitutes for concern about upsetting the group dynamics.

There is a phenomena known as groupthink that can occur within businesses when there is a lack of effective communication and information exchange. The failure to share knowledge is one of the most significant communication issues that can play a role in the development of groupthink. The failure of members of an organization to freely communicate knowledge with one another might result in a deficiency of varied perspectives and critical thinking among the members of the organization. This, in turn, can lead to the group becoming more isolated and insular, which makes it more prone to the phenomenon of groupthink.

Ineffective upward communication is yet another communication difficulty that can play a role in the development of groupthink. It is possible for there to be a gap between the individuals who make decisions and the people who are most familiar with the day-to-day operations of the company when there is a breakdown in communication between lower-level employees and senior management. This can result in a situation in which the individuals responsible for making decisions are not privy to significant information or alternative points of view. This can further strengthen the group's preexisting beliefs and make them more resistant to change.

A lack of accountability and transparency inside the company is another potential consequence of ineffective communication at the higher levels of the organization. When employees have the impression that their concerns or ideas are not being heard or valued, they may become less likely to dispute the consensus of the group or to advocate for beliefs that are contrary to the group's consensus. It is possible that this may produce an atmosphere that is conducive to the development of groupthink, since the group will become more cohesive and less likely to entertain opposing points of view.

The author conclude that the observed communication issues, which include a lack of information sharing and poor upward communication, can greatly contribute to the establishment of groupthink inside a company. By addressing these communication challenges and cultivating a culture of open and transparent communication, businesses may better prevent the establishment of groupthink and encourage more effective decision-making processes. This makes it possible for enterprises to gain a competitive advantage.

These results imply that the Puri Asih Group Clinic should apply policies meant to support a more open and balanced communication environment. This can entail supporting different points of view, a culture of healthy debate, and methodical decision-making procedures meant to reduce

groupthink dangers. Furthermore, giving staff members chances for training and development would help improve their critical thinking and communication skills, so strengthening the internal communication and decision-making procedures of the clinic. By focusing on these areas, the Puri Asih Group Clinic can improve its organizational resilience and help it negotiate future obstacles.

It is of the utmost importance to establish transparent decision-making processes and procedures that place an emphasis on objective analysis and limit the impact of personal biases or the collective dynamics of the group. It is possible that this will require the implementation of formal decision-making frameworks, such as the utilization of devil's advocates or the scrutiny of a number of different possibilities. It is less probable that the group will fall prey to the traps of groupthink if they adhere to a decision-making procedure that is both open and well defined.

Additionally, the group can be assisted in recognizing and addressing the early indicators of groupthink through the practice of regular self-reflection and evaluation. The members of the group should be encouraged to conduct periodic assessments of the dynamics, communication patterns, and decision-making processes of the group, and they should be responsible for making adjustments as required. This may involve engaging in activities that both question the assumptions held by the group and encourage critical thinking, such as soliciting criticism from outside sources or participating in activities.

5. Conclusion

The research conducted on internal communication within the groupthink of personnel at the Puri Asih Group Clinic in Karawang has yielded important insights into the intricacies of communication within the organization. The data indicate that the clinic's internal communication strategies have both benefits and drawbacks.

The survey found that the clinic's personnel have a strong feeling of group cohesion, which has created a collaborative work atmosphere and made it easier to share information and ideas. This has enhanced the overall efficiency and efficacy of the clinic's operations. In addition, the study discovered that the clinic's administration has established several communication channels, including frequent meetings and digital platforms, to guarantee the prompt distribution of information and the synchronization of organizational objectives.

Nevertheless, the study also revealed certain possible disadvantages of the clinic's internal communication methods. Groupthink, which refers to the tendency of group members to adhere to prevailing viewpoints and stifle competing perspectives, has been reported to be widespread. This might result in a deficiency in critical thinking, restricted problem-solving skills, and a hesitancy to contemplate alternate viewpoints. Furthermore, the analysis revealed that the clinic's communication routes may not consistently achieve their intended purpose of reaching all personnel, especially those situated in remote or decentralized regions.

In order to improve the internal communication processes at the Puri Asih Group Clinic, the following suggestions are recommended:

Promoting a culture that values open communication: Encourage employees to express their viewpoints, apprehensions, and concepts without any apprehension of negative consequences. This can be accomplished by conducting regular feedback meetings, implementing anonymous suggestion boxes, and fostering a non-hierarchical communication culture.

Implementing structured feedback mechanisms involves creating a formal method to collect and address employee input. This system should ensure that any complaints or ideas raised by employees are dealt with promptly and openly.

Expanding communication channels: Investigate supplementary communication channels, including as video conferencing, instant messaging platforms, and collaboration tools, to guarantee the dissemination of information to all employees, especially those situated in remote or decentralized areas.

Delivering training on proficient communication: Provide staff with training and development opportunities that concentrate on subjects like attentive listening, resolving conflicts, and delivering excellent presentations, with the aim of improving the general standard of internal communication.

Consistently evaluating and revising communication strategies: Regularly assess the clinic's internal communication methods, appraising their efficiency and making necessary modifications to meet changing organizational requirements and employee input.

By incorporating these recommendations, the Puri Asih Group Clinic may bolster its internal communication strategies, cultivate a more inclusive and cooperative workplace atmosphere, and eventually improve the overall performance and achievement of the firm.

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