

Implementation of Cultural Internalization Through Effective Communication Training as an Effort to Increase Work Motivation at Hospital

Agus Aan Adriansyah 1*, Budhi Setianto 1,2, Akas Yekti Pulih Asih 1, Yauwan Tobing Lukiyono 3, Nikmatus Sa'adah 4

¹ Department of Public Health, Faculty of Health, Universitas Nahdlatul Ulama Surabaya, Surabaya 60237, East Java, Indonesia

² Department of Medical Education, Faculty of Medicine, Universitas Nahdlatul Ulama Surabaya, Surabaya 60237, East Java, Indonesia

³ Department of Medical Laboratory Technology, Faculty of Health, Universitas Nahdlatul Ulama Surabaya, Surabaya 60237, East Java, Indonesia

⁴ Department of Dentistry Education, Faculty of Dentistry, Institut Ilmu Kesehatan Bhakti Wiyata Kediri, Kediri 64144, East Java, Indonesia

**corresponding author: corresponding.author@correspondingauthor.ac.id*

Abstract

The addition of new buildings and services at hospitals The millennial generation is now starting to dominate the world of work. This condition is a challenge for agencies in managing human resource (HR) management strategies because the generation gap presents differences in ways of working, perspectives and ways of communicating. With this gap, training is held regarding effective communication so that there are no differences in communication between gap generations. This training aims to intervene in the implementation of culture as an effort to increase work motivation. The training was attended by 64 structural officials using lectures, discussions and case studies. This training, which was packaged attractively and attended enthusiastically by the participants, has provided benefits to the participants. shows the final test on the data is higher than the initial test. However, the range of distribution of final test data also becomes smaller, this shows that there is an increase in knowledge regarding effective communication. The following are Paired sample correlations to test the influence related to the implementation of Cultural Internalization Implementation Training with Effective Communication Training at Hospital X as an Effort to Increase Work Motivation

Keywords : Gab Generation ; Effective Communication ; Cultural Internalization, Work Motivation

1. Pendahuluan *Seminar Nasional Pengabdian Kepada Masyarakat*

The generation gap is an issue that is widely discussed. The existence of generational differences in a team, especially in the work environment, can be a barrier to communication(1). Communication Effective ones can strengthen collaboration in the work environment and vice versa. The most important part of effective communication is not what is said, but the manner and attitude taken when conveying it(2). Generation young starting to dominate the world of work. This has also been experienced by many companies, both corporations and startups(3).

Hospital X, which has been established since 1975, has different employees in each generation, here are the demographics of the gap in Hospital X.

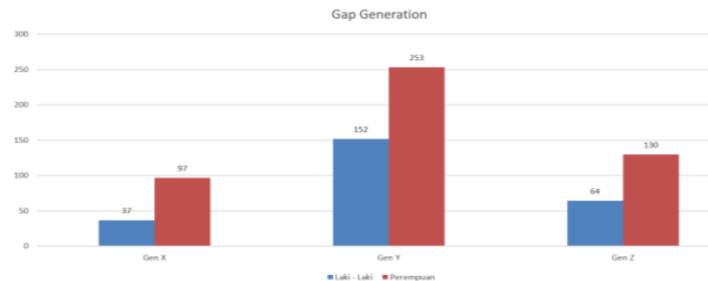


Figure 1. The generation gap in Hospital X

Figure 1. Shows that there is a generation gap at Hospital X which is dominated by female Gen Y employees. the importance of actively participating in teamwork(4). In today's competitive and dynamic world of work, communication skills are not just about conveying ideas clearly, but also about ensuring that contributions are seen and heard(5). By daring to 'speak out', Gen Z can build a reputation as leaders who are influential and full of ideas, and ensure that they are not only in the team but also as leaders who can inspire and motivate the team towards a common goal(6)(7).

Generation Z, which generally consists of individuals born between the mid-1990s and early 2000s, grew up in an environment that continues to change rapidly(8). They are a generation that is familiar with technology, connected globally, and accustomed to an unlimited flow of information(9). In this context, communication skills are not just about how they speak or write, but also about how they interact with others, build relationships, and positively influence outcomes.(10)

The urgency to understand and develop these communication skills ultimately cannot be ignored(11). During increasingly fierce competition and changing market demands, companies need individuals who can communicate clearly and persuasively(12). From the recruitment process to career development, good communication skills are a determining factor in differentiating successful individuals from others(13).

With the problems faced by partners, it is necessary to hold a refreshing introduction to the generation gap through workshops Intervention on

Implementing Cultural Internalization with Effective Communication Training at Hospital X as an Effort to Increase Work Motivation(14)

2. Metode

Effective communication training activities for Hospital X officials are carried out using the following method:

(1) Communication skills survey stage

The survey was conducted using an effective communication skills questionnaire consisting of 10 questions based on a rating scale to assess knowledge in communicating effectively in society.

(2) Lecture Stage

Lectures are carried out to provide knowledge about the basics of communication, Grooming, Handling Complaints, effectively including the meaning, elements and processes of communication. In this stage too given a video simulation of effective communication to provide more understanding effective communication techniques.

(3) Interactive and practical stage

This stage provides participants with the opportunity to ask questions regarding the material and share experiences in providing services in the work area. Question Participants are not limited to the material provided, participants can ask questions outside the material but still relevant to the topic. In addition, at this stage participants are asked to: carry out effective communication simulations in handling complaints.

(4) Evaluation Stage

This stage is intended to measure the program's achievements and provide post- test questions for participants to answer to assess improvement in participants' knowledge and understanding of the material provided.

3. Hasil dan Diskusi



Figure 2. Opening of the Intervention Event for the Implementation of Cultural Internalization with Effective Communication Training at Hospital X as an Effort to Increase Work Motivation



Figure 3. Effective Communication Materials

Communication It is said to be effective when all parties (sender and recipient) in the communication, provide similar meaning to the message listen carefully to what has been said and make the sender feel heard and understood(15). Effective communication is also understood as the exchange of information, ideas, and feelings which results in changes in attitudes so that a good relationship is established between the sender of the message and the recipient of the message(9). Measuring the effectiveness of a communication process can be seen from the achievement of the goal of the sender of the message: conveying information, influencing, inviting, persuading, or entertaining(16).



Figure 4. Practice of Appearance/ Personal Grooming Materials in Work Clothes

Personal benefits Grooming is a very important thing. Especially if the position is as a frontline or back office officer, you have to pay attention to your appearance. Because later it can have an impact on the personal branding of the company or business(17). The meaning of personal grooming is personal appearance when entering the world of professional work, you must pay attention to your appearance. This is based on the fact that the right appearance can attract other people to your personality, which then has a positive impact on your work or profession(11).



Figure 5. Practices in Conducting Effective Communication

Communication is aimed at fostering good social relations. The existence of a relationship of mutual trust between the communicator and the communicant will influence the effectiveness of communication. Communication effectiveness is measured by the real actions taken by the communicant after receiving the message(18). This is the most important indicator of effectiveness because to cause action, the communicator must first succeed in instilling understanding, providing understanding, influencing emotions or feelings and fostering good attitudes.



Figure 6. Practice in Handling Complaints

Complaint handling is a technique for handling or resolving customer complaints quickly, accurately and satisfactorily. For customers to feel satisfied, attitudes in serving customers must be arranged in such a way. Every company needs to provide easy and comfortable opportunities and access for its customers to convey customer suggestions, criticism and complaints.

Complaints and dissatisfaction felt by consumers when buying and using goods, whether in the form of physical products or services cannot be ignored, because ignoring this will make customers feel unappreciated and not cared for at all. Therefore, companies must have a complaint handling procedure specifically for handling complaints

Table 1. Characteristics of Training Participants in Implementing Cultural Internalization with Effective Communication Training at Hospital X as an Effort to Increase Work Motivation

No	Gender	Frequency	Percentage
1	Man	23	35.9%
2	Woman	41	64.1%
No	Age Range		
1	< 35 Years	20	31.3%
3	35 - 50 Years	34	53.1%
4	> 50 Years	10	15.6%
No	Years of service		
1	< 10 Years	15	23.4%
2	10 - 20 Years	23	35.9%
3	> 20 Years	26	40.6%
		64	100.0%

The following is data on the results of the initial test points before the Training on Implementing Cultural Internalization with Effective Communication Training at Hospital X as an Effort to Increase Work Motivation.

The following are the pre-test and Post post-test training on Implementing Cultural Internalization with Effective Communication Training at Hospital X as an Effort to Increase Work Motivation. This data consists of 10 questions that are normally distributed among 90 participants. The following are the pretest and posttest data.

Table 2. Pre-test and post-test training on Implementing Cultural Internalization with Effective Communication Training at Hospital X as an Effort to Increase Work Motivation

No	Knowledge	Pre-Test	Post Test
1	Definition of Culture	71	82
2	Cultural Internalization	76	90
3	Definition of Effective Communication	72	92
4	Functions of Effective Communication	68	87
5	Understanding Vision	69	83
6	Understanding Mission	67	84
7	Understanding Value	67	82
8	Stages of Cultural Internalization	68	91
9	Cultural Benefits	65	94
10	The Function of Culture as Organizational Glue	69	92
Average		69.2	87.7

Table 3. Paired Samples Statistics Pre-Test and Post-Test Participants

Paired Samples Statistics	Mean	N	Std. Deviation
Pre_test	69.2	10	3.119829
Post_test	87.7	10	4.643993

Tables 3 and 4 *Paired Samples Statistics* show the descriptive value of each variable in paired samples. Pre-Test I has a mean value of 69.2 from 10 data. The data distribution (Std. Deviation) obtained was 3.12 while the post-test had a mean value of 87.7 from 10 data. The data distribution (Std. Deviation) obtained was 4.64. This shows that the final test on the data is higher than the initial test. shows an increase in knowledge regarding the Prevention of Degenerative Diseases. The following are *Paired sample correlations* to test the influence related to the implementation of Training on the Implementation of Cultural Internalization with Effective

Communication Training at the Hospital.

Table 4 Paired Samples Correlations Pre-Test and Post-Test Training on the Implementation of Cultural Internalization with Effective Communication Training at Hospital X as an Effort to Increase Work Motivation

	n	Correlatio n	Sig.	Sig 2 Tailed
Pre_test & Post_test	1 0	0.065	0.856	0,000

Table 4 shows *Paired Samples Correlations* showing the correlation value which shows the relationship between the two variables in the paired samples. This is obtained from the bivariate Pearson correlation coefficient (with a two-sided significance test) for each pair of variables entered. The Paired Samples Test table is the main table of output that shows the results of the tests carried out. This can be seen from the significance value (2-tailed) in the table. The significance value (2-tailed) for this case example is 0.000 ($p < 0.05$). So, the final pre-test and post-test results experienced significant (meaningful) changes. Based on descriptive statistics of the initial test and final test, it is proven that the final test is higher. Can be concluded Pre-test and Post Test Training on the Implementation of Cultural Internalization with Effective Communication Training at the Hospital.

4. Kesimpulan

The importance of implementing cultural internalization with effective communication training needs to be increased because the Generation Gap at Hospital with a Sig value < 0.05 indicates that there is an influence related to the implementation of Cultural Internalization Implementation Training with Effective Communication Training at Hospital X as an Effort to Increase Work Motivation. **Suggestion** Increasing knowledge is not enough as a strong foundation for implementing cultural internalization. There needs to be a clear commitment and program as a continuation of the cultural internalization program.

Ucapan Terima Kasih

This study is fully funded by the Institute of Research and Community Services (LPPM), Universitas Nahdlatul Ulama Surabaya under contract No. 570.85/UNUSA-LPPM/Adm- I/IV/2024. Thanks to Ahmad Yani Surabaya Islamic Hospital for permitting me to conduct

Referensi

1. Grelle K, Shrestha N, Ximenes M, Perrotte J, Cordaro M, Deason RG, et al. The Generation Gap Revisited: Generational Differences in Mental Health, Maladaptive Coping Behaviors, and Pandemic-Related Concerns During the Initial COVID-19 Pandemic. *J Adult Dev* [Internet]. 2023;30(4):381–92. Available from: <https://doi.org/10.1007/s10804-023-09442-x>
2. Wahyuningtyas BP, Yunus U, Willyarto MN. Cross Cultural Communication To Accomodate Generation Gap in Disruptive Era. *Interak J Ilmu Komun.* 2021;10(2):177–86.
3. Suad MASAL. Understanding the psychology of youths: Generation gap. *Int J Psychol Couns.* 2019;11(6):46–58.
4. Soni DH, Ashish A. Understanding Generation Gap at Work Place. *IOSR J Bus Manag.* 2016;18(08):56–8.
5. Budi HIS. Minimalisir Konflik dalam Gap Generasi Melalui Pendekatan Komunikasi Interpersonal. *J Teol Injili.* 2021;1(2):72–87.
6. Putri GS, Hartanto B, Husna N. Generation Gap; Analisa Pengaruh Perbedaan Generasi Terhadap Pola Komunikasi Organisasi di Perusahaan Consumer Goods Di Kota Surabaya. *J Sos J Penelit Ilmu-Ilmu Sos.* 2019;20(1):36–43.
7. Mohammad J, Habib FQ, Alias MA. Job satisfaction and organisational citizenship behaviour: An empirical study at higher learning institutions. *Asian Acad Manag J.* 2020;16(2):149–65.
8. Fauzuddin Y, Arif MS, Sasono D, Rizqiawan H, Iswoyo A. Studi Kasus Gap Generasi Dalam Perspektif Nilai Personal Dan Budaya Organisasi Pada Pt. Jasa Raharja (Persero) Cabang Bali. *Distrib - J Manag Bus.* 2022;10(1):33–50.
9. Winasis S. Pengaruh Sebaran Generasi terhadap Motivasi Kerja di Industri Perbankan Area Tanah Abang. *J JDM.* 2018;1(02):23–31.
10. Handoyo S. Hubungan Kepuasan Kerja Dengan Motivasi Kerja Pada Karyawan Bank BTPN Madiun. *J Psikol Ind dan Organ.* 2019;2(2):1–5.
11. Sutirman S. Komunikasi Efektif dalam Pembelajaran. *Efisiensi - Kaji Ilmu Adm.* 2015;6(2).
12. Intan Nurcahyaningasih, Agustina Pujilestari. Implementasi Standar Komunikasi Edukasi Terhadap Pengalaman Pasien di Rumah Sakit Umum Daerah Kabupaten Karanganyar. *J Adm Kesehat* [Internet]. 2023;1(2):20–35. Available from: https://eprints.ukh.ac.id/id/eprint/5292/1/intan_nurcahyaningasih_artikel.pdf
13. Fadilah N, Nst NMB, Anwar MF, ... Komunikasi Efektif terhadap Pendidikan SDN 040522 Desa Tambunan, Rumamis, Kecamatan Barusjahe, Kabupaten Karo. ... *J Komun* ... [Internet]. 2022;6:10–9. Available from: <http://jurnal.uinsu.ac.id/index.php/balagh/article/view/12633%0Ahttp://jurnal.uinsu.ac.id/index.php/balagh/article/download/12633/5722>
14. Manurung AB, Khairunnisa NNS, Rambe FA. Komunikasi Yang Efektif Dan Efisien Pada Pembelajaran Anak Usia Dini Di Tk Negeri Pembina 1 Medan. *J Ilm Multidisiplin.* 2022;1(10):3430–6.
15. Hugo Aries Suprpto. Pengaruh Komunikasi Efektif untuk Meningkatkan Hasil Belajar Kewirausahaan Mahasiswa. *Lect J Pendidikan.* 2018;9(1):1–17.
16. Budi Kusumawardani O, Febria Kurniawati R, Alif Saputra R, Ramadhani R. Sosialisasi Komunikasi Efektif Bagi Masyarakat Ketika Di Rumah Sakit. *Empower J.* 2023;3(1):1– 5.

17. Evelina LW, Angeline M. Komunikasi Vertikal dan Horizontal dalam Membentuk Gaya Kepemimpinan Berbasis Kearifan Lokal: Studi pada Binus University. *Humaniora*. 2021;5(1):445.
18. Faturahman BM. Kepemimpinan dalam Budaya Organisasi. *Madani*. 2020;10(1):1-11.