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Integrated Communication As a Instrument For Building The Image of Hospital

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Abstract: This study aims to determine the integrated communication model as an instrument in building the image of Hospital. The method used in this study is a descriptive qualitative method with a Social Image theory and Berlo Communication Model approach. Data was collected through in-depth interviews with Hospital's Public Relations department and observation of communication activities carried out both internally and externally. The results of the study show that EMHAKA Bekasi Hospital's Public Relations department implements various communication strategies, including the use of social media, relationships with the mass media, and direct communication with the community through social events and health seminars. This is done to increase public understanding of the services provided by the hospital and create a positive impression of the quality of services offered. With effective communication strategies, Hospital has succeeded in building a positive image in the community, which has an impact on patient trust and loyalty. This study provides an overview of the important role of public relations communication in shaping the image of a health institution in the eyes of the public.

Keywords: Integrated Communication, Social Image, Berlo Communication Model

INTRODUCTION

In the digital age, integrated communication is considered very important, especially in building a more competitive corporate image. Several important aspects include improving brand consistency, increasing customer loyalty, improving relationships with consumers, and of course, improving business success. According to Hovland, Jains, and Kelley, as quoted by Pohan and Fitria (2021), "Communication is a process through which a person (communicator) conveys a stimulus (usually in the form of words) with the aim of shaping the behavior of other people (audience). Communication is the process of conveying information, ideas, emotions,

expertise, and so on. This is done through the use of symbols such as words, pictures, numbers, and others. Wibowo argues that communication is the activity of conveying what is in our minds, the concepts we have, and the desires we want to convey to others. Or, it is the art of influencing others to get what we want. Meanwhile, Astrid argues that communication is the activity of transmitting symbols that contain meanings that need to be understood by the parties involved in the communication activity (Pohan & Fitria, 2021). The delivery of information through communication is divided into two types: verbal and nonverbal communication. Verbal communication occurs directly without being limited by distance, where both parties can meet face to face, for example, a dialogue between two people, and can occur indirectly due to distance, for example, communication by telephone. Nonverbal communication (written) can take the form of text, which is usually used to convey complex information, or images and photos when words or sentences are insufficient to describe the information.

Professionals in the field of Public Relations (PR) have the main objective of building a positive image of a company or organization in the public eye. In addition, they are responsible for maintaining and strengthening good relationships with various stakeholders, including customers, investors, the media, the government, and the wider community. The main function of PR is to establish effective communication with the media, stakeholders, and the public, thereby creating a positive image for the company. In addition, the role of PR also includes increasing brand awareness, promoting products or services, strengthening relationships with the media, and mitigating the negative impact that may arise from crises or issues that could damage the reputation of the company or organization. A company's image is related to various physical aspects and attributes attached to the entity, such as its name, buildings, products, or services, with the aim of influencing the perception of quality conveyed by all parties so that they are attracted to the company. Image reflects the overall picture formed in the public's mind about the company and the products it offers. Therefore, this image is influenced by various factors that are beyond the company's control.

Emhaka Bekasi Hospital has a history that started with a clinic established in 2001. The clinic was then renamed Rumah Bersalin Taman Harapan Baru (RB THB) on October 21, 2001. Subsequently, on May 28, 2006, its status was upgraded to Rumah Sakit Bersalin Taman Harapan Baru (RSB THB). On March 12, 2018, RSB THB was transformed into Rumah Sakit Ibu dan Anak Taman Harapan Baru (RSIA THB), with the addition of various services, including Pediatric Care, Surgical Clinic, Internal Medicine Clinic, Dental Clinic, Radiology, and 4D Ultrasound. Finally, on December 1, 2023, the hospital transformed into EMHAKA Hospital and currently serves patients from various backgrounds, including children, women, and adult men.

EMHAKA Hospital provides a range of services and clinics: Pediatric Clinic, Surgical Clinic, Internal Medicine Clinic, Dental Clinic, Radiology, and 4D Ultrasound. EMHAKA Hospital's vision is to be a high-quality, professional hospital with a family atmosphere. Meanwhile, the hospital's mission is to improve the quality of life for the community through high-quality and affordable healthcare services. The mission statement of EMHAKA Hospital is: "Serving with heart and compassion, prioritizing patient safety and recovery, being honest, friendly, and responsible, as well as dedicated and committed to the profession." Additionally, EMHAKA Hospital accepts BPJS participants as part of its support for patients.

Based on the information provided, the name of EMHAKA Hospital has undergone several changes, starting as a Maternity Clinic (Specialized in Childbirth), then transforming into a Maternity Hospital, followed by the naming of THB Mother and Child Hospital, until it is now known as EMHAKA Hospital, which provides various clinics and services. As an institution engaged in the field of healthcare, this hospital has an obligation to provide optimal services to the community. This aims to ensure community satisfaction with the services provided, while also creating a positive image for EMHAKA Hospital. Therefore, this hospital

has a Public Relations Officer whose job is to design communication strategies for the community, in order to build and maintain this good reputation.

Berlo Communication Model

David Kenneth Berlo introduced the linear communication method with the SMCR system, in which there is continuity between the sender and receiver of messages, who always take turns. In 2015, Suryanto stated that there are four important components emphasized in the Berlo Communication Model, namely: Sender, Message, Channel, and Receiver. Because of these four components, the Berlo communication model is referred to as the SMCR Communication Model (Suryanto, 2015; Communication Theory, 2024).

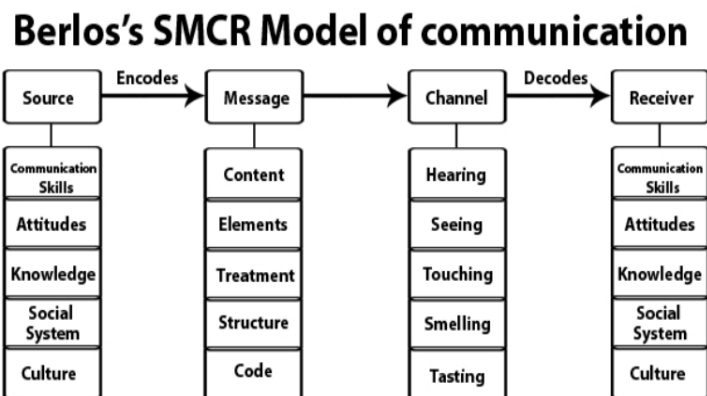


Figure 1: Berlo Communication Model
Source: Communication Theory, 2024.

Based on Figure 1, the components of Berlo's Model are:

- 1) Source. The source or sender of a message is the origin of the message or, in other words, the person who delivers the message. The source of communication can be referred to as the communicator. The source can be one person or several people in a group.
- 2) Message. The message element in Berlo's Communication Model is the substance of a Sender/Source to the message recipient. The form of the message sent varies, ranging from photos, videos, text, and other communication media, and the message sent can be informative, entertaining, persuasive (invitation), or propaganda. The message sent can also be verbal and nonverbal through the medium of communication.
- 3) Channel. Channel (Media and Communication Channel). In communicating, the sender/source must choose a communication channel to carry or send the message.
- 4) Receiver (Message Recipient). The receiver or message recipient refers to the individual who receives the message sent by the sender.

METHOD

The research approach that will be used by the author in this study is a qualitative approach. According to Samatan (2018; Creswell and Creswell, 2018), qualitative research is research conducted with the aim of understanding the phenomena experienced by research subjects, such as behavior, perceptions, motivations, and actions holistically and using descriptive methods in the form of words and language, in a specific natural context using various scientific methods (Budiman et al., 2018). This study also uses a descriptive method. According to Moh Nazir, as quoted by Rusandi and Rusli (2021), descriptive research studies problems in society and specific situations, including the relationships between activities, attitudes, and views that are currently occurring and the influence of a phenomenon. (Rusandi & Rusli, 2021). Waruwu (2023) states that qualitative research has several data collection techniques, namely observation, interviews, and documentation studies, which are divided into

two types: primary and secondary data. The three data collection techniques can be explained as follows: Primary Data. Such as: Observation Technique, which is a technique used to observe the behavior and activities of participants at the research location. In this observation, researchers record things that are observed directly.

Secondary data in this data collection is documentation, which is a technique for gathering information through the search for accurate evidence in accordance with the focus of the research problem. Documentation in qualitative research can take the form of policy documents, biographies, diaries, newspapers, magazines, or papers. In addition to these three techniques, documentation can be supplemented with recordings, images, photographs, and paintings (Waruwu, 2023). Data analysis is carried out through data collection, data reduction, data presentation, and conclusion drawing. Data is reduced to select relevant elements, presented in narrative or diagram form, and concluded based on findings in the field. Data validity is ensured through theory triangulation techniques. This research was conducted at EMHAKA Hospital Bekasi, located at Jl. Taman Harapan Baru Raya Blok R-1 No. 20 Pejuang, Medan Satria, West Bekasi.

Result

EMHAKA Hospital's Strategy in Building a Positive Image in the Community

The strategy implemented by EMHAKA Hospital in building public trust, as stated by Mrs. Rahayu, Public Relations Officer of EMHAKA Hospital, explains that the strategy used by the hospital is to strive to provide quality services to patients and the surrounding community, maintain the professionalism of medical personnel through regular training for all staff at EMHAKA Hospital, Additionally, EMHAKA Hospital always prioritizes transparency in communicating information to patients, their families, and the community. This was further emphasized by Ms. Rahayu as follows: Transparency in information, such as providing transparent information about medical service costs, whether through brochures, websites, or social media, providing complete information about frequently performed medical procedures, so that the community feels more confident when choosing services, and providing explanations that are easy for patients and their families to understand regarding examination results and treatment plans." Based on the statement made by the EMHAKA Hospital Public Relations Officer, it indicates that the hospital is striving to be transparent and open in conveying information honestly to patients and their families. In addition, EMHAKA Hospital's quick response to complaints and feedback from the community, especially patients and their families, is highly emphasized, as well as providing satisfactory solutions so that patients feel appreciated.

Next is building a positive public perception of EMHAKA Hospital. Mrs. Rahayu said that the strategy used by EMHAKA Hospital in building a good public perception is to provide education and health information through social media. The goal is to show that EMHAKA Hospital can guarantee the health of its patients and convince them that EMHAKA Hospital has expertise in its field, thereby forming a good perception of the hospital among the public. EMHAKA Hospital also constantly monitors social media and online reviews to see firsthand how the public perceives EMHAKA Hospital's services. so that any shortcomings can be evaluated and serve as lessons for EMHAKA Hospital to improve in building public perception. It also aims to build positive public perception by showcasing patient testimonials and stories on the website of those who successfully recovered from their illnesses while being treated at EMHAKA Hospital. The goal is to provide tangible evidence that the services at EMHAKA Hospital are indeed good, and when the public sees the testimonials on the website, it will change their perception of EMHAKA Hospital for the better and make them more confident in choosing EMHAKA Hospital when they need medical care.

In implementing Service Standards, Mrs. Rahayu said that EMHAKA Hospital certainly has Service Standards in place, the aim of which is to ensure that the services provided by the hospital to the community are in accordance with the guidelines, such as: implementing Hospital Service Standards by ensuring that medical personnel have good professional standards, such as certification and qualifications as doctors and nurses, and continuing to conduct regular training so that the quality of service to patients treated at EMHAKA Hospital is in accordance with standards, implementing Empathetic Service Standards, whereby the Hospital must create a safe and comfortable environment for patients and maintain patient privacy, with the aim of making patients feel more comfortable and not experience any disturbances during the treatment and care process. The same sentiment is shared by EMHAKA Hospital patients, as expressed in the following statement. To implement cleanliness standards in areas and facilities such as waiting rooms, patient rooms, and other public areas within the EMHAKA Hospital premises, the goal is for patients seeking treatment or care to feel comfortable using the facilities, as they meet cleanliness standards.

Establishing two-way communication with patients is one of the crucial aspects in creating quality and satisfying healthcare services. The advantage of two-way communication is the creation of a relationship of mutual trust between patients and medical staff. For EMHAKA Hospital, effective communication with patients does not only focus on conveying medical information from the hospital to patients, but

also includes listening to and understanding the needs, concerns, and expectations of patients. There are strategies implemented by EMHAKA Hospital's Public Relations Department in building and improving two-way communication, such as: EMHAKA Hospital tries to use effective methods by providing 24/7 customer service, such as a hotline, WhatsApp, or email, which allows patients or prospective patients to ask questions, submit complaints, or obtain information about health services. By providing communication channels that are accessible at any time, the hospital not only improves patient comfort but also demonstrates its commitment to providing responsive and accessible services. Providing physical suggestion boxes in waiting rooms or other strategic areas at EMHAKA Hospital is an effective step to collect direct feedback from patients. These suggestion boxes allow patients to share their feedback, criticisms, or suggestions in an easy and convenient manner. To make patients feel more comfortable and less concerned about their privacy, suggestion boxes can be equipped with an anonymous system, so that they can provide feedback without feeling awkward, and the EMHAKA Hospital public relations team can conduct direct interviews with patients.

EMHAKA Hospital's corporate social responsibility (CSR) includes an active role in improving the welfare of the community, both in the health and social sectors. This hospital not only focuses on medical services but is also committed to making a positive contribution to the community through various public health programs. Through initiatives such as health education, free check-ups, or disease prevention education programs, EMHAKA Hospital participates in efforts to raise awareness and improve the quality of life of the community. EMHAKA Hospital is committed to helping underprivileged communities through health assistance programs or partnerships with social organizations. With these measures, the hospital not only provides quality medical services but also plays an important role in creating a healthier and more prosperous society as a whole. The strategy implemented by EMHAKA Hospital's Public Relations Department in carrying out its corporate social responsibility (CSR) program is as follows: One of the Corporate Social Responsibility (CSR) initiatives carried out by EMHAKA Hospital is a regular blood donation program conducted on a regular basis. This activity is not only intended to meet the hospital's internal blood needs, but also to help meet the blood supply in the greater blood bank. In addition, by organizing regular blood donation programs, this hospital can make a significant contribution to the availability of blood, which

is vital in the treatment of various medical conditions, such as major surgery, cancer patient care, and trauma treatment.

Communication Standards at EMHAKA Hospital play a very important role in ensuring that the quality of services provided to patients and the community remains high. This hospital is committed to implementing clear, efficient, and professional communication, both in direct interactions with patients and through various other communication channels. With communication standards that prioritize quality, clarity, and empathy, EMHAKA Hospital is able to build better relationships with patients and the community, as well as create a more supportive environment for patient recovery and well-being. The Communication Standards implemented by the EMHAKA Hospital Public Relations Department are as follows: Responsive and prompt communication is essential to ensure that patients and the community receive immediate responses to their questions or concerns. EMHAKA Hospital has implemented a communication system that makes it easy for patients and the community to contact the hospital through various channels, such as telephone, email, social media, or chat.

Analysis of the Integrated Communication Process at EMHAKA Hospital

The communication process at EMHAKA Hospital involves several crucial stages to ensure that services run smoothly and patients receive appropriate care. EMHAKA Hospital also utilizes technology to improve the effectiveness of communication in providing health services. The information management system used allows various departments to share data directly, ensuring that all medical staff have quick and accurate access to patient health records. There are several categories in the EMHAKA Hospital process, namely: EMHAKA Hospital message sources, EMHAKA Hospital management attitude standards, message structure and treatment of patients, channels used by EMHAKA Hospital to communicate with patients, and the attitude of message recipients towards EMHAKA Hospital, which will be described as follows:

The sources of messages at EMHAKA Hospital consist of various parties who play an important role in communication, both inside and outside the hospital. Inside the hospital, the main messages come from medical personnel such as doctors, nurses, and other staff, who convey information about care, diagnosis, and treatment to patients. Administrative staff and hospital managers also convey information related to procedures, policies, and available services to patients and their families. In addition, messages also come from external parties such as patients' families, insurance providers, and other parties who provide support or additional information during the treatment process. EMHAKA Hospital ensures that messages conveyed from these various sources are well connected, creating information that is easy to understand and clear for patients. Therefore, EMHAKA Hospital has methods to deliver messages accurately, as stated by Mrs. Rahayu, Public Relations Officer of EMHAKA Hospital, namely: EMHAKA Hospital attempts to segment based on geographical location by grouping communities based on where they live, such as cities, sub-districts, or villages. The purpose of this approach is to understand the different needs and behaviors of communities in various locations. With this understanding, the message to be conveyed can be adjusted to be more targeted and well-received by different audiences. In addition, social media is a very useful channel for EMHAKA Hospital to convey information and promote their services. One platform that can be utilized is Instagram, it allows hospitals to share visual content such as health tips, infographics, and patient stories. By using features such as Stories, Reels, and IGTV, information can be conveyed in an interesting and accessible way. Furthermore, Facebook offers a broader audience reach, including parents and the general public, enabling the hospital to share educational articles, service promotions, and hospital events. TikTok is also a good option for attracting audiences who prefer watching short videos with more energetic contents.

The structure of messages and treatment of patients are carefully considered to ensure a good and comprehensive care experience. Every message conveyed to patients is designed to be easy to understand and relevant to their condition, ensuring that communication includes medical information as well as attention to the emotional aspects of patients. In addition, the treatment of patients at EMHAKA Hospital is based on professionalism and care. Hospital staff strive to provide services tailored to each patient's needs while respecting their rights and privacy. The hospital also strives to create a friendly and empathetic environment so that patients feel comfortable expressing their feelings or concerns. With this approach, EMHAKA Hospital focuses not only on the physical care of patients, but also on their mental and emotional well-being throughout the treatment process. Therefore, EMHAKA Hospital implements the following in the process of structuring messages and treating patients:

The first step in EMHAKA Hospital's public relations communication strategy is to analyze stakeholder needs. To that end, the public relations department can conduct surveys of patients and the surrounding community to gain a better understanding of the health issues they are facing. These surveys can cover a variety of topics, such as the most needed health services, the community's understanding of existing health programs, and their preferences regarding how to obtain health information. With the survey results, EMHAKA Hospital can design communications that are more accurate, efficient, and tailored to the needs of the audience, thereby increasing community participation and satisfaction with the health services provided. Understanding the characteristics of the audience is very important in developing effective communications at EMHAKA Hospital. By identifying and grouping stakeholders based on factors such as age, educational background, health conditions, and special needs (such as pregnant women, the elderly, or children), the Public Relations Department can tailor the messages conveyed to be more relevant and easily accepted. This allows for the selection of the appropriate style of language and adjustment of the depth of information, so that the message can be well understood and sensitive to the cultural and social context of the audience. This approach will ensure more effective communication that addresses the specific needs of each group.

EMHAKA Hospital uses various communication channels to reach patients, both directly and through digital platforms. Face-to-face services at the hospital, such as consultations with doctors and medical staff, remain the main channel. However, the hospital also utilizes social media, websites, and digital communication applications such as WhatsApp to provide information related to health services, doctor schedules, and health programs. Additionally, EMHAKA Hospital offers communication facilities through a call center and email, making it easier for patients to obtain further information. Through the call center, patients can directly interact with staff to ask about services, schedules, or health-related matters. Meanwhile, email is used to provide more detailed information or answer specific questions from patients. Therefore, the implementation of these communication channels is as follows:

First, the EMHAKA Hospital website, as one of the hospital's channels, must display complete and up-to-date content to provide visitors with the information they need about the medical services available. By providing detailed explanations of services such as polyclinics, emergency services, surgery, and others, visitors will find it easier to understand the services they need. This detailed information will help website visitors to more clearly understand the available service options, so they can choose the services that suit their needs. In addition, EMHAKA Hospital always ensures good technical quality when uploading videos so that the message conveyed is clear and effective. They use high-quality microphones to produce clear sound and add subtitles or text to help the audience if the sound is not clear enough. Furthermore, the location for video recording is carefully selected to avoid noise that could disrupt sound quality. The equipment used for recording videos and images is also chosen meticulously to achieve high-quality and clear visual results.

The attitude of message recipients and knowledge at EMHAKA Hospital plays a crucial role in building positive relationships with patients. Staff, both medical and non-medical, must demonstrate a friendly, professional, and empathetic attitude when interacting with patients or their families. In addition, an open and responsive attitude is also necessary to ensure that every message or question from patients is responded to in a timely manner. EMHAKA Hospital must ensure that every patient complaint or request is taken seriously, and immediate responses are provided to resolve the issue. Therefore, the strategy implemented by EMHAKA Hospital's Public Relations Department is as follows.

To find out how the public responds to the information provided by EMHAKA Hospital, several evaluation methods are carried out. One of them is by monitoring interactions on social media, both through comments and reviews of the information that has been shared. The hospital also conducts surveys both online and offline to measure the extent to which the public is satisfied with the information received through channels such as social media, websites, and other promotional materials. Additionally, the hospital collects direct feedback from patients or their families through complaint channels and personal communication to gain deeper insights into the effectiveness of the information provided. Furthermore, to ensure that the information conveyed becomes useful knowledge for patients, it is important to focus on topics relevant to their medical conditions. Messages directly related to specific diseases or health issues experienced by patients will be more easily accepted and beneficial.

Discussion

Analysis Based on Social Image Theory

Communication strategies based on social image theory and positive image are very important for EMHAKA Hospital as a healthcare service provider in the community. It must provide the best service possible in order to create a good perception or stereotype among people who are satisfied with the services provided by the hospital, thereby building a positive image in the community. To achieve this, EMHAKA Hospital management has implemented several communication strategy points such as: Trust, Public Perception, Service, Public Relations in managing public relations, Symmetrical Two-Way Communication, Concern for Social Responsibility (CSR), and Communication Standards, which will be analyzed as follows.

In building public trust, EMHAKA Hospital emphasizes the importance of providing quality services by ensuring that medical personnel, such as doctors and nurses, have the appropriate competencies in their fields of expertise. This not only guarantees high medical standards, but also increases patient confidence in the professionalism of the hospital. In addition, the provision of adequate infrastructure, such as clean buildings, complete facilities, and modern medical equipment, demonstrates EMHAKA's commitment to creating a comfortable and efficient environment for patients. Optimizing patient waiting times is also an important concern, with the aim of providing fast service without compromising quality. With this approach, EMHAKA not only focuses on operational effectiveness, but also strives to create a positive experience for patients through professional service, adequate facilities, and attention to patient comfort. This can strengthen the hospital's reputation as a reliable health institution that cares about patient needs. In addition, the transparency of information implemented by EMHAKA Hospital is an important factor in building public trust. By providing clear information about medical service costs through various communication channels, such as social media, websites, and other media, hospitals enable patients to make more informed decisions and avoid surprises regarding the costs incurred. In addition, providing transparent information about frequently performed medical procedures will reduce public uncertainty, as they can understand what to expect.

Next is public perception. In order to build public perception, EMHAKA Hospital conducts in-depth interviews with patients, their families, and the community to understand their experiences with these health facilities. Through these interviews, the hospital aims to gain insight into the emotional perceptions of patients, which can provide an overview of their satisfaction and expectations regarding the services provided. In addition, EMHAKA Hospital utilizes technology by providing a comment or rating feature on their official website to make it easier for patients to provide direct feedback. This allows the hospital to receive evaluations and suggestions from patients more efficiently, as well as provide a space for them to share their experiences or complaints. With this feature, EMHAKA can respond more quickly to patients' needs or concerns and improve the quality of its services based on the information obtained from the feedback received.

In implementing service standards, EMHAKA Hospital's strategy is to apply strict medical quality standards to ensure that all medical personnel, including doctors and other health workers, meet professional requirements and have the appropriate certifications. In addition, the hospital also conducts ongoing training to maintain and improve the quality of medical services provided. Furthermore, EMHAKA Hospital implements transparent communication and information service standards by providing clear and accurate information about available services, medical procedures, costs, and patient rights. The hospital also emphasizes the importance of open communication regarding the risks and benefits of each medical procedure, and provides opportunities for patients and their families to ask questions and obtain explanations regarding diagnoses and treatment plans.

In managing good relations with the community, EMHAKA Hospital is always active in collaborating with government agencies and other health institutions to implement broader community health programs. This collaboration aims to expand the hospital's reach and strengthen its reputation in the public eye. In addition, the hospital also strives to build good relationships with the community with the aim of implementing beneficial programs, such as health education in schools or disease prevention campaigns in villages.

The corporate social responsibility (CSR) activities carried out by EMHAKA Hospital include organizing regular blood donation drives as part of a CSR program that provides direct benefits to the community. By involving patients, hospital staff, and the general public, this activity not only meets the hospital's blood needs but also helps sustain the blood bank, which is vital for saving lives. This program also demonstrates the hospital's commitment to its social responsibility, strengthens its relationship with the community, and shows its active role in supporting public health. Such initiatives can enhance the hospital's image as an institution that cares and contributes to social welfare. In addition to blood donation, EMHAKA Hospital carries out other CSR activities in the form of sponsorship for health services in remote areas. In this program, the hospital sends medical teams to areas that have difficulty accessing health facilities, with the aim of providing free treatment or health checks to underserved communities.

Overall, the implementation of EMHAKA Hospital's public relations communication strategy based on social image theory at EMHAKA Hospital Bekasi has proven to be effective in building a positive image in the community. By continuing to implement this communication strategy, more and more people and prospective patients will want to know more about EMHAKA Hospital and will have greater trust in the services provided, thereby giving the hospital a good reputation in the community.

Analysis Based on Berlo's Communication Model

Berlo's Communication Model is very important for EMHAKA Hospital, because communication involves several stages, starting from the sender (source), message, channel, to the receiver, and is influenced by various factors. Berlo (1960) developed this model in his

book *The Process of Communication: An Introduction to Theory and Practice*. According to Berlo, effective communication depends on these four elements. The sender is responsible for the message being sent, the message itself must be designed in a clear and appropriate manner, the channel used must be adequate, and the receiver must have the skills to understand the message. This model shows the importance of suitability and skill in each stage of the communication process. (Berlo, 1960). Berlo's Communication Model is very important for EMHAKA Hospital because communication involves stages ranging from the sender (Source), message, channel, to the receiver, and is influenced by factors within it. Therefore, the following is how the Berlo communication model is implemented by the management of EMHAKA Hospital. EMHAKA Hospital implements the Berlo Communication Model as a source of knowledge, emphasizing the importance of understanding demographic factors in the communication process at EMHAKA Hospital. By grouping the community based on age, gender, education level, occupation, social status, and place of residence, the hospital can tailor the messages conveyed to be more relevant and easier to understand by each audience group, then segment them based on specific health needs, where people are grouped according to their medical conditions, such as pregnant women, patients with chronic diseases such as diabetes and hypertension, or those who require special care. With this approach, hospitals can develop more focused and relevant communication, as well as provide more effective services tailored to the health needs of each group. This segmentation based on health conditions helps hospitals design more appropriate programs and messages, thereby improving the quality of service.

In addition to knowledge factors, EMHAKA Hospital also implements the Berlo Communication Model as a Source with attitude factors, where this hospital highlights the importance of active listening applied by EMHAKA Hospital Public Relations staff when interacting with patients or their families. By giving their full attention when addressing patients or their families, the Public Relations Department not only listens to their complaints, concerns, and expectations but also avoids rushing and ensures that they feel heard and valued. This approach enables the Public Relations Department to better understand the emotional state of patients and foster more empathetic and understanding relationships.

In the process of message communication, EMHAKA Hospital applies a strategic approach in compiling relevant and targeted communication messages. By conducting surveys of patients and the surrounding community, the hospital can analyze their health needs and problems, as well as utilize patient data to identify trends or patterns of frequently occurring diseases. For example, if many patients suffer from diseases such as diabetes or hypertension, the Public Relations Department can design health programs that focus on raising awareness and preventing these diseases. In addition, the Public Relations Department and the medical team at EMHAKA Hospital collaborate in developing messages that are relevant and based on the latest developments in the medical world. By working together, the Public Relations Department can ensure that the content conveyed to patients and the community is always up-to-date and reliable. Doctors and specialists provide insights on current and important health topics, such as vaccination, chronic disease management, or other prevention programs.

In the Message Communication process, the Treatment factor involves EMHAKA Hospital making efforts to understand audience characteristics through segmentation that considers factors such as age, educational background, health conditions, and specific patient needs, such as pregnant women, the elderly, or children. With this segmentation, Public Relations can choose the appropriate style of language and determine the level of depth of information that is appropriate for each audience group. In addition, EMHAKA Hospital ensures that Public Relations avoids the use of medical jargon or technical terms that are difficult to understand, replacing them with clearer and simpler explanations. In the Channel Process, EMHAKA Hospital uses channels that rely on sight or visualization to convey information. This involves the use of images, videos, infographics, writing, or other visual

media to ensure that messages are received clearly and effectively. Channels that rely on sight are often used to explain complex or technical information, which is easier to understand through visualization than through text or verbal communication alone.

In the Channel Process, the Hearing Factor, which is a communication channel that involves hearing, refers to media that uses sound to convey messages, such as conversations, telephone calls, or radio broadcasts. Through this channel, information is conveyed by utilizing the audience's ability to hear and understand the message being delivered. In this process, EMHAKA Hospital always pays close attention to the quality of the telephones used by staff to ensure clear and uninterrupted communication. If the voice is interrupted or unclear, it can interfere with the communication process and cause frustration for patients. Therefore, hospitals use the latest telecommunications technology, such as VoIP or digital telephone systems, to ensure better sound quality, reduce interference, and provide a smoother and more efficient communication experience for patients and staff. Additionally, EMHAKA Hospital ensures that the telephones used in its services function optimally through regular inspections and maintenance. If technical issues are identified, repairs or replacements are carried out promptly to ensure uninterrupted communication with patients. Furthermore, the hospital also provides alternative communication channels, such as email or chat applications, for patients who prefer to communicate through methods other than telephone, in order to provide greater convenience and flexibility in interacting with the hospital.

The process that occurs at the receiver or recipient, EMHAKA Hospital implements this process by utilizing analysis of comments and reviews from audiences on social media platforms such as Instagram, Facebook, or Twitter to understand public response to the messages conveyed. Positive comments and engagement levels (such as likes, shares, and comments) can be indicators that the information shared is well received. In addition, the use of sentiment analysis tools helps to determine whether the audience's reaction is positive, negative, or neutral, and allows for the identification of words or phrases that frequently appear in comments, so that the hospital can better understand the public's perception of the messages conveyed. In addition, EMHAKA Hospital also obtains direct feedback through a complaint service center or personal communication with patients and families, which can be an indication of the extent to which the messages conveyed are well received. If there are many complaints or grievances related to the information provided, this may indicate dissatisfaction with the communication. Conversely, if the message is successful and effective, this can be seen from the increase in the number of patients or visitors coming to the hospital after receiving the information disseminated, which shows that the message has successfully attracted attention and met the needs of the audience.

CONCLUSION

Public services require various instruments, especially in the communication process, both internally and externally, in building a positive image of the institution. Analysis of EMHAKA Hospital as a health service center requires public relations practitioners to build a positive image. Strategy, implementation, professionalism, and the ability to analyze current and future developments are essential. A positive image takes time to develop, as it is shaped by stakeholders, particularly those who have used or are currently using the services of EMHAKA Hospital.

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