

## Organizational Communication Strategy of Menantea Purwokerto in Handling Customer Complaints Through Digital Media

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DOI: <http://dx.doi.org/10.25008/jpi.v5i2.143>

Submitted: August 19, 2023; Revised: September 17, 2023; Published: October 30, 2023

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### Abstract

Menantea Purwokerto uses Instagram to promote its products and engage with its followers. Although Menantea Purwokerto has been successful in utilizing digital media to increase its sales potential, it has been noted that since the opening of Menantea Purwokerto on 5 February 2022, there have been customer complaints that can have a negative impact on Menantea Purwokerto. This study aims to analyze and describe how Menantea Purwokerto's organizational communication strategy handles customer complaints via digital media, what obstacles are encountered when implementing organizational communication, and how solutions are devised to overcome the obstacles encountered. This study employs a qualitative descriptive approach, with data collected via observation, interviews, documentation studies, and literature reviews. The research shows two types of complaints made by customers via digital media: Gofood, Grabfood, Shopeefood, and Menantea Customer Service at 0812-8415xxxx. Menantea Purwokerto encountered internal obstacles such as the distance between the owner and employees, obstacles to individual employee behavior, and external obstacles such as difficulties in handling incoming complaints via Gofood, Grabfood, and Shopeefood when implementing organizational communication. The Menantea Purwokerto conducts an organizational communication audit to address complaints and obstacles in the implementation of organizational communication. For handling complaints and obstacles between Menantea and customers, the Menantea Purwokerto employs a top-down internal communication strategy as well as an external communication strategy.

**Keywords:** complaints; digital media; external communication; internal communication; organizational communication

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### Introduction

The digital world is growing rapidly, and digital media platforms are expanding in tandem with human needs. Digital media platforms are urgently needed in the Food and Beverage industry to optimize digital marketing interests that aim to reach as many customers as possible in an efficient and relevant manner. Companies use digital media as a marketplace in addition to providing company information relevant to their interests. A marketplace is a type of online

media that serves as a container for transactions between sellers and buyers. The culinary marketplace is the type of marketplace used by companies in the Food and Beverage sector like Menantea.

Menantea is a food and beverage company based on tea that was founded by Influencer Jerome Poline and his elder brother Jehian. Menantea opened its first store on April 21, 2021, and it has an Instagram account with the username @menantea.toko. Menantea actively promotes menus, product descriptions,

product education, product launches, and promotions via this Instagram account. Menantea already has more than 200

branches in 78 cities across Indonesia, according to the Instagram account @menantea.toko.



**Figure 1.** Menantea Instagram Account

Each scattered shop's social media is managed by Instagram admins in each province, so audiences can follow Instagram accounts based on the province they live in to get updated information from Menantea. Menantea Purwokerto is a branch of Menantea located in the city of Purwokerto. On February 5, 2022, Menantea Purwokerto was launched. Menantea Purwokerto's social media is managed by the Instagram account @menantea.toko.jawatengah. Menantea Purwokerto conducts online sales transactions in addition to offline sales transactions through available digital media such as the Gofood, Grabfood, and Shopeefood applications. Menantea Purwokerto frequently runs special online sales promotions via the application used to expand sales outlets. Menantea Purwokerto frequently provides promotions that vary from one application to the next. As a result, every application user will discover. As a result, each application user will find it easier to take advantage of the available promotions.

The Instagram account of Menantea Purwokerto serves as a means of communication between the company and its customers. Customers are welcome to share their opinions, suggestions, and feedback on Menantea's services and products. Customer feedback, however, does not always have a positive impact on Menantea Purwokerto. Many customers

were dissatisfied and complained about the orders they received in the more than a year since Menantea Purwokerto opened.

Customer complaints, particularly for Menantea Purwokerto, can be costly for both parties involved in a transaction. Additionally, customer complaints will be highlighted so that the Menantea Purwokerto can be held accountable. The majority of customer complaints are about excessively high product prices, as well as a mismatch between customer orders and product availability. The majority of customer complaints concern product prices that are still excessively high, as well as a mismatch between customer orders and products delivered. Furthermore, many customers were dissatisfied with how long it took for orders to be prepared.

Complaints made by customers will affect the Menantea Purwokerto outlet application rating so that it can have a negative impact on the Menantea brand image. However, complaints from customers can be used as an evaluation by Menantea Purwokerto. Customer complaints about the services provided are normal for every company to accept. This is a form of attention given by customers to improve future services. Complaints are often seen as bad things for organizational life, so many parties try to cover them up or ignore them. Complaints are actually useful warnings to improve the quality of

the organization. In fact, the ability to manage and respond to complaints or complaints can be the key to organizational success in achieving its goals, namely increasing customer satisfaction and loyalty, and it can even increase profits.

Complaints made by customers will also be able to affect store ratings detected in search engines in application services, because search engines will recommend the best companies or high ratings to application users. It will be a loss for the Food and Beverages company if it receives a bad rating from customers. Recommendations and reviews that are carried out online have become a crucial source of information for consumers. If the number of good reviews from consumers increases, it can influence consumers in the purchasing decision process (Virawati & Samsuri, 2020).

Complaints at Menantea Purwokerto usually occur due to technical errors from employees who do not pay attention to the existing Standard Operating Procedures (SOP), resulting in miscommunication and errors in making products. SOP are procedures made by a company for all parts that must be implemented to complete the work process. SOP encourage every part of the company to complete their duties and responsibilities. SOP serve as guidelines for employees, as a means of communication and supervision so they that work can be completed consistently.

SOP is a form of strategy for implementing internal communication at Menantea Purwokerto. For this reason, it is necessary to improve the operational processes of Menantea Purwokerto so that there are no mistakes made by its employees, because if Menantea Purwokerto receives continuous complaints it will have an impact on the brand image of Menantea Purwokerto and there may be a decrease in sales.

Every company, especially those in the Food and Beverage industry, has a

strategy in place to deal with any problems that arise, because each problem requires a unique solution. Organizational communication strategy is a type of strategy that can be applied to a business because organizational communication can be defined as the application and interpretation of messages between communication units within a specific company. Organizational communication can be classified into two parts, namely internal communication and external communication.

Every company has an internal communication strategy that must be implemented both vertically and horizontally so that the company achieves success in various business fields. Internal communication makes each section understand the function and how to carry out their respective duties. Internal communication builds understanding of the company's vision, mission and values. Many things are done by the company in carrying out its internal communication strategy, one of which is making standard operating procedures (Supriyanto, 2019). Internal communication at Menantea Purwokerto occurs between employees and employees with the owner of the Menantea Purwokerto branch. Internal communication usually occurs during briefings or evaluations.

As a company engaged in the Food and Beverages sector, Menantea also establishes relationships with external parties, namely customers, so that external communication is established between Menantea Purwokerto and customers. The implementation of Menantea Purwokerto's external communication strategy is that Menantea Purwokerto shares the latest product-related information on the Instagram account @menantea.toko.jawatengah which is posted via feeds or instastory. The goal is to be connected with followers so that the information provided is conveyed properly and it can attract followers' interest to buy products at Menantea

Purwokerto. Menantea also provides customer service to handle complaints that are informed through the Instagram accounts @menanteatoko and @menantea.toko.jawatengah. In addition, the use of Instagram as an external communication application can shape public perception and achieve a positive image of the Menantea company in followers' point of view.

Focusing on the problem, namely the existence of several complaints through digital media from customers in the past year, Menantea Purwokerto needs to improve the organizational communication strategy that is implemented as a solution to maintain the brand image of the Menantea company.

The objectives of this study are as follows: (1) to analyze and discover organizational communication strategies for handling complaints at Menantea Purwokerto via digital reviews; (2) To analyze and discover the obstacles encountered in carrying out organizational communication strategies at Menantea Purwokerto; (3) To investigate and discover how solutions are devised to overcome obstacles encountered in carrying out organizational communication strategies at Menantea Purwokerto.

### **Theoretical Framework**

Communication is essential for conveying messages, cooperating, realizing an idea, and achieving goals (Turistiati, 2016). The success of effective communication activities is determined by the communication strategy. The communication strategy serves as a guide for communication planning and management in order to achieve a goal. A communication strategy must be able to demonstrate how the operational process must be carried out tactically in order to achieve a goal. In other words, the approach can change depending on the situation and conditions.

The communication strategy is the overall planning, tactics and methods used to expedite the communication process by taking into account all existing aspects of the communication process to achieve the desired goals. In this case, it is the alignment of the organization with all stakeholders. Meanwhile it is known that the stakeholders of a company are divided into two parts, namely internal stakeholders and external stakeholders, each of which consists of parties who are very influential in the smooth running and sustainability of the company or organization.

Organizational communication is one of the most important aspects of organizational sustainability. There are people in the organization who work together to achieve a common goal. Organizations also have organizational structures designed to achieve effective performance. According to Goldhaber, organizations are living and open social systems that are connected by information flows between people and between people who occupy different roles and positions (Sunardi et al., 2023). Communication and organization are interrelated and have a correlation with each other. With good and effective communication in an organization, it can expedite the work process in an organization or company. Effective communication is important for organizations and leaders in an organization need to understand and improve their communication skills (Mastanora & Deswita, 2021).

Organizational communication has a correlation with one or more dimensions on the organizational structure with the existence of internal communication processes (for example: roles, status, technological complexity, patterns of authority, and so on). Meanwhile, the process of communicating with external parties or external communication within an

organization is the exchange of messages between organizations or the entry of various information from outside the environment into the organization.

According to the explanation above, it can be understood that organizational communication has two forms of communication in it, namely as follows: (1) *Internal Communication*. Internal communication is the exchange of ideas between administrators and employees in a company that has an impact on the realization of the company complete with its distinctive structure (organization), and the exchange of ideas horizontally and vertically within the company that causes work to take place (operations and management).

Internal communication basically must have information that is in accordance with the needs and also the completeness of the information needed for employees related to tasks, resulting in the importance of a reciprocal communication between superiors and employees, besides that internal communication is considered as one of the solutions in solving problems. existing internal within a company, where internal communication begins by improving relations with fellow employees (Agustini & Purnaningsih, 2018).

Good internal communication requires participation from subordinates to superiors to convey ideas, constraints, opinions. To encourage changes in the organization, currently most employees demand participation in the dialogue that exists in a company. Participation is considered important to maintain employee involvement at all levels of the organization without prioritizing job responsibilities. In addition, participation can encourage cohesiveness among fellow employees and with superiors. In order for employees' opinions to be heard and implemented by their superiors, the communication must take the form of a

two-way process that can generate feedback.

In addition to implementing an internal communication process to solve all existing problems, a company also needs to implement an external communication process to establish relationships and reach parties outside the company according to their interests, besides that the role of external communication is also important because it can shape and build a corporate image; (2) *External Communication*.

External communication is a communication process that occurs between an organization and parties outside the organization (external public), because a company or organization requires assistance, participation, trust, and cooperation with the environment or parties outside the company (Molizar, 2018).

External communication has an important role in a company or organization because it can shape public perceptions and reach new customers. This application can be done face to face, in writing or through certain media. External communication consists of two reciprocal channels, namely communication from the organization to the audience and communication from the audience to the organization. With the explanation as follows: (a) Communication from the organization to the public is generally informative in nature, conveyed in various ways so that the audience feels involved with the company. This activity is very important in an effort to solve a problem that could come at any time. For example, when there are problems arising from the wrong news published in the newspaper. With a good relationship between the organization and the audience, problems that befall an organization are likely to be easier to overcome; (b) Communication from the audience to the organization is feedback or feedback

from the communication activities carried out by the organization. If the information disseminated to the public creates a controversial effect or causes pros and cons, then it is called public opinion. Public opinion can be detrimental to an organization. Therefore, efforts must be made so that it can be resolved immediately in the sense that the word does not cause problems (Panjaitan, 2018).

In general, every company or organization has an image (corporate image) that is obtained from people's perceptions or judgments (Suci Nurcandrani et al., 2020). Image can be positive or negative depending on how a company builds and can maintain its respective image. Corporate image is the perception of people regarding the visual impression of the company logo, product experience, services and behavior of the company in general. Corporate image is the result of everything that is done (or not done) by the company. Corporate image is divided into four areas : a. Product service, in the form of quality and service to customers, b. Company behavior, in the form of relationships that exist between the company's internal parties and external parties of the company, c. Environment, in the form of an atmosphere within the company, means that the company can create a comfortable atmosphere or not, d. Communication, in the form of conveying messages through the media used in a company.

The image of a company that is sourced from experience will provide a clear picture of evidence of customers and companies, from the image that has been carried out, a customer's assessment of the company arises which is called reputation (Syidatul, 2021).

Image is a very important component for a company or organization. A good reputation is something a company wants. Building, maintaining and improving a company's image is not an

easy job, a specific strategy is needed to achieve this (Norbaiti & Nastiti, 2021). Like image, customer also play an important role in a company. A customer is someone who is used to buying from a company. This definition comes from the word custom, which means to make something habitual or ordinary and practice the habit. A customer generally hopes that a product in the form of goods or services that is used can be received and enjoyed by good or satisfying service. From the description above, it can be seen that customers always expect to be able to enjoy goods or services ordered or consumed according to their expectations in a good and satisfactory manner. This is reflected by the level of quality of goods or services produced by a company. With satisfactory service and product quality from the company, it can make customers loyal and enable customers to make repeat orders. However, if the customer is dissatisfied with the service quality and product quality provided by the company, it is not impossible that the customer will make a complaint that can harm the company.

Customer complaints are feedback made by customers because they are dissatisfied with the service and quality of the products they receive. Complaints from customers can be made in writing or verbally. In the current era, complaints from customers can be made through digital media platforms so that customers have the flexibility to make complaints if they are dissatisfied with the quality of service and product quality provided by a company. Having customer complaints can have a negative impact on the company because complaints made on digital media platforms will leave traces, which can be seen by other users. Customer complaints occur because of problems such as weak responsibility, weak help from company staff, product availability, store/company policies, and service improvements.

Hirschman revealed that there are three forms of response that customers can make for disappointing service, namely: (a) Exit, when a customer is dissatisfied with the service and product quality provided by a company, the customer will seek service or product options from other companies; (b) Voice, when a customer makes a complaint to the service bureaucracy; (c) Loyalty, when a customer prefers to be loyal to a company, even though the customer has the option to exit, the customer prefers the voice option to express his disappointment. And will remain loyal to the company.

Complaints can also occur because customers do not get goods or services as expected or promised. Sources of complaints can come from internal parties, for example employees or management, and complaints from external sources or parties outside the company, for example from consumers, the public, the press, the government. Complaints can be channeled by letter, telephone, print media, facsimile, e-mail, internet, digital media platforms, or also the party concerned submits complaints directly to the company. With complaints from customers, a company must quickly find solutions so that the good name of the company is maintained and complaints from customers are quickly resolved. There are several aspects of complaint handling, namely: (a) Good Will, namely the existence of good intentions from the company in receiving and handling complaints from customers through the policies provided to manage complaints from customers; (b) Mechanisms, namely the existence of clear and structured lines and procedures in handling complaints, as well as follow-up in managing complaints; (c) Infrastructure, namely providing facilities for customers to submit complaints which can be in the form of complaint boxes, questionnaires, web, hotlines, and so on, (d) Attitude, namely

the attitude of the company in responding to complaints submitted by customers. The attitude given must be able to give a positive impression to customers who submit complaints.

The results of research conducted by Mujib show that the Terban Village Government uses internal and external communication strategies. The internal communication strategy focuses on governance including the selection of communication facilitators, selection of messages, selection of media, communicants and feedback which will be used as evaluation material. The external communication strategy focuses on promotion, promotions carried out by the village government through word of mouth techniques and sending cultural carnival/carnival delegations. The village government has not focused on the use of social media or websites because of inadequate human resources and the lack of preparedness of tourist objects (Mujib, 2022).

### **Material and Methodology**

This research uses a qualitative descriptive approach. A qualitative approach is related to subjective social reality. In line with this view, researchers do not perform statistical analysis. However, the researcher summarized and analyzed a collection of data from informants, observations, digital media, and literature reviews, then processing them into a report. Location of the research was at Menantea Purwokerto which is located at Jl. HR. Benjamin No. 30A Bancarkembar, North Purwokerto, Central Java.

The subject of this research is the digital media used by Menantea Purwokerto, namely Gobiz, Grab Mercant, Shopee Partner and Menantea's Instagram account @menantea.toko.jawatengah. The object of this research is the organizational communication strategy carried out by Menantea Purwokerto. There were nine

informants for this research. Researchers conducted interviews to obtain information or data from the informants. Researchers conducted documentation in the form of recordings and written notes related to data obtained from observations and interviews.

### Results and Discussion

Menantea is a company engaged in the field of Food & Beverages with a tea base that was founded by Influencer Jerome Poline with his older brother Jehian. Menantea officially opened its first store on April 21, 2021. According to the information listed on the main account @menanteatoko, currently Menantea has opened more than 200 stores in 78 cities in Indonesia. With a main account that has followers reaching 665 thousand, menantea is a company that is able to grow rapidly in Indonesia. Through Instagram media, menantea actively provide information related to the company and interact with followers.

In Purwokerto, Menantea officially opened on February 5, 2022. Menantea Purwokerto uses two types of transactions in the transaction process: direct transactions and transactions through online applications such as Gofood, Grabfood, and Shopeefood. Menantea Purwokerto, as a franchise company, is

committed to maintaining the company's brand image by adhering to standard operating procedures established by Menantea central. This is done in order to realize the Menantea company's vision and mission. Menantea's vision and mission are as follows: (1) combining tea drinks with a variety of fresh fruits and modernizing the way of drinking tea that has been refined with advanced technology; and (2) giving the public a positive impression of Menantea products.

### Organizational communication strategies

Organizational communication strategies for handling complaints at Menantea Purwokerto cannot be separated from its organizational structure. Organizational structure is very important in an organization because it plays a role in managing the relationship between work units, as well as distributing and coordinating tasks and authorities more effectively. The organizational structure clearly describes the relationship framework between functions, sections, positions, authorities and hierarchies. The formation of an organizational structure can provide stability and continuity that allows the organization to continue to survive. Menantea Purwokerto's organizational structure is as follows:

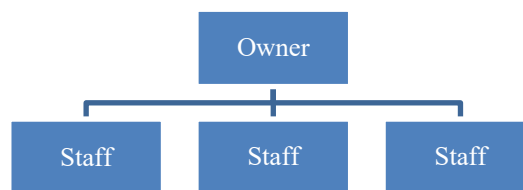


Figure 2. Organization Structure of Menantea Purwokerto

Based on figure 2 and the standard operating procedure (SOP) of Menantea Purwokerto, the owner of Menantea Purwokerto directly organizes, manages, and controls her staff. Standard operating procedures are work process guidelines made by an organization to achieve goals and reduce organizational errors. Menantea Purwokerto applies standard

operating procedures which are divided into four types, namely grooming SOP, cashier SOP, *baristea* SOP and kitchen SOP.

As a company engaged in the food and beverage sector, Menantea Purwokerto conducts two types of transactions, namely offline transactions or directly purchase to outlets and online

transactions through the digital media using the Gobiz digital application platform, Grab Mercant and Shopee Partner. In conducting transactions, Menantea Purwokerto often gets complaints from customers, both direct complaints and complaints through digital media Gofood, Grabfood, Shopeefood and Menantea Customer Service. Customer complaints are feedback made by customers because they are dissatisfied with the service and quality of the products they receive. Complaints from customers can be directly face to face from customers to staff or indirectly complaints through digital media such as Gofood, Grabfood, Shopeefood and Menantea Purwokerto customer service.

Direct complaints that have been received are in the early months of the Menantea Purwokerto opening. Many customers complained verbally because of the long wait for orders to be processed, and several forms of complaints received through digital media such as prices that according to customers were still too expensive, the snacks served were not warm, there is a discrepancy between the product sent and what the customer ordered, an error in inputting the price of the product, the quality of the taste and the drink leaking because the seal is not tight. The followings are sample of digital complaints:



Figure 3. Costumer Complaints

Complaints from customers either directly or verbally, and through digital media Gofood, Grabfood, Shopeefood and Menantea Customer Service have resulted in consequences that must be applied at Menantea Purwokerto. Menantea Purwokerto employees must receive punishment according to the agreement made by the owner. However, if

employees get good performance, they will get special rewards. It stated by the owner as follows:

*"Punishment exists and has become a mutual agreement. There is an agreement on special rewards for employees, of course there is also punishment. The punishment that employees get as a result of*

*complaints is in the form of additional working hours, the goal is that employees can learn more from mistakes, and not repeat mistakes that have been made” (Lia Kurniawati, interview on 1 June 2023).*

To handle complaints from customers through digital media, Menantea Purwokerto implements a communication strategy through four stages, namely fact finding, planning, action and communication, and evaluation. According to Cutlip and Center, to achieve the desired goals in the communication strategy, effective communication is needed through four stages namely:

*Fact Finding.* In this stage research is carried out to obtain data and facts regarding the organization, issues or situations, audiences and attitudes and public opinion towards agencies. The data obtained is factual data. The data is processed by making comparisons, considerations, and assessments so that in the end a conclusion can be obtained to what degree of accuracy and degree of truth of the data obtained is then classified so that it is easier to use. In the initial stages of handling complaints, Menantea Purwokerto collects complaint data from customers through existing digital media such as Gofood, Grabfood, Shopeefood, while complaints that come through Menantea Customer Service, complaint data go directly to the Menantea central admin. Complaint data is classified before the complaint is handled.

*Planning.* Planning is prepared based on data and facts from research. Facts are things that have been seen by themselves or the results of interviews with people concerned with the activities carried out. While the plan is a combination of wisdom (policy) and procedures. After collecting complaint data, Menantea Purwokerto makes a plan to handle incoming complaints, at this stage internal communication is carried out to evaluate the causes of problems or errors that can occur. Complaints that come through Menantea Customer Service must comply with the procedures

submitted via Instagram before complaints are handled.

*Action and Communication.* Action and communication are series of activities carried out to achieve the desired goal. Implementation of action and communication is a plan that has been prepared properly as a result of thinking based on the data and facts found, which are then communicated or carried out operational activities. At this stage, Menantea Purwokerto begins to handle complaints one by one by reprimanding employees so that mistakes do not occur again which cause complaints on Gofood, Grabfood and Shopeefood digital media, while complaints are made through Menantea Customer Service, after customers fulfill the procedures for making complaints submitted via Instagram Menantea, complaints are dealt with immediately. The central Menantea will contact the Menantea Purwokerto owner to immediately confirm with the customer regarding the complaint made, after that the owner contacts the employees in the shop to immediately make the product and send it to the customer via an online driver.

*Evaluation.* Evaluation is the final stage after the research, planning, action, and communication stages. This stage also includes supervision of the things that have been implemented. The purpose of the evaluation is to find out whether the activities are carried out according to plan based on research results or not, as well as to find out the supporting and inhibiting factors during the program. By conducting an evaluation, a company can find out the extent of the success of the various communication strategies undertaken. In the evaluation stage, Menantea Purwokerto evaluates customer complaints led by the owner and conveys them to Menantea Purwokerto employees, after which punishment is applied to employees. In addition, the owner also ensures that complaints are handled properly and get good responses from customers.

In dealing with customer complaints made through digital media, Menantea Purwokerto implements an internal communication strategy that is both vertical and horizontal. The vertical communication in question is that

communication is established between the Menantea Purwokerto owner and the employees at Menantea Purwokerto using the top-down communication method.

Usually when a customer complaint arrives in several digital media such as Gofood, Grabfood, Shopeefood, or from Menantea Customer Service, vertical communication at Menantea Purwokerto will run. The owner of Menantea Purwokerto will immediately clarify through the existing whatsapp group, after the clarification is carried out, the owner will immediately reprimand and give punishment to people who make mistakes that have been mutually agreed upon.

Implementation of internal communication at Menantea Purwokerto is also carried out by holding briefings and evaluations at any time, the aim is to remind employees of Menantea Purwokerto standard operating procedures and so that vertical communication between owners and employees continues, and horizontal communication between one employee and another also continues. awake. This is intended so that there will be no more similar complaints in the future. In addition to internal communication carried out by parties within an organization, organizational communication also involves parties outside the organization in the form of external communication.

External communication is a communication process that occurs between an organization and parties outside the organization (external public), because a company or organization requires assistance, participation, trust, and cooperation with the environment or parties outside the company (Molizar, 2018 ). External communication has an important role in a company or organization because it can shape public perceptions and reach new customers. This application can be done face to face, in writing or through certain media.

As a company engaged in the food and beverage sector, Menantea

Purwokerto certainly depends on external parties, namely customers. With the presence of customers, the operational process and sustainability of the Menantea Purwokerto outlet will continue. Menantea Purwokerto must provide the best service and products to customers who buy offline and online so that customers feel satisfied and become loyal, so that it is possible to come back again and make repeat orders. In addition, customers who are satisfied with the services and products of Menantea Purwokerto will indirectly create word of mouth marketing by conducting word of mouth promotions.

Menantea Purwokerto implements external communication by utilizing the Instagram digital media platform. Through Instagram @menantea.toko.jawatengah, Menantea Purwokerto can interact with followers through the comments column or direct messages. Information regarding products, promos and giveaways will continue to be updated through Instagram accounts so that customers who follow the Menantea Instagram account will quickly get information about products, promos and giveaways which are occasionally held via instastories and Instagram feeds. The goal is for a two-way interaction to emerge between the waiting party and the customer so that the effect arises from the results of the ongoing external communication.

In the context of customer complaints, Menantea Purwokerto utilizes Instagram digital media to deal with these problems. On the Instagram account @menantea.toko.jawatengah which informs through highlights located in feeds, Menantea Purwokerto provides special customer service services that are used to accommodate customer complaints, every customer who feels aggrieved over orders received, customers are free to make complaints and suggestions via Customer Service by following the existing procedures.

At the Menantea Purwokerto Customer Service, there are stages and conditions that customers need to pay attention to when making a complaint. The first, customers are asked not to make calls and wait for a response from the Customer Service admin, the second, the customer starts the chat with greetings and reports about complaints, the third, the customer must send proof of product photos and photos of purchase receipts or screenshots of online purchase history, after the customer has followed the procedure. stipulated, the complaint report will be examined and responded to. There are two options that customers can choose when their complaints have been approved by the Menantea Purwokerto, namely the refund option according to the price ordered or replaced with a new product according to the previous order.

#### *Obstacles encountered*

Obstacles are a factor that hinders the implementation of goals or programs being carried out. In the process of communication, the existence of obstacles can be a factor in the occurrence of miscommunication. Communication barriers can be defined as a disturbance that occurs in the process of sending and receiving messages conveyed by the communicator and received by the communicant. Barriers to communication caused by the factors that exist in an organization.

Communication barriers are all forms of disturbances or obstacles that often occur in the process of sending and receiving messages between individuals, this is due to several factors, namely physical factors, environmental factors and psychological factors of the individuals involved. Communication barriers consist of three types, namely technical barriers, semantic barriers and behavioral or humanitarian barriers (Damayanti & Purnamasari, 2019).

Menantea Purwokerto experienced

obstacles in the ongoing communication process. Communication barriers that occurred in Menantea Purwokerto caused disruptions in the process of sending and receiving messages carried out by parties within Menantea Purwokerto. There are two types of obstacles experienced by Menantea Purwokerto namely internal communication barriers and external communication barriers.

Internal communication barriers that occur are technical barriers and humanitarian barriers. The technical barriers referred to are due to physical factors in terms of limited tools and means for communicating, while humanitarian barriers occur due to age factors and individual behavior carried out at Menantea Purwokerto. The physical obstacle in question is the distance between the owner and Menantea Purwokerto employees because the owner lives in Bandung, so the communication process does not run intensely, communication that takes place only via telephone and whatsapp groups which allows for signal problems or noise in the process of sending and receiving message, this causes the communication process not to work effectively.

Barriers due to individual behavioral factors cause a lack of coordination between employees regarding the stock of raw materials which causes the work process to become less efficient so that it often triggers overwhelm experienced by other employees and can trigger errors and create obstacles in operational processes, and barriers due to the age factor due to the age gap between one employee and another which causes communication between employees not to be fully open and not running smoothly.

The external obstacle experienced by Menantea Purwokerto was in terms of handling complaints on digital media such as Gofood, Grabfood and

Shopeefood. Customers who make complaints through digital media are most likely not following Menantea's Instagram account, so customers do not know the mechanism for making complaints, even though in reality Menantea Purwokerto has Customer Service that can be used as a facility to receive complaints and policies for options for replacing new products according to orders or refunds. On the other hand, if Menantea Purwokerto will handle all complaints according to product replacement procedures or refunds that enter through the Gofood, Grabfood and Shopeefood digital media platforms, there is a concern that there will be a party making fictitious complaints and harming Menantea Purwokerto.

The existence of internal and external communication barriers experienced by Menantea Purwokerto is a problem that must be addressed immediately so that obstacles do not become protracted problems so that the communication process is hampered and increasingly difficult to handle.

To handle customer complaints, Menantea Purwokerto has procedures in place to manage incoming customer complaints. The goal is for Menantea Purwokerto to improve the organization's image, which has been tarnished by several customer complaints, and it is hoped that complaints management can provide a positive response from customers who are disappointed with the complaints made.

Customers who make complaints at Menantea Purwokerto are classified into two groups: those who make complaints through Menantea Customer Service and are informed through Instagram accounts, and those who make complaints through digital media Gofood, Grabfood, and Shopeefood. Customers who made complaints at Menantea Purwokerto who made

complaints through Customer Service were customers who followed Menantea's Instagram accounts, namely @menantea.toko and @menantea.toko.jawatengah, whereas customers who made complaints through the Gofood application, Grabfood, and Shopeefood are customers who do not follow Menantea's Instagram account. This was discovered after conducting interviews with informants supporting third parties, specifically Menantea Purwokerto customers.

Menantea Purwokerto's organizational communication is divided into two types: internal communication and external communication. Internal communication is established between parties within the company, whereas external communication is established between Menantea Purwokerto and external parties, namely customers.

*Internal Communication.* Internal communication that exists at Menantea Purwokerto is divided into two types, namely communication between the owner and Menantea Purwokerto employees and communication between employees and employees. Communication between the owner and employees is carried out when the owner gives instructions, conveys important information related to operational processes, emphasizes the implementation of SOPs and evaluations. While communication between employees is carried out when discussing the distribution of daily shift schedules and discussions regarding the distribution of tasks when the shift is running. Internal communication at Menantea Purwokerto is implemented to maintain relationships between internal company stakeholders in order to implement the vision and mission of the Menantea company and overcome any problems that arise from both internal and external factors.

*External Communications.* External communication that exists at

Menantea Purwokerto occurs between parties who are at Menantea Purwokerto and customers. The ongoing external communication is more focused on utilizing digital media on the Instagram account owned by Menantea. On the Instagram account @menantea.toko or @menantea.toko.jawatengah, Menantea is active in providing information about menus or product descriptions, promotions or product launches, customer service handling complaints and occasional giveaways.

In addition, external communication that exists at Menantea Purwokerto also runs when employees are serving customers. Employees make product offers with the aim of being able to persuade customers to buy the products offered by Menantea Purwokerto employees. This was conveyed by an informant supporting Menantea Purwokerto employees:

*"Besides that, organizational communication also involves or occurs when customers buy Menantea Purwokerto products. Usually organizational communication occurs during briefings, evaluations and when serving customers by upselling products" (Rahmah May, interview, 30 June 2023)*

External communication implemented by Menantea Purwokerto places more emphasis on the communication process carried out with external stakeholders, namely customers both directly when making transactions and through Instagram digital media which is used for promotion and interaction purposes through direct messages. Menantea Purwokerto as a company engaged in the food and beverages sector cannot be separated from the existence of communication barriers in carrying out organizational communication strategies. The existence

of this communication barrier has an effect that can make the communication process not fit for purpose in the ongoing operational process. Communication barriers that occur in Menantea Purwokerto consist of two types, namely internal communication barriers and external communication barriers. Internal communication barriers occur because of physical barriers, the physical barriers referred to are distance, the distance between the owner and Menantea Purwokerto employees is an obstacle in communication even though now there is social media that can facilitate the communication process. Without direct communication, the communication process does not fully run smoothly. This was conveyed by the owner of Menantea Purwokerto as a key informant:

Apart from physical barriers, there are also age barriers in the communication process at Menantea Purwokerto. Age barriers occur because there is an age difference between one employee and another, younger employees still feel reluctant when expressing an opinion, and there are also barriers that occur due to lack of awareness of communication in operational processes, causing a lack of coordination between employees. Another communication barrier that occurs in Menantea Purwokerto is an external communication barrier. The external communication barrier in question is when Menantea Purwokerto receives incoming complaints through digital media such as Gofood, Grabfood and Shopeefood, because Menantea Purwokerto does not yet have a policy to provide the best solution in handling complaints through these media and is more focused on handling complaints through customer service numbers that are provided. This was done because there were considerations to anticipate fictitious complaint reports that might expect new products to be sent as submitted to Menantea customer service.

### Solutions Made

With the existence of obstacles in carrying out organizational communication strategies in Menantea Purwokerto, Menantea Purwokerto must have a solution to deal with this problem. The owner of Menantea Purwokerto conveyed that the solution was carried out to deal with existing obstacles.

*"Seeing the existence of obstacles such as the lack of intensity of communication between me and employees, my solution is that I often ask employees to always do daily reports related to daily work evaluations at outlets, even though I live in Bandung, I also come to the outlet at least once a month to do direct communication, discussing all obstacles and evaluating one by one employee. For solutions to complaints that come in through Gofood, Grabfood and Shopeefood from our side, Menantea Purwokerto will continue to evaluate so that incoming complaints don't happen again and maybe according to my personal idea to include the customer service number in the purchase receipt, so that if a complaint occurs it can be handled properly. even better"* (Lia Kurniawati, interview, 1 June 2023).

Menantea Purwokerto employee Arief

Munandar who is also a supporting informant added:

*"The solution is that most owners always ask for daily performance reports, whether transaction reports, stock availability reports. So that communication continues even though the owner is not at the outlet every day. As for fellow employees, they usually remind each other directly if there are problems in checking stock"* (Arief Munandar, interview, 29 May 2023).

As a food and beverage company, Menantea Purwokerto takes advantage of the development of digital media platforms that are used for transaction purposes and communicate with followers or customers. The digital media platforms used by Menantea Purwokerto are Gobiz, Grab Mercant, Shopee Partner and Instagram. Gobiz, Grab Mercant and Shopee Partner are used in the transaction process while Instagram is used as a means to communicate with followers or customers. Owner Menantea Purwokerto said:

*"The platforms used to carry out the transaction are Gobiz, Grab Merchant, and Shopee Partner. Meanwhile, the digital media used for promotion is Instagram"* (Lia Kurniawati, interview, 1 June 2023).

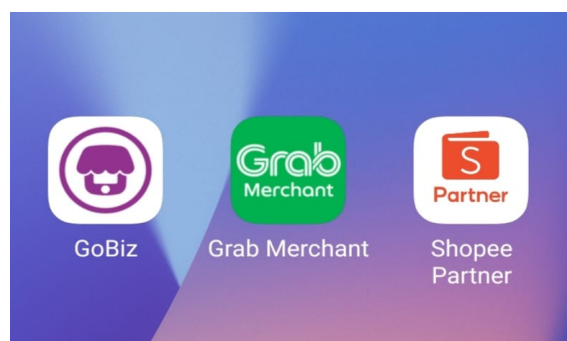


Figure 4. Logo of Media Digital Used by Menantea Purwokerto

Nowadays, digital media has become a part of humans in their daily lives. The use of digital media is very

closely used for various purposes that are carried out. The media has become the essence of society which is shown by the

existence of a link between humans and the media in people's lives, and consciously or unconsciously the media can have an influence that has a positive or negative impact on people's patterns and behavior. In this case, the media can be persuasive because it can indirectly influence and shape public perception according to their point of view.

Digital media can also be called new media that offers functions as digitalisation, convergence, interactivity, and development of networks in the process of forming and delivering messages. As digital media that can process information and control the flow of information, users of digital media platforms can filter or select information according to their wishes (Ihsani & Febriyanti, 2021). One of the developments of digital media is the emergence of a digital marketplace media platform, the marketplace itself is a container used to process transactions between sellers and buyers online. Examples of digital marketplace platforms include: Gofood, Grabfood and Shopeefood.

In addition, the use of digital media that is increasingly widespread is the use of Instagram media. Through Instagram, users are free to carry out social activities for their own interests. Instagram media is now used by business people to market goods, services, to culinary delights by promoting it through the features provided. By taking advantage of the features provided by Instagram, businesses can easily manage accounts according to their wishes. As a company that needs a digital media platform for its interests, Menantea Purwokerto uses digital media for two purposes, namely transactional interests and promotional purposes. Digital media is a vital tool because in this era all kinds of transactions can be done online through available digital media.

Menantea Purwokerto has a solution in place to deal with obstacles

based on the factors that cause them to occur. The owner makes decisions about solutions, which are then implemented in accordance with the policies that have been considered. Because of technical factors such as distance, the owner of Menantea Purwokerto implements a solution of conducting outlet visits at least once a month by evaluating all activities at Menantea Purwokerto in terms of constraints, work properties, and operational conditions via personal chats or direct discussions.

Employees' solution for obstacles related to individual behavior that cause a lack of coordination is to strengthen relationships between employees so that communication is more intense, so that there is no miscommunication regarding raw materials in the operational process. Raw material stocks are checked on a regular basis in each shift to ensure that they are always safe and suitable for production. Human barriers caused by an employee's age factor gap are overcome by continuing to get used to maintaining communication with other employees so that communication continues without interruption.

For external communication barriers, the owner of Menantea Purwokerto implemented a solution by categorizing the types of complaints that existed. Then, she conducted an evaluation with employees by asking about obstacles regarding the triggering factors for errors that occurred, discussing handling complaints or the right solution so that mistakes would not be repeated again, and conveying to employees a more thorough and careful work process while still paying at the minimum wage.

## **Conclusion**

Based on the results of the research, several conclusions can be drawn as follows: Menantea Purwokerto employs an organizational communication strategy that includes both internal and external

communication in order to handle customer complaints via digital media such as Gofood, Grabfood, Shopeefood, and Menantea Customer Service. The ongoing internal communication at Menantea Purwokerto is vertical (top-down) communication in which all messages are conveyed by the owner to employees, and horizontal communication is carried out between employees. Menantea Purwokerto's external communication focuses more on the use of Instagram digital media, which is used for a variety of purposes such as interacting with followers via direct messages, providing information about products, programs, or campaigns, and Customer Service for handling incoming complaints. An organizational communication strategy for handling customer complaints via digital media is implemented to improve and maintain the Menantea company's brand image;

While implementing the organizational communication strategy, Menantea Purwokerto encountered issues that caused stumbling blocks in the ongoing communication process. Menantea Purwokerto encountered two types of communication barriers: internal communication barriers and external communication barriers. Internal communication barriers arise as a result of technical and humanitarian constraints. Physical factors such as the distance between the owner and Menantea Purwokerto employees influence technical barriers, resulting in limitations in communication tools and facilities, whereas human barriers are influenced by individual behavioral factors and the age factor experienced by Menantea Purwokerto employees. External communication barriers arose as a result of Menantea Purwokerto's difficulties in handling customer complaints submitted via Gofood, Grabfood, and Shopeefood digital media;

To overcome the obstacles experienced in implementing

organizational communication strategies, Menantea Purwokerto has implemented solutions to overcome these obstacles. In overcoming internal communication barriers due to physical factors that cause distance between the owner and employees of Menantea Purwokerto, the owner provides a solution by visiting outlets at least once a month to evaluate all operational processes and overcome the obstacles experienced. Obstacles due to individual behavior and age factors that cause delays in the communication process are overcome by strengthening relationships and carrying out intense communication between employees. External communication barriers that occur due to obstacles in handling customer complaints through digital media Gofood, Grabfood and Shopeefood, Menantea Purwokerto classifies incoming data complaints and understands the obstacles experienced, after understanding the constraints experienced, the owner conducts an evaluation with employees and decide the best solution to overcome the obstacle and it is hoped that with the solution implemented, it can avoid the potential for employee technical errors that can trigger incoming complaints.

### **Acknowledgment**

We would like to thank Universitas Amikom Purwokerto for providing publication support for this article via LPPM.

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