

Business Communication Strategies in Building A Positive Image Of Hospitals In The Era Of Healthcare Competition (Study at Djuansih Majalengka Hospital)

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ABSTRACT

This study aims at analyze the business communication strategies implemented by Djuansih Hospital Majalengka in building a positive image amid the growing competition within Indonesia's healthcare sector. The research employed a qualitative approach using a case study design, allowing an in- depth understanding of communication phenomena through participants' perspectives within the organization's natural context. Data were collected through in-depth interviews, participatory observations, and document analysis, involving hospital management, medical personnel, administrative staff, patients, and external partners. Data were analyzed using the interactive model of Miles, Huberman, and Saldaña (2014), consisting of data reduction, data display, and conclusion verification.

The findings reveal that Djuansih Hospital's business communication strategy is structured around three main pillars: (1) empathetic and human-centered communication, (2) integration of internal and external communication, and (3) optimization of digital media for reputation and public education purposes. Humanistic communication strengthens patient trust, while message integration ensures consistency between the desired and perceived hospital image. The effective use of digital channels such as websites, social media, and instant messaging platforms expands public engagement and enhances the hospital's reputation as a modern, transparent, and responsive institution.

Theoretically, this study enriches the literature on strategic business communication in healthcare by emphasizing the importance of communication integration across organizational levels. Practically, the results provide guidance for hospital management to design communication strategies grounded in empathy, transparency, and digital reputation. The study concludes that business communication is not merely a promotional tool but a strategic instrument for building trust and long-term loyalty within healthcare services.

Keywords: business communication strategy, hospital image, organizational reputation, digital communication, qualitative case study.

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INTRODUCTION

Competition in healthcare services in Indonesia has become more intense in recent years. Factors such as the expansion of private services, the digitization of communication with patients, and patients' need for fast, transparent, and quality services have changed the dynamics of the hospital market. On the other hand, the reputation and image of hospital institutions are increasingly becoming a strategic value in maintaining business sustainability and public trust (Durmuş Şenyapar, 2024).

In the context of health services, the image of the hospital shows an important role. For example, studies in Indonesia show that facilities, organizational culture, and service quality have a significant influence on hospital image, which further impacts patient satisfaction. Siregar et al. (2024) found that hospital image mediates the influence of service quality on patient satisfaction at hospitals in Asahan, Indonesia.

Furthermore, research related to branding and reputation in the healthcare sector confirms that organizational communication, including corporate messaging, digital media, and stakeholder relations, contributes to the development of reputation and brand equity in hospitals (Durmuş Şenyapar, 2024). Meanwhile, international research has also shown that communication activities in health organizations affect stakeholder perceptions and institutional imagery (Chaudhri et al., 2021).

In Indonesia, research by Kussusanti, Arindita, and Hasna (2025) shows that public hospitals utilize digital media such as Instagram for interaction, and websites for formal information in an effort to strengthen online reputation and institutional identity. This emphasizes that business communication strategies in the context of hospitals are no longer limited to internal or traditional communication, but include digital channels, corporate messaging, and reputation management as part of the strategy to build a positive image.

Based on this background, this research has clear relevance. With healthcare services becoming increasingly competitive, including hospitals at the district/city level, business communication strategies are a crucial element to form a competitive advantage. Hospitals compete not only on the basis of clinical quality or facilities, but also on how the institution is communicated to patients, patients' families, communities, and external partners (insurance, local governments, communities). Stakeholders' experience and perception of the institution's message and the consistency of its communication are important drivers of image and reputation.

The urgency of this research is also high. First, with the implementation of national programs such as the National Health Insurance (JKN) that covers most of Indonesia's population, regional hospitals are faced with the demands of a more open market, where patients can choose based on the perception of quality and reputation of the institution. Second, digital-lighting communication (social media, websites, applications) requires hospitals to manage corporate and operational messages to be aligned and responsive to the needs of patients and the community. Third, from the hospital management side, it is necessary to build a positive image not only as a marketing strategy, but as part of quality governance, transparency, and public trust, which if not managed, can pose reputational risks and reduce patient trust (Medina-Aguerreberre, 2024).

Table of Business Communication Phenomena in Building a Positive Image of Hospitals:

Aspects of Communication Problems and Hospital Image	Presentase
Patients choose hospitals based on online searches	75 %
Patients consider Goggle reviews before treatment	66 %
Patients feel that they lack clear information	58 %
Patient demands for fast/responsive communication	72 %
Hospital's digital reputation influences public trust	30 %
Patient complaints about delays in service information	55 %
Decreased trust if hospitals are less consistent in delivering information	48 %

Source : We Are Social (2024) Survey of Indonesian Consumer Institutions (2023). Hospital Reputation Study (2025)

Based on the Table of Business Communication Phenomena in Building a Positive Image of Hospitals, it can be seen that patients' behavior and perception of hospitals are greatly influenced by communication and information received, especially through digital media. The quantitative findings were strengthened by qualitative data from observations and interviews conducted at Djuansih Hospital.

The results of interviews with patients and patients' families showed that most patients chose Djuansih Hospital after obtaining information from the internet and digital media. One of the patient's informants said that "before coming to the hospital, I searched on Google and social media to see other patients' services and reviews." The findings are in line with data that 75% of patients choose a hospital based on online searches and 66% consider Google reviews before treatment. Qualitatively, this shows that the initial image of Djuansih Hospital was formed before direct interaction occurred, through the digital representation of the hospital.

However, the results of the interviews also revealed a gap between patient expectations and information received directly. Some patients revealed that they still felt that they did not get clear information regarding the flow of services, waiting times, and administrative procedures. An informant stated that "the information at the beginning was quite helpful, but while in the hospital there were still things that were not explained in detail." These findings reinforce the data that 58% of patients feel they lack clear information and 55% of patients complain of delays in service information.

From the perspective of service officers and health workers at Djuansih Hospital, the results of the interviews show that patients' demands for fast and responsive communication are increasing. The customer service officer said that patients today not only demand good medical service, but also clarity of information and speed of response. This is in line with data showing that 72% of patients have high demands on fast and responsive communication. Qualitatively, this condition requires Djuansih Hospital to have a structured and consistent business communication strategy across all service lines.

In addition, interviews with the management and marketing staff of Djuansih Hospital show that there is an awareness that the hospital's digital reputation affects the level of public trust, even though it has not been fully managed optimally. An informant stated that "patient comments and reviews on social media can greatly affect the image of a hospital, both positive and negative." These findings corroborate the data that 30% of respondents stated that digital reputation affects public trust and 48% stated that there is a decrease in trust if hospitals are inconsistent in delivering information.

Overall, qualitative data show that the phenomenon of business communication at Djuansih Hospital is not only related to promotional activities, but also concerns the consistency of messages, clarity of

information, and the quality of interpersonal communication. The mismatch between digital information and direct services has the potential to lower patient trust, while integrated and responsive communication can strengthen the positive image of hospitals. Therefore, an effective business communication strategy is an important need for Djuansih Hospital in building and maintaining a positive image in the midst of increasingly fierce competition in health services.

This condition is an important indication of the need for an effective business communication strategy to maintain the hospital's reputation and positive image. The phenomenon that occurred at Djuansih Majalengka Hospital shows similarities with the findings of previous research, but also shows special dynamics that have not been widely studied. From previous phenomena and findings, it appears that there is a research gap in the form of a lack of in-depth studies on how communication strategies in building a positive image of hospitals. Therefore, this research is important to understand how communication strategies in building a positive image of hospitals.

Based on this frame of thought, the formulation of the problem in this study is: How is the business communication strategy carried out by Djuansih Majalengka Hospital in order to build a positive image in the midst of competition in health services, and how the strategy is reflected in the experiences and perceptions of key stakeholders (patients, patients' families, health workers, and external partners). This formulation allows the study of (1) the form of institutional messages and narratives communicated; (2) governance of internal and external communication channels; (3) the relationship between corporate communication and organizational image; and (4) supporting and inhibiting factors in the implementation of the communication strategy.

In conducting this study, the author used qualitative research with a participatory observation approach, in-depth interviews, and documentation at Djuansih Majalengka Hospital.

The objectives of this study are: (1) to describe and analyze the business communication strategies carried out by Djuansih Majalengka Hospital in building and maintaining a positive image; (2) understand the experiences and perceptions of stakeholders regarding the effectiveness of the communication strategy, including the internal and external factors that influence; and (3) formulate recommendations for strengthening evidence-based business communication strategies, in line with service quality standards, health communication ethics, and the needs of local communities. With a qualitative approach, this research has the potential to make a practical contribution to regional hospital management as well as a theoretical contribution to the study of business communication in health services.

Based on the above background and from the initial findings of observations made by the researcher, the researcher is interested in knowing more deeply how "**BUSINESS COMMUNICATION STRATEGIES IN BUILDING A POSITIVE IMAGE OF HOSPITALS IN THE ERA OF HEALTH SERVICE COMPETITION**" CARRIED OUT BY DJUANSIH MAJALENGKA HOSPITAL IN INCREASING THE NUMBER OF THEIR PATIENT VISITS.

LITERATURE REVIEW, FRAMEWORK AND HYPOTHESIS

1. Business Communication Strategies in Healthcare

Communication is a process of exchanging information between individuals through an ordinary (common) system, either with symbols, signals or behavior or actions, Purwanto (2006:3). Meanwhile, according to Boove, communication is a process of sending and receiving messages. As for the definition of business communication according to the Business Dictionary, business communication is "the sharing of information between people within an enterprise that is performed for the commercial benefit of the organization" Suwatno (2019:13) Business

communication in the context of health services includes the entire series of activities corporate and operational communications directed at building and maintaining relationships with a wide range of stakeholders, including patients, patients' families, healthcare workers, external partners (e.g. insurance, suppliers), and the wider community (Purcarea et al., 2019). Research in healthcare facilities reveals that effective communication strategies include identifying patient needs, using relevant channels (offline and digital), and delivering messages that are consistent with organizational values and market needs (Purcarea et al., 2019).

Furthermore, the literature confirms that healthcare organizations that have a systematic corporate communication strategy, including message planning, stakeholder segmentation, and the use of social media and digital channels, have the potential to be stronger in facing service competition and building patient loyalty (Shieh, 2020). The context of the digital era further strengthens the position of business communication as a strategic element: studies show that digital solutions (e.g. social media, interactive websites) play an important role in the management of hospital brand image and the alignment of public perception of healthcare institutions (Oliver, 2024).

From an operational perspective, internal (between medical, nursing, administrative) and external (patient, family, community) communication must be integrated so that the message presented by the institution is in harmony with the reality of the services received by patients. Without this synchronization, the risk of dissonance between the brand promise and the real experience becomes high, which can damage the institution's reputation. Therefore, business communication strategies are not only limited to "publicity" or "promotion", but include narrative management, interaction channels, and control of public perception as part of institutional governance.

2. Hospital Image Dimensions

Hospital image refers to the collective perception of the community, patients, and stakeholders of hospitals as service institutions, including value, reputation, quality of service, facilities, and patient safety. Various empirical studies show that institutional image is an important determinant in patient satisfaction and patient loyalty (Asmaryadi, 2020; Soen & Kristaung, 2023). For example, Asmaryadi (2020) found that patient experience and hospital image simultaneously affect patient loyalty through the satisfaction pathway.

Other research has shown that the image of the institution has a significant direct impact on patient loyalty, greater than the quality of service in some situations. Example: research in Indonesia (Soen & Kristaung, 2023) shows that hospital image has a positive and significant influence on patient satisfaction and loyalty at Jakarta Dental and Oral Hospital. In fact, the results of this research confirm that image has a greater influence than service quality in building patient loyalty (Soen & Kristaung, 2023).

Furthermore, a study by Shieh (2020) elaborated that hospital brand image is a strategic component that must be actively managed, including through corporate communication, patient experience, and service processes, as it has an effect on patient satisfaction, quality perception, and intention to return or recommend services.

3. The Relationship Between Business Communication Strategy and Home Image

The integration between business communication strategies and hospital image is an important focus in the study of health services. Effectively designed and implemented business communications are the primary mechanism for healthcare institutions to manage and strengthen their image in a competitive market. In research on strategic communication in healthcare, it was found that organizations that use digital channels, strong narratives, and a proactive approach to stakeholder engagement, tend to have a more positive institutional image (Oliver, 2024).

Furthermore, Fener (2025) in his study on corporate image as a differentiation strategy in the healthcare sector found that corporate image does not only function as an "aesthetic layer", but as a protective factor for organizations in a competitive environment—both in terms of public perception and in terms of organizational differentiation advantages. This suggests that a well-rounded business communication strategy can strengthen the institution's image and help organizations stand out in the healthcare market.

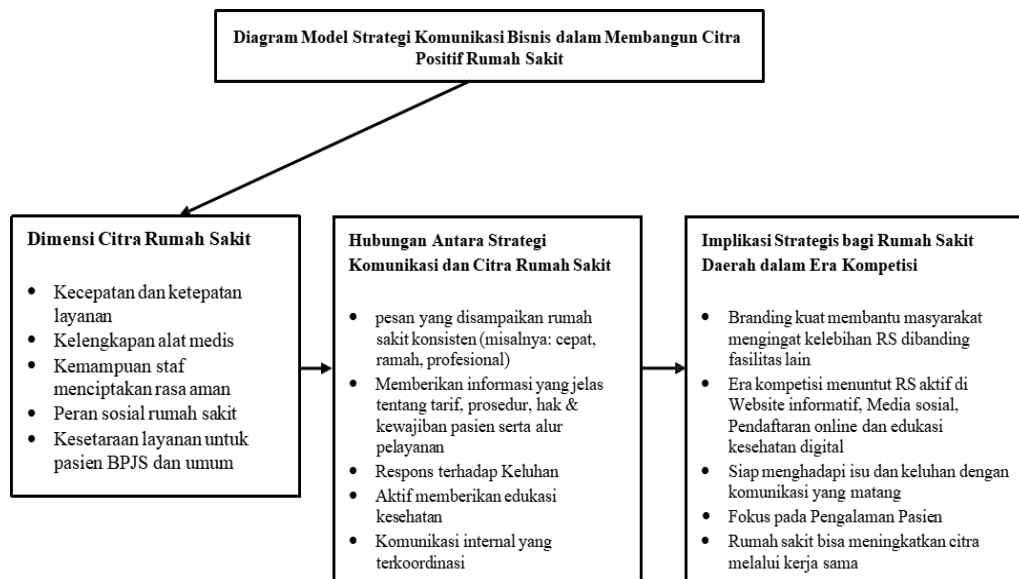
Empirical research in Indonesia supports this: Asmaryadi (2020) shows that patient experience (which can be influenced by communication and service) and hospital image have a relationship that affects patient loyalty. Thus, if the business communication strategy is well implemented, including internal, external, digital, and perception management, then the image of the institution can be strengthened which in turn influences the hospital's business outcomes such as patient loyalty, patient recommendations, and the competitive position of the institution.

4. Strategic Implications for Regional Hospitals in the Era of Competition

In the context of regional hospitals such as Djuansih Majalengka Hospital, the strategic implications of this literature review are as follows: (1) the importance of designing business communication strategies that are in accordance with local characteristics (culture, patient expectations, communication channels of local community preferences) so that the institution's message can be accepted and trusted; (2) the importance of digital channels which is increasingly becoming a competitive field, institutions must be able to effectively utilize websites, social media, service applications, and digital interactions to strengthen the image of the institution; (3) the importance of internal communication that is aligned between the brand promise and the real service experience, so that there is no perception gap that can damage the image; (4) The importance of monitoring and evaluating the effectiveness of communication, both in terms of patient and stakeholder perceptions, as part of institutional reputation governance: mapping how institutional messages are received, legitimized, or even rejected by internal and external audiences.

Thus, this literature review confirms that business communication strategies are not just operational complements, but core elements in building a positive hospital image, which then becomes a source of competitive advantage in an increasingly tight healthcare market. This research will apply the framework into a qualitative study at Djuansih Majalengka Hospital to explore how the practice of business communication strategies is implemented and how it impacts the image of the institution from the perspective of various stakeholders.

The following is a diagram of the Business Communication Strategy Model in building a Positive Image of Hospitals in the Era of Healthcare Competition:



METHODS

1. Approaches and Types of Qualitative Research

This research uses a qualitative approach with a case study design. According to Moleong (2018, p. 6), qualitative descriptive research is a research method of analyzing what happens to the research subject. The qualitative approach was chosen because it aims to understand the phenomenon of business communication in depth through the perspective of participants in a natural context (Creswell & Poth, 2018). The case study design was used to explore the business communication strategy of Djuansih Majalengka Hospital as a complex social and organizational system, where interactions between individuals and organizational structures form communication patterns that affect the image of the hospital.

According to Yin (2018), case studies are the right research strategy when researchers want to answer the "how" and "why" questions of contemporary phenomena that cannot be separated from real-life contexts. In this context, the focus of the research is directed at how business communication strategies are implemented by hospital management to build a positive image, as well as why the strategy is perceived to be effective by internal and external stakeholders.

This approach is expected to be able to produce a comprehensive understanding of the organization's communication process, the messages conveyed, and the perception of the recipients of the messages that contribute to the reputation of health institutions at the local level.

2. Informant and Informant Selection Techniques

The research informants were determined using the purposive sampling technique, which is the deliberate selection of informants based on their knowledge, experience, and involvement in the business communication process at Djuansih Majalengka Hospital (Sugiyono, 2022).

The criteria for key informants include:

- a. Hospital management: The director or head of public relations/marketing who has direct responsibility for the communication strategy and image of the institution.
- b. Health workers: Doctors and nurses who interact directly with patients and spearhead interpersonal communication.
- c. Non-medical personnel: Administrative and customer service employees who play a role in service communication.
- d. Patients and patients' families: As recipients of messages and parties who experience direct hospital communication interactions.
- e. External partners: Representatives from insurance companies, local government agencies, or local health communities that work with hospitals.

The number of informants is flexible and determined based on the principle of data saturation, which is when the data obtained has been repeated and no longer adds new information (Guest, Bunce, & Johnson, 2020). It is estimated that the number of informants in this study is between 10 and 15 people, with a proportional distribution between internal and external parties of the hospital.

3. Data Collection Instruments and Techniques

The main instrument in this study is the researcher himself (human instrument), as stated by Lincoln and Guba (1985), because the researcher plays an active role in collecting, interpreting, and interpreting data. To support the validity of the data, the researcher used three main data collection techniques, namely:

- a. In-depth interview
The interview was conducted in a semi-structured manner using interview guidelines which contained open-ended questions about business communication strategies, the main messages communicated, the media used, and perceptions of the hospital's image. Questions are developed flexibly to allow for the exploration of deep meaning (Kvale & Brinkmann, 2015).
- b. Participatory observation
Observations were made on communication activities that took place in the hospital environment, such as interactions between staff and patients, service promotion activities, and internal meetings. Observational data included verbal, nonverbal, and communication atmosphere (Spradley, 2016).
- c. Documentation
The documents analyzed included public relations reports, publication materials (brochures, websites, social media), and hospital communication policies. This document provides written evidence of the direction and consistency of the organization's communication strategy (Bowen, 2009).

These three techniques allow data triangulation, which is complementary between data from interviews, observations, and official documents.

4. Data Analysis Techniques

Data analysis is carried out in an interactive and cyclical manner as modeled by Miles, Huberman, and Saldaña (2014), which includes three main stages:

- a. Data Reduction
At this stage, the researcher selects, focuses, simplifies, and organizes the raw data obtained from interviews, observations, and documentation. This process involves transcription,

coding, and thematic categorization to find communication strategy patterns, core messages, and perceptions of hospital image.

b. Data Display

The reduced data is presented in the form of matrices, tables, and thematic narratives to make it easier for researchers to understand the relationships between categories and draw tentative conclusions.

c. Conclusion Drawing and Verification

Conclusions are made in stages by interpreting the meaning based on verified data from various sources. Verification is carried out continuously through cross-checking and reflection on organizational communication theory and the results of previous research.

The analysis was carried out simultaneously during the data collection process, so that the researcher could deepen his focus and adjust the direction of the next data collection according to field findings.

5. Data Validity (Credibility dan Trustworthiness)

To ensure the trustworthiness of the data, this study refers to the four criteria of Lincoln and Guba (1985): credibility, transferability, dependability, and confirmability. Some of the techniques applied are:

a. Triangulation of Sources and Techniques

Triangulation was carried out by comparing the interview results with the results of observations and internal hospital documents (Patton, 2015). Source triangulation is also carried out between informants from various backgrounds (management, medical personnel, patients, external partners).

b. Member Checking

After the interview transcript is analyzed, the researcher returns the summary of the results of the interpretation to the informant to confirm its accuracy. This process aims to ensure that the results of the researcher's interpretation are in accordance with the experience and views of the informant (Birt et al., 2016).

c. Peer Debriefing dan Audit Trail

The researcher discussed with colleagues who understood qualitative methodologies to assess the consistency of the logic of data analysis and interpretation. The trail audit is compiled through detailed recording of the entire research process (transcripts, field notes, analysis memos).

d. Researcher Reflexivity

The researcher conducts self-reflection on positions, values, and potential biases that may affect the interpretation process. This reflection is recorded in research journals to maintain the objectivity of the analysis.

With this validation strategy, the research results are expected to have a high level of trust and can be used as a reference in the development of hospital communication strategies in other regions that have similar characteristics.

RESULTS AND DISCUSSION

1. An Overview of the Business Communication Strategy of Djuansih Majalengka Hospital

The results of the study show that the business communication strategy of Djuansih Majalengka Hospital is built on the basis of three main pillars, namely:

- a. empathic and humanist communication,
- b. internal-external communication integration, and
- c. Optimization of digital media as a means of reputation and public education.

These three pillars were developed in response to the increasing public expectations for fast, friendly, and transparent health services in the midst of competition for hospitals in the Majalengka area. Based on an interview with the Director of Djuansih Hospital (dr. Oky Trisdiana Wahyat, Sp.B., MMRS., CHMP), business communication is positioned not only as a promotional tool, but as part of the strategy to build trust and brand reputation of the hospital among the local community. This is in line with the view of Durmuş Şenyapar (2024) who states that the reputation of a health organization is formed from a combination of consistent and empathetic quality of service and public communication.

In addition, the results of observations of communication activities in the hospital environment show that there are systematic efforts in uniting internal and external messages. For example, the message "Serve with Heart, Professionalism with Integrity" is not only displayed in promotional materials, but is also internalized through service communication training for medical and non-medical personnel. Thus, business communication at Djuansih Hospital has shifted from an informative orientation to a relational strategy, which is to strengthen the long-term relationship between the hospital and the community.

2. Internal Communication Patterns: Building Organizational Message Alignment

External Communication Patterns: Humanist Relations and Digital Engagement

3. External Communication Patterns: Humanist Relations and Digital Engagement

The pattern of external communication at Djuansih Hospital is divided into two dimensions: (1) direct interpersonal communication with patients, and (2) digital communication through online channels (website, Instagram, and WhatsApp services).

An interview with the public relations department (Nyoman Murtini, S.M) revealed that communication with patients is directed to emphasize a humanist and solution-oriented approach. For example, customer service officers are required to follow up with inpatients two days after discharge from the hospital to ask about their condition and level of service satisfaction. This approach reflects the application of relational communication strategies as outlined by Shieh (2020), where communication that emphasizes personal relationships can strengthen patient loyalty and hospital brand reputation.

In terms of digital communication, Djuansih Hospital optimizes social media (especially Instagram and Facebook) as a public communication channel. Based on the results of observations and digital documentation, the official Instagram account @rsdjuansih actively publish informative content (health education, doctor's schedule), empathic content (patients' birthday greetings, social activities), and crisis communication when there is a surge in certain disease cases. This strategy not only strengthens the informative image, but also shows the social concern of the institution.

These findings are in line with the study of Kussusanti, Arindita, & Hasna (2025) which shows that the use of digital media in public hospital communication contributes to the strengthening of online reputation and a more positive corporate identity. In addition, observations show that the public relations team actively establishes relationships with local media such as Radar Majalengka and Pikiran Rakyat to ensure that the publication of hospital news is educational and positive.

This good relationship with the media is also part of the strategy to maintain hospital reputation at the regional level, as emphasized by Medina-Aguerrebera (2024) in the concept of hospital reputation management.

4. Stakeholder Perception of Hospital Image

The results of interviews with patients and patients' families show that the positive image of Djuansih Hospital does not only come from the physical facilities, but also from the quality of communication between staff. Most of the respondents mentioned that the friendliness of the staff and the clarity of information were the main reasons they chose this hospital over competitors in the same region.

One patient (Astri Sulastri) revealed: "I feel comfortable because from the beginning of registration to going home, all the officers explained clearly and did not get angry. It makes me believe that this hospital does care."

This kind of testimony shows that communication experiences play a role as a "moment of truth" in shaping the image of the institution. These results are consistent with the research of Siregar et al. (2024) which proves that hospital image mediates the relationship between service quality and patient satisfaction. Apart from patients, positive perceptions also come from external partners such as insurance companies and local governments who consider Djuansih Hospital to have speed of communication and transparency in the claims and coordination process.

5. Interpretation and Theoretical Discussion

Based on the pattern of findings above, it can be concluded that the business communication strategy of Djuansih Majalengka Hospital reflects the principle of strategic integrated communication, namely the unification of internal, external, and digital messages within the framework of a consistent organizational identity. This integration creates a complete brand meaning, strengthens the credibility of the organization, and builds positive public perception.

The findings of this study expand the theory of hospital branding (Durmuş Şenyapar, 2024) by asserting that hospital reputation depends not only on medical performance, but also on the experience of communication across touchpoints between hospital and patient.

In addition, these results also strengthen the findings of Purcarea et al. (2019) on the role of effective communication in improving service quality, while strengthening the organization's image through increased patient satisfaction.

Practically, the business communication strategy implemented by Djuansih Hospital shows three important implications:

- a. The empathetic and humanist approach enhances the perception of trust and the warmth of the institution.
- b. Consistency of cross-channel messaging strengthens credibility and narrows the gap between

desired and perceived imagery.

- c. The strategic use of digital media is the main differentiator in the era of healthcare competition based on reputation and patient experience.

Thus, business communication is not just a promotional tool, but a strategic element in building a sustainable hospital image.

CONCLUSION

1. Conclusion

This study concludes that business communication strategies have a central role in building and maintaining a positive image of Djuansih Majalengka Hospital in the midst of increasingly competitive competition for health services. Through a qualitative approach, a deep understanding is obtained that communication is not just a process of delivering information, but is a strategic instrument that shapes stakeholders' perceptions, trust, and loyalty to institutions.

There are three main pillars that are the core findings of the research:

- a. Empathetic and humanistic communication is the basis for creating a positive patient experience.
- b. Warm interpersonal interaction between medical personnel and patients contributes significantly to the formation of a caring and trusted image of the institution.
- c. The integration of internal and external communication builds the consistency of the organization's message. The synergy between communication at the level of management, medical staff, and the external public strengthens the cohesion of organizational values and creates harmony between the desired image and the perceived image.
- d. Optimalisasi media digital sebagai sarana reputasi dan edukasi publik memperluas jangkauan komunikasi rumah sakit.

The use of online channels (websites, social media, WhatsApp services) strengthens the reputation of hospitals as an institution that is informative, transparent, and adaptive to the needs of modern society.

Thus, the positive image of Djuansih Majalengka Hospital is formed through a combination of humanistic interpersonal communication, integrated organizational communication, and strategic public communication based on digital technology. These findings are in line with the health reputation theory of Durmuş Şenyapar (2024) and the results of Purcarea et al.'s (2019) research which emphasizes that effective communication is the main foundation in building hospital branding and public trust.

2. Research Implications

a. Implicasi's theorem

The results of this study expand the literature on strategic business communication in the health service sector by emphasizing that business communication has a multidisciplinary dimension, including relational, managerial, and digital aspects. These findings enrich the strategic communication model of health organizations as stated by Shieh (2020), by adding an integrated context between digital communication and local organizational culture. In addition, this research supports the idea of Medina-Aguerreberre (2024) that a hospital's reputation cannot be built by external promotion alone, but must be internalized through consistent and empathetic cross-organizational communication.

This research also reaffirms the concept of hospital image as a result of social interaction and continuous communication experiences (Siregar et al., 2024). Thus, the conceptual model that can be proposed from this finding is that the positive image of the hospital is a function of the integration of three communication elements: internal alignment, patient experience, and public engagement.

b. Practical Implications

Practically, the results of this study provide guidelines for hospital management, especially regional hospitals, to strengthen the reputation of the institution through a targeted business communication strategy. Some practical implications that can be taken include:

- 1) Building a culture of empathetic communication across the organization
Hospitals need to ensure that all medical and non-medical personnel understand the principles of communication based on empathy, openness, and care for patients.
- 2) Implement cross-functional communication integration
Coordination between the public relations, patient services, and quality management divisions needs to be formalized so that each public message has uniform meaning and direction.
- 3) Utilize digital media ethically and consistently
The hospital's presence on social media must be focused on health education, information transparency, and strengthening the image of services. Online activities must follow health communication ethics and avoid excessive promotion that can lower public credibility.
- 4) Implement a two-way feedback system
Public perception evaluation mechanisms such as patient satisfaction surveys and monitoring sentiment analysis on social media can be used to assess the effectiveness of communication strategies and detect potential reputational crises early.
With the implementation of these measures, hospitals can strengthen a positive image while increasing public trust in public health services in the region.

3. RECOMMENDATIONS

a. Recommendations for the Management of Djuansih Majalengka Hospital

- 1) Formalization of Integrated Communication Strategy
It is recommended that hospitals establish a Public Communication and Reputation Unit that is responsible for designing, implementing, and evaluating all internal and external communication activities in an integrated manner.
- 2) Strengthening Human Resources Capacity through Professional Communication Training
Seluruh tenaga kesehatan dan petugas layanan perlu mendapatkan pelatihan berkelanjutan mengenai komunikasi empatik, manajemen keluhan pasien, dan komunikasi lintas budaya. All healthcare workers and service workers need to receive ongoing training on empathic communication, patient complaint management, and cross-cultural communication.
- 3) Digitization of Corporate Communication
The development of an integrated digital service portal that includes physician schedule information, an online queuing system, and an online complaint channel can increase transparency while strengthening the hospital's modern image.
- 4) Regular Reputation Evaluation



Hospitals need to conduct communication audits and public perception surveys every year to assess the effectiveness of the communication strategies that have been implemented.

b. Recommendations for Further Research

- 1) The next research can expand the scope by comparing communication strategies between regional hospitals to obtain a more general communication model.
- 2) Mixed methods research is needed to measure the quantitative relationship between business communication variables, hospital image, and patient loyalty.

Future studies may focus on analyzing crisis communication in pandemic situations or medical incidents to understand the dynamics of health institutions' reputations in the context of public risk.

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