



Communication Model of The Partnership System Between The Human Capital Division of Company X Yogyakarta and Telemarketing Partners

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ABSTRACT

Companies implementing partnership-based employment systems require internal communication mechanisms that support timely information dissemination, work coordination, and meaningful interaction with partners. At Company X Yogyakarta, the Human Capital Division functions as a central communication hub for telemarketing partners; however, communication remains constrained by delays in information dissemination, limited policy socialization, restricted upward communication, and weak cross-channel interaction. This study aims to analyze the communication model within the partnership system between the Human Capital Division and telemarketing partners and to develop a communication model that addresses these communication gaps. A descriptive qualitative approach was employed using interviews, observations, and documentation. The findings indicate that communication is predominantly hierarchical and operates through three patterns: downward communication for disseminating organizational policies and information, upward communication for reporting operational issues and feedback, and cross-channel communication for information exchange across functional units. The main weaknesses are not only related to the flow of information but also to the limited availability of structured mechanisms for partner feedback, clarification, and follow-up. Based on these findings, the proposed communication model integrates downward communication with formal upward feedback mechanisms and validated cross-channel communication. The Human Capital Division is positioned as a communication hub responsible not only for information dissemination but also for coordinating feedback and ensuring communication consistency across channels. Continuous evaluation is incorporated to facilitate periodic assessment and improvement of communication practices. The proposed model provides a framework for strengthening two-way communication, improving feedback responsiveness, and supporting more coordinated communication within the partnership system.

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1. Introduction

Internal communication is an essential component of organizational communication because it supports the dissemination of information, coordination, policy implementation, and the development of shared understanding among organizational members. Recent research shows that internal communication is a strategic factor shaping employee outcomes, and that effective information flow and feedback mechanisms are important for productivity and organizational commitment (Zhang et al., 2022). One important form of internal communication is vertical communication, which refers to communication across different organizational levels. Vertical communication consists of downward communication from management to subordinates and upward communication from employees to management, and it is used to convey tasks, clarify expectations, provide feedback, and support employee participation in organizational processes (Madsen et al., 2023; Men et al., 2020; Zhang et al., 2022).

The development of digital technology has further transformed the way internal and vertical communication are conducted. Digital internal communication is increasingly understood as a socio-technical process shaped not only by communication platforms but also by competencies, trust, and organizational interaction, while no single digital channel is universally effective for all communication needs (Greavu-Şerban et al., 2025; Putro, 2023). Communication is also a central element in telemarketing activities. Telemarketing relies on telephone-based interaction to build product awareness and encourage purchase, and its effectiveness depends on how telemarketers manage customer communication, rapport, and follow-up during the sales process (Guo et al., 2023).

Although previous studies have provided important insights into internal communication, vertical communication, digital communication, and telemarketing communication, these areas have generally been examined separately. Organizational communication studies mostly focus on communication between management and employees, whereas telemarketing studies tend to emphasize customer interaction and consumer purchase behavior (Caza, 2021; Jin & He, 2019). This issue becomes particularly relevant because a partnership-based system may create a communication relationship that differs from a conventional superior-subordinate structure. Research on employee voice and internal listening shows that internal communication is shifting from one-way dissemination toward dialogue, listening, and organizational response, making reciprocal communication especially important in arrangements where formal employment ties may be less conventional (Ruck, 2021; Tekouabou et al., 2019).

This research gap is particularly relevant in Company X, an information technology service and development company that supports digital services for financing companies in Indonesia. One of its core services is the provision of telephony agents, especially telemarketing personnel, whose work is centered on telephone-based promotion and customer contact, while the use of telemarketing is commonly intended to increase customer understanding and support sales targets (Venkatesan et al., 2025). Within this partnership system, the Human Capital Division functions as the main communication bridge between Company X and its telemarketing partners.

Studies of electronic internal communication channels show that when organizations rely on multiple platforms such as email, WhatsApp, and Telegram, communication problems can still arise because not all users access the same channels consistently, messages may be mixed or unclear, and receipt of information is difficult to monitor (Mahmud & Swarnawati, 2020). The communication issues identified in Company X therefore need to be understood not only as operational problems but also as part of a broader organizational communication process within a partnership system. Evidence from recent organizational studies shows that communication

barriers such as delayed delivery, poor information quality, distortion, weak feedback mechanisms, and unclear messages can reduce communication effectiveness and affect employee productivity. Based on this gap and the empirical context, this study examines the communication model implemented within the partnership system between the Human Capital Division of Company X Yogyakarta and its telemarketing partners based on the concept of vertical communication. The study specifically analyzes how downward and upward communication are implemented in information dissemination, coordination, and feedback exchange, because recent evidence shows that both top-down and bottom-up communication positively shape organizational outcomes and employee commitment.

The study is expected to contribute to the understanding of organizational communication by explaining how vertical communication operates within a partnership-based system supported by digital communication channels. This contribution is relevant because digital internal communication increasingly depends on transparency, two-way communication, and employee participation, which can strengthen organizational relationships and improve communication quality in digitally mediated workplaces ([Men et al., 2020](#)). Based on the foregoing discussion, the research question is formulated as follows How is the communication model implemented within the partnership system between the Human Capital Division of Company X Yogyakarta and its telemarketing partners based on the concept of vertical communication.

2. Theoretical Framework

Systems Theory

This study adopts Systems Theory proposed by Pace and Faules, as cited in [Awa et al. \(2024\)](#), to conceptualize organizations as integrated systems comprising individuals, formal structures, informal interactions, and interconnected working environments. Systems Theory argues that organizations cannot be fully understood by examining individual components independently; rather, they should be analyzed through the interrelationships among all elements that collectively form a unified system ([MacIntyre & Doucette, 2010](#)). The principal concepts of the theory include consummative, structure, function and evolution, openness, and hierarchy, which explain how organizations receive, process, and maintain information while preserving system equilibrium. This theoretical perspective is employed to explain the relationship between the Human Capital Division and telemarketing partners within Company X's partnership system.

Communication Model

A communication model provides a conceptual framework for explaining the processes of information transmission, reception, and processing within an organization. [Perdana \(2021\)](#) explains that a communication model consists of interconnected elements, including the communicator, message, communication channel, receiver, and feedback, all of which contribute to the achievement of communication objectives. This study employs the communication model concept to identify the communication patterns implemented between the Human Capital Division and telemarketing partners. The findings are expected to produce an internal communication model that reflects the characteristics of the partnership system adopted by Company X.

Vertical Communication Theory

This study employs Vertical Communication Theory as the primary analytical framework for examining communication flows between the Human Capital Division and telemarketing partners. [Fransiska & Jamalullail \(2022\)](#) explain that vertical communication is a formal communication process occurring between superiors and subordinates through two complementary directions:

downward communication and upward communication (Khan et al., 2022; Sueldo et al., 2023). Downward communication functions to convey organizational policies, instructions, work-related information, and organizational objectives, whereas upward communication enables the reporting of work progress, feedback, aspirations, and challenges encountered by subordinates. The concept of vertical communication is applied in this study to evaluate the effectiveness of information dissemination and feedback mechanisms within Company X's partnership system in Fig. 1.

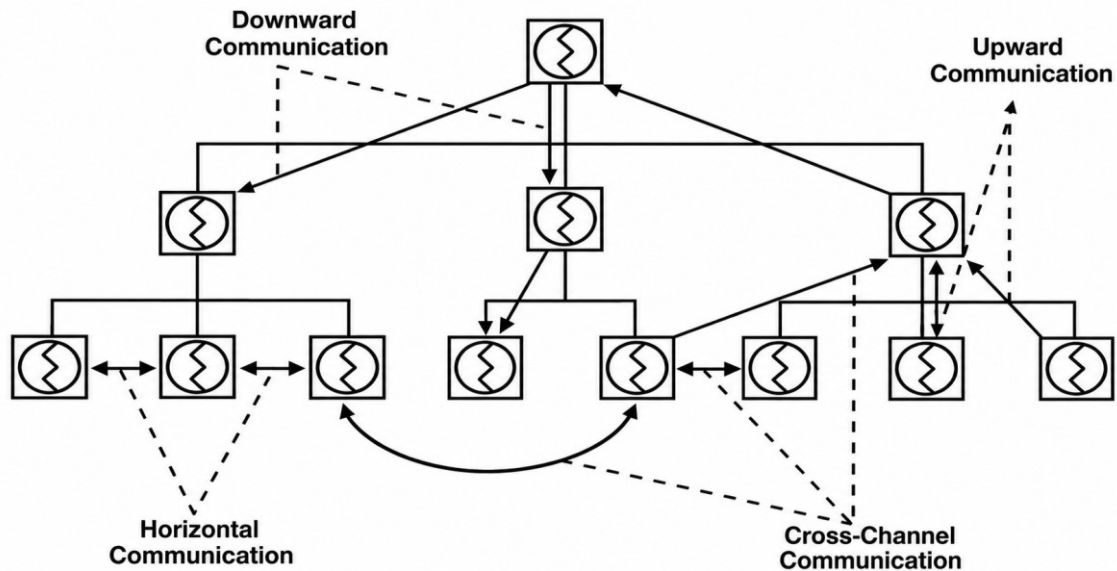


Fig. 1. Four Directions of Organizational Communication
Source: (Fransiska & Jamalullail, 2022).

3. Method

Research Design

This study employed a descriptive qualitative approach to examine communication practices within the partnership system between the Human Capital Division and telemarketing partners at Company X in Yogyakarta. A qualitative approach was selected to explore communication processes, experiences, interactions, and patterns within the partnership context. The study focused on downward communication, upward communication, and cross-channel communication, including communication barriers and feedback mechanisms. The research was conducted at Company X in Yogyakarta from August to December 2024.

Research Informants

Informants were selected using purposive sampling based on their direct involvement in and experience with communication within the partnership system. The study involved nine primary informants, consisting of four company personnel and five telemarketing partners. The company personnel were Sri Rahayu Gunadi, Head of Human Capital; Richard Santosa, HC-Business & Partner; Lidwina Vita, HC-Competency Development Analyst; and Berti Silawati Fiftyana, Team Leader. The five telemarketing partners were identified by the initials BG, RK, RR, CL, and TH. Company personnel were selected because they were directly involved in managing, coordinating, and communicating information to telemarketing partners. The telemarketing partners were selected because they directly experienced the processes of receiving information, coordinating with the company, reporting work-related issues, and providing feedback. In addition to the

primary informants, Rila Setianingsih, S.Kom.I., M.Si., a Communication lecturer at Universitas Mercu Buana Yogyakarta, served as an expert validator. Her role was to assess the communication model developed from the empirical findings. The expert validation was conducted separately from the primary data collection.

Data Collection

Data were collected through semi-structured interviews, observation, and documentation. Semi-structured interviews were conducted with the primary informants to explore communication practices within the partnership system. The interviews followed a research-based interview guide while allowing informants to elaborate on their experiences and perspectives. The questions addressed information dissemination, communication between Human Capital and telemarketing partners, communication channels, coordination, communication barriers, and feedback mechanisms. Observation was conducted to examine communication practices within the partnership context. The observation focused on information dissemination, the use of communication channels, interactions between company personnel and partners, coordination processes, and responses or feedback during communication activities. Documentation was used to complement the interview and observation data. The documentation included relevant materials related to communication practices and the partnership system, including available records of communication activities and communication channels used during the research period.

Data Analysis

Data were analyzed using the interactive model proposed by Miles, Huberman, and Saldaña, which consists of data condensation, data display, and conclusion drawing and verification. During data condensation, interview transcripts, observation notes, and documentation were reviewed to identify information relevant to the research focus. The data were coded according to emerging communication issues, including policy dissemination, downward communication, upward communication, cross-channel communication, digital communication channels, information delays, communication barriers, and feedback. The initial codes were then grouped into broader categories based on their similarities. These categories were developed into four analytical themes: downward communication, upward communication, cross-channel communication, and communication barriers. The data were subsequently displayed thematically to compare the perspectives of company personnel and telemarketing partners. This process was used to identify communication patterns, differences in experiences, and weaknesses within the existing communication system. The final stage involved drawing and verifying conclusions by examining relationships among the identified themes and interpreting them through the perspective of vertical communication. The analysis focused on information flow, communication access, coordination, communication barriers, and feedback mechanisms. These empirical findings were then synthesized into the proposed communication model for the partnership system. Thus, the model was derived from systematically analyzed empirical findings rather than presented solely as a recommendation by the researcher.

4. Result and Discussion

Partnership System at Company X

Company X is a digital service provider that implements a partnership-based employment system as its human resource management model, distinguishing it from conventional outsourcing companies that primarily employ permanent or contract-based staff. Yogyakarta was selected as the company's operational location because of its strategic accessibility from the headquarters in

Jakarta and its abundant human resource potential as a prominent university city. This condition aligns with the company's vision of providing flexible employment opportunities, particularly for university students. Consequently, the partnership system has become a defining characteristic of the company in establishing adaptive and mutually beneficial working relationships with its partners.

The partnership system at Company X allows partners to determine their own work schedules according to their individual availability. Partners are categorized into two groups: regular partners, who have complete flexibility in selecting their work schedules, and exclusive partners, who commit to working for a period of three to six months in exchange for additional benefits. All employment arrangements are governed by a Partnership Agreement (PKS), which specifies the rights, responsibilities, and operational regulations applicable to both parties. Although the system emphasizes flexibility, partners remain responsible for fulfilling the work schedules and performance targets they have agreed upon. Interview findings indicate that the partnership system has not been fully understood by all partners. Several participants reported receiving insufficient explanations regarding the partnership concept, payroll mechanisms, and operational regulations when they first joined the company. As a result, misunderstandings concerning the partnership system and the company's organizational structure have occurred. These findings suggest that communication during the orientation process requires further improvement to ensure that every partner receives complete and accurate information.

The implementation of the partnership system provides considerable benefits for both the company and its partners, particularly in terms of work schedule flexibility and the opportunity for individuals to join the organization without complex recruitment requirements. The system enables the company to acquire a more dynamic workforce that can be adjusted according to operational demands. Meanwhile, partners are able to balance their work responsibilities with academic commitments or other professional activities. This flexibility has become one of the company's primary competitive advantages compared with similar organizations.

Despite its advantages, the partnership system also presents several challenges, including a high turnover rate among partners, workforce availability, and coordination within work teams. These issues affect the company's ability to achieve operational targets, particularly when the number of active partners falls below organizational requirements. Team leaders experience difficulties in scheduling work, fostering team collaboration, and maintaining consistent performance because team membership changes continuously. These challenges become even more pronounced during extended holiday periods when many partners choose not to schedule work shifts.

The findings demonstrate that the success of the partnership system is strongly influenced by the quality of communication between management and partners. Participants expressed the need for information to be communicated more clearly, systematically, and directly by authorized personnel to facilitate understanding. Furthermore, greater efforts are required to improve partners' understanding of the organizational structure, company policies, and operational procedures in order to minimize misinformation. These findings suggest that the effectiveness of the partnership system depends not only on work flexibility but also on consistent, transparent, and continuous internal communication.

Downward Communication

Downward communication is the most established communication flow in the partnership system. Human Capital communicates policies, operational information, and instructions through Head of Telephony, coordinators, and team leaders. Information is generally delivered through direct briefings and subsequently supported by written information through digital media. This

structure allows information to follow the formal organizational hierarchy and helps maintain consistency in the messages delivered to partners (Sahoo et al., 2019; Zou et al., 2023). The findings, however, indicate that the effectiveness of downward communication is influenced by the timing and preparation of information. One significant example concerns a change in the payment schedule for telemarketing partners. The payment policy changed from one day to two days after the end of the payment period, while the new policy was implemented shortly after the information was communicated. Partners responded with concerns because they had limited time to prepare for a change that affected their income. The finding indicates that the problem was not simply whether the policy was communicated, but whether sufficient time and explanation were provided before its implementation.

The findings therefore suggest that downward communication should include a pre-implementation socialization process for policies that directly affect partners. Socialization provides an opportunity for Human Capital to explain the rationale of a policy and obtain responses before implementation. It also allows the organization to identify potential problems from the partners' perspective. In this context, communication functions not only as a mechanism for transmitting decisions but also as part of the process of preparing organizational members for change. Timing is another important component of downward communication. Interviews with telemarketing partners indicated that information distributed around 12:00 and 17:00 WIB was considered more likely to be noticed because partners were more active in accessing their mobile phones at these times. This finding suggests that communication planning needs to consider not only the content and channel of a message but also the communication habits of its recipients.

Upward Communication

In contrast to downward communication, upward communication remains less developed. Partners can report operational problems, attendance issues, licensing concerns, and payment-related matters, but access to Human Capital is largely mediated through team leaders. Although Human Capital informally allows partners to communicate problems, direct individual visits to the Human Capital Division can create discomfort for some partners. Consequently, feedback is often conveyed through intermediaries or informal communication rather than through a formal and continuously accessible mechanism (Ikediugwu & Chijindu, 2023; Okafor et al., 2021).

The findings also show that the absence of a formal feedback mechanism affects the follow-up process. Partners may communicate problems through team leaders, but the subsequent response or resolution is not always clear. This creates a longer feedback path between the person experiencing the problem and the organizational unit responsible for addressing it. This finding is theoretically significant. Vertical communication theory describes upward communication as an important channel for conveying reports, feedback, concerns, and information from lower organizational levels to management. In the context of this partnership system, the downward direction is structurally established, while the upward direction is less institutionalized. The findings therefore confirm the basic distinction within vertical communication but extend its application to a partnership context, where communication participants are not conventional employees but partners operating within a flexible working arrangement. The findings further indicate that the problem is not simply the availability of communication media. Partners already use several digital channels, but they do not have a clearly defined channel dedicated to submitting feedback and receiving follow-up. Therefore, increasing the number of communication platforms would not necessarily resolve the problem. What is required is a feedback architecture that defines where feedback should be submitted, who receives it, how it is processed, and how the response is communicated back to the partner.

Cross-Channel Communication

Cross-channel communication occurs between partners and personnel outside their immediate communication hierarchy. The findings show that this form of communication remains limited because different functions operate in different work areas and have different operational activities. Direct interaction between telemarketing partners and team leaders from other functions is therefore relatively limited. Nevertheless, informal interpersonal relationships sometimes facilitate cross-channel communication. Some partners have personal relationships with team leaders from other functions and can therefore obtain information outside their usual communication path. The information may subsequently be shared with other partners. Although this can accelerate information dissemination, the information still requires confirmation from the relevant team leader to ensure its accuracy (Larasati & Suharti, 2023).

This finding indicates that informal communication can function as a supporting mechanism within the partnership system, particularly when formal communication is slow or limited. However, informal communication cannot replace formal communication because information obtained through personal networks still requires organizational validation. The organization therefore needs to maintain a balance between formal and informal communication while ensuring that official information remains traceable and verifiable.

Communication Model at Company X

The findings indicate that the communication model at Company X is centralized within the Human Capital (HC) Division, which serves as the primary coordinator of organizational communication. The HC Division is responsible for disseminating information regarding company policies, work schedules, payroll, training, employee benefits, and various partner development programs to telemarketing partners. Information is communicated through multiple digital platforms, including WhatsApp Groups, Instagram, the company website, the Delima application, and face-to-face communication when necessary. This communication structure demonstrates that the HC Division functions as the central hub for information distribution within the partnership system.

The communication process adopts a two-way vertical communication model. Downward communication occurs when the HC Division conveys organizational policies, operational instructions, and work-related information to telemarketing partners. Conversely, upward communication takes place when partners communicate inquiries, operational challenges, suggestions, and reports to the HC Division through the available communication channels. These findings indicate that communication functions not only as a mechanism for information dissemination but also as an essential means of organizational coordination supporting operational activities. Despite the implementation of this communication model, several challenges continue to affect its effectiveness. The use of multiple communication platforms has resulted in information not always being received simultaneously by all partners, leading to misunderstandings related to attendance, payroll, and company policies. Furthermore, formal mechanisms for collecting partner feedback remain limited, causing most communication to occur through personal interactions or informal group conversations. These findings suggest that although two-way communication has been established, it has not yet been fully integrated into a comprehensive organizational communication system.

The results further demonstrate that the success of the partnership system is highly dependent on consistent, transparent, and responsive communication between the Human Capital Division and telemarketing partners. Effective communication enhances partners' understanding of organizational policies, strengthens work coordination, and minimizes operational errors.

Consequently, the development of a more integrated communication platform is necessary to accelerate information dissemination while facilitating a more efficient feedback process. Overall, the proposed communication model illustrates in Fig. 2, a reciprocal relationship in which the Human Capital Division serves as the primary communicator, whereas telemarketing partners function both as information recipients and providers of organizational feedback.

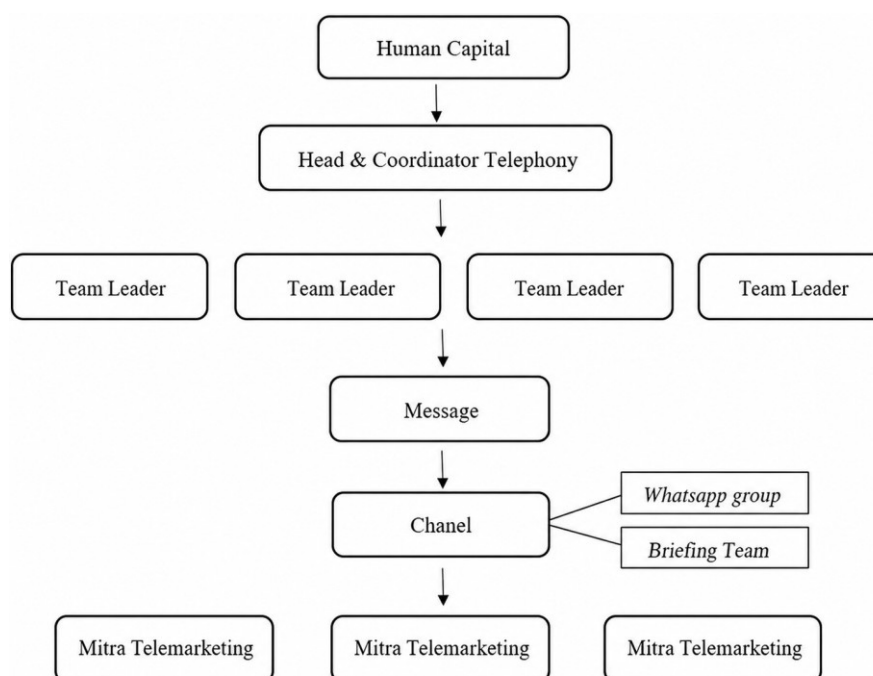


Fig. 2. Communication Model Between the Human Capital Division and Telemarketing Partners

Source: Prepared by the authors.

The proposed communication framework illustrates the Human Capital Division as the central communication hub, digital media as the primary communication channels, and telemarketing partners as both message recipients and feedback providers. This model is consistent with the principles of Systems Theory and Vertical Communication Theory, as it demonstrates a continuous flow of information from management to partners and vice versa within an integrated organizational system.

Communication within Company X's partnership system extends beyond the exchange of information and encompasses collaboration, coordination, and the development of mutual understanding among organizational members. Transparency constitutes a fundamental principle of this communication model. All parties are expected to communicate organizational goals, strategies, and expectations openly and clearly. Such transparency minimizes the risk of conflict and misunderstanding while fostering mutual trust and long-term collaboration. As noted by [Perdana \(2021\)](#), communication models should not be limited to message interpretation but should incorporate all communication elements, including communicators, messages, communication channels, participants, and communication processes, to achieve organizational objectives.

The partnership communication model also requires a high degree of flexibility to accommodate changes in the business environment. Consequently, communication should remain open to organizational adaptation and innovation through regular meetings, discussion forums, and the utilization of modern communication technologies, including online collaboration platforms. Within Company X, the Human Capital Division is responsible for managing and disseminating

organizational information on behalf of the company. However, the findings indicate that information management remains predominantly one-directional despite relying extensively on social media platforms. From the perspective of a partnership-based employment system, partners should also be provided with formal opportunities to express opinions, criticisms, and suggestions. Currently, such formal mechanisms remain unavailable. The Human Capital Division primarily focuses on ensuring that information reaches partners without sufficiently assessing whether the messages are fully understood or appropriately interpreted. Moreover, most information is distributed through WhatsApp Groups, where important organizational announcements often compete with high volumes of routine partner-related discussions, particularly leave requests, thereby reducing message visibility.

The findings further reveal that the implementation of two-way communication has not yet reached its full potential. According to Human Capital personnel, the large number of telemarketing partners presents a significant challenge in providing an effective communication platform through which partners can express their opinions and contribute to improvements in internal communication processes. Nevertheless, this challenge could be addressed through more effective utilization of existing communication technologies. Modern digital platforms including instant messaging applications, video conferencing systems, and project management tools provide opportunities for efficient communication with large groups of participants, making them particularly suitable for organizations managing hundreds of partners. Commitment to teamwork also represents an essential component of the proposed communication model. Effective collaboration among organizational members, both within and across divisions, is indispensable for achieving common organizational goals. High-performing teams require effective communication in which every member clearly understands individual responsibilities while sharing common organizational objectives (Guionnet et al., 2020).

The discussion of the communication model is analyzed using Organizational Communication Theory proposed by Fairhurst & Cooren (2018), which emphasizes the importance of internal communication in improving organizational performance. This theoretical perspective explains how Company X, through its Human Capital Division, can enhance communication quality across internal organizational units, thereby enabling each division to perform more effectively. Pace and Faules argue that organizational communication should operate bidirectionally rather than solely from superiors to subordinates. When each organizational member fulfills assigned responsibilities while communicating information effectively, organizational communication becomes significantly more efficient. This study also incorporates Wofford's internal communication framework, as discussed by Yasa et al. (2021), which identifies four essential managerial functions for effective organizational communication: planning, involving the establishment of organizational goals and communication strategies; organizing, involving the allocation of activities and resources required to achieve organizational objectives; directing, involving the provision of guidance to ensure organizational members perform according to established policies; and controlling, involving continuous monitoring to evaluate whether organizational activities are implemented as planned and whether personnel fulfill their respective responsibilities. The findings indicate that the Human Capital Division has generally implemented these four managerial functions effectively.

Integrating these communication principles into Company X's partnership system would contribute to improving information dissemination by making communication more systematic and effective. Such improvements are expected to ensure that information is delivered clearly and accurately to telemarketing partners while simultaneously providing accessible channels through which partners can offer constructive feedback to improve internal communication practices.

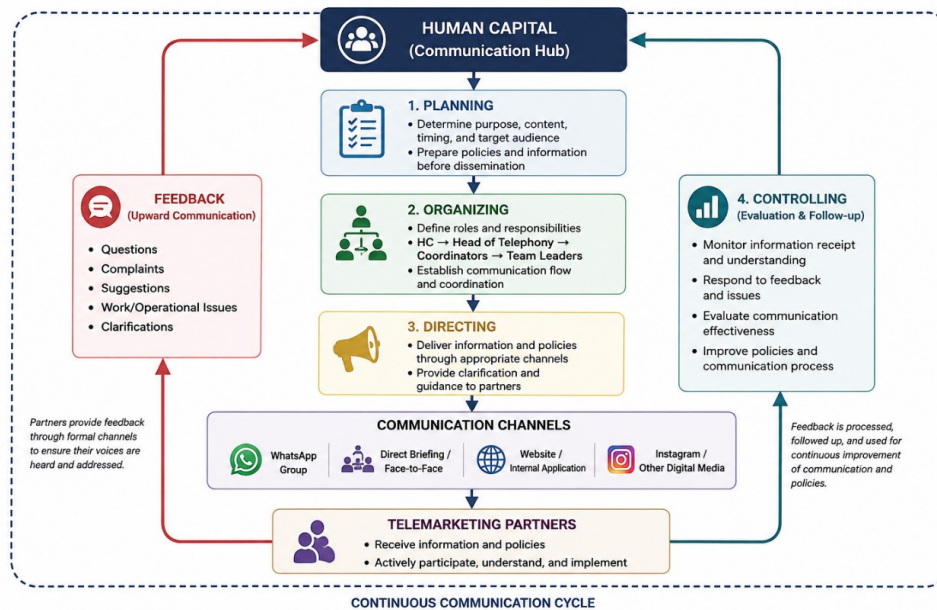


Fig. 3. Communication Model of the Partnership System

Accordingly, the proposed communication model emphasizes digital communication platforms as the primary communication channels while incorporating the four managerial functions of internal communication together with the message transmission principles proposed by Pace and Faules in Fig. 3. Initially, the Human Capital Division should optimize the allocation of responsibilities and human resources to ensure that workloads are distributed appropriately. Such improvements would enhance the efficiency of information dissemination to telemarketing partners. Subsequently, the Human Capital Division should consistently implement the four internal communication functions when communicating organizational information. This approach is expected to strengthen internal organizational communication while improving interactions between Human Capital personnel and telemarketing partners.

Furthermore, Company X should establish formal evaluation mechanisms that enable open organizational discussions involving all relevant divisions. Such mechanisms would facilitate the identification of communication barriers affecting information dissemination and organizational coordination. These evaluation activities may be conducted through scheduled face-to-face meetings organized into manageable participant groups. Considering the large number of partners, evaluations may also be conducted through digital communication technologies such as Zoom Meetings, Google Meet, or other online video conferencing platforms. The proposed communication model is further supported by previous studies. Yasa et al. (2021) demonstrated that effective communication between supervisors and subordinates significantly improves employee performance. Similarly, Gusmarani & Rajiyem (2022) emphasized that strong internal communication across organizational divisions facilitates smoother work processes and enhances organizational effectiveness.

This study specifically examines the communication model implemented within Company X's partnership system. Since this partnership-based employment model is relatively new within the organization, direct comparisons with similar organizational contexts remain limited. Although the flexibility and non-binding characteristics of the partnership system present unique communication challenges, these challenges can be effectively managed through careful consideration of essential communication principles and continuous organizational evaluation (Ananeh-Frempong, 2022; Liu et al., 2022).

The proposed communication model therefore represents an extension of the present study by providing a more comprehensive understanding of communication processes within the partnership system between the Human Capital Division and telemarketing partners. The findings offer practical guidance for improving the organizational structure of the Human Capital Division to establish a communication system supported by balanced responsibilities and adequate human resources. Ultimately, a well-managed communication model will foster genuine two-way communication between Human Capital personnel and telemarketing partners, improve mutual understanding of organizational information, and enhance overall communication effectiveness.

Overall, the communication model within Company X's partnership system should reflect a commitment to mutual trust, organizational flexibility, effective utilization of digital technologies, collaborative teamwork, and high-quality stakeholder engagement. Such an approach will enable the company to establish sustainable partnerships while continuously adapting to the dynamic business environment.

Discussion

The findings indicate that the communication system between Human Capital and telemarketing partners has established a relatively clear vertical structure, particularly in the downward direction. Human Capital functions as the main communication hub and distributes organizational information through the Head of Telephony, coordinator, and team leader before reaching the partners. This structure confirms the relevance of vertical communication theory proposed by Pace and Faules, which views organizational communication as a process that operates both downward and upward. However, the findings also show that the two directions do not have the same level of development. Downward communication is more structured because it is supported by formal organizational roles, while upward communication remains more dependent on intermediaries and informal interactions. This imbalance indicates that the existing communication model has been more strongly designed for information distribution than for continuous exchange between the organization and its partners. The weakness of the existing model becomes particularly visible in the communication of policies that directly affect telemarketing partners (Fu et al., 2022).

The finding concerning changes in the payroll schedule shows that information delivery alone does not guarantee understanding or acceptance. The limited time between policy dissemination and implementation created concerns among partners and indicates that communication should begin before a policy is implemented. In this context, the planning function described in the internal communication framework used in this study becomes important. Planning should not only determine what information needs to be communicated but also consider when the information should be delivered, how much explanation is required, and whether the recipients have sufficient opportunity to understand the implications of the policy. The proposed model therefore places planning at the beginning of the communication cycle so that policy communication becomes more deliberate and responsive to partner conditions (Rachayu & Banat, 2020).

The findings further demonstrate that the use of various communication media does not automatically create effective two-way communication. Company X has utilized WhatsApp Groups, Instagram, the company website, internal applications, and direct communication, but partners still experience difficulties in accessing Human Capital and conveying feedback through a formal mechanism. This finding is important because it shifts the analytical focus from the number of communication channels to the structure that connects those channels. Multiple channels can increase information access, but without clear functions and coordination, they can also produce fragmented information and different levels of message reception (Basuki & Roostika, 2026).

The proposed model therefore does not recommend simply adding communication platforms. Instead, it emphasizes the organization of existing channels according to their communication functions and their integration with the feedback process. The most important improvement in the proposed model is the repositioning of telemarketing partners from passive recipients of information to active participants in organizational communication. This adjustment is based directly on the finding that upward communication remains less formalized than downward communication. Within the vertical communication perspective, communication should provide opportunities for information to move from organizational management to members and return to the organization in the form of reports, responses, and feedback. In the partnership system, this principle becomes particularly important because partners operate with flexible working arrangements and are not continuously present within the same organizational environment. The model therefore introduces a formal feedback mechanism through which partners can communicate questions, complaints, suggestions, and operational problems to Human Capital. This mechanism is expected to shorten the distance between partners and the organizational unit responsible for communication and policy (Soeratio et al., 2025).

The proposed model also strengthens the organizing function by clarifying the communication roles of Human Capital, the Head of Telephony, coordinators, and team leaders. The findings show that the existing hierarchical structure is useful for distributing information but can become a barrier when partners need to communicate directly with Human Capital. The proposed model does not eliminate the existing hierarchy because the hierarchy remains necessary for organizational coordination. Instead, it distinguishes the function of hierarchy in information distribution from the function of feedback in organizational learning. In this structure, team leaders and coordinators continue to facilitate communication, while formal feedback provides an additional route through which relevant issues can reach Human Capital. This arrangement is intended to reduce dependence on informal personal relationships while maintaining the organizational roles that already exist (Fazhari & Rudianto, 2022).

The directing function in the proposed model is also developed beyond the simple transmission of information. The findings show that the timing and method of communication influence how partners receive and understand organizational messages. Direct briefings may be appropriate for information requiring explanation, while digital channels can support rapid distribution to a large number of partners. The proposed model therefore treats communication channels as complementary rather than interchangeable. The choice of channel should be based on the nature and urgency of the information, while important information should remain traceable and consistent across channels. This approach responds to the finding that communication problems cannot be solved simply by increasing the number of media used by the organization.

The controlling function provides another important distinction between the existing and proposed models. In the existing system, communication tends to end after information has been distributed. In the proposed model, communication continues through monitoring, feedback, response, and evaluation. This reflects the controlling function in the internal communication framework used in the study, which emphasizes monitoring whether organizational activities are conducted according to established plans and responsibilities. Applied to communication, controlling means that Human Capital does not only determine whether a message has been delivered but also considers whether the message has been understood, whether problems have emerged, and whether further clarification is required. The evaluation process can subsequently become an input for the next communication planning stage.

The proposed model consequently changes the communication pattern from a predominantly linear process into a continuous two-way communication cycle. The cycle begins with planning, followed by organizing, directing, and information delivery through appropriate channels. Telemarketing partners then provide feedback, which is processed through controlling and continuous evaluation before becoming an input for subsequent planning (LaBelle & Waldeck, 2020). This cycle directly addresses the main empirical problems identified in the study: delays in information dissemination, insufficient policy socialization, limited access to Human Capital, fragmented communication across channels, and the absence of a formal feedback mechanism. The model therefore represents a synthesis of the empirical findings rather than an independent recommendation introduced by the researchers.

From a theoretical perspective, the proposed model confirms and extends Vertical Communication Theory. It confirms the theory because communication within Company X clearly involves downward and upward flows between organizational levels. However, it extends the theory by demonstrating that the existence of both directions does not by itself establish an integrated two-way communication system. The findings suggest that vertical communication in a partnership context requires a formal feedback architecture that connects information dissemination with partner responses, organizational follow-up, and continuous evaluation. The proposed model consequently adds a feedback-oriented dimension to the application of vertical communication theory within a partnership system. The model also provides a conceptual explanation of why communication may remain predominantly one-way despite the availability of digital media. The determining factor is not the quantity of communication channels but the existence of a mechanism that allows information to return to the organization and influence subsequent communication decisions. In this sense, feedback becomes not merely a response to organizational communication but an integral component of the communication system. Human Capital functions not only as a distributor of information but also as a receiver and evaluator of information originating from partners. Based on this analysis, the proposed model provides a framework for improving communication within the partnership system by integrating planning, organizing, directing, formal feedback, and controlling into a continuous communication cycle. The model is particularly relevant to Company X because it retains the existing organizational hierarchy while addressing the weaknesses identified through the empirical findings. Rather than replacing the communication channels already in use, the model seeks to make their functions clearer and connect them with a formal feedback and evaluation mechanism. Thus, the principal contribution of the model lies in strengthening the two-way character of organizational communication within a flexible partnership system.

5. Conclusion

This study concludes that communication within Company X's partnership system is predominantly characterized by a hierarchical and vertically oriented flow, in which information from the Human Capital Division is transmitted through the Head of Telephony, coordinators, and team leaders before reaching telemarketing partners. While this structure provides a clear chain of communication and supports organizational coordination, its effectiveness is constrained by delayed information dissemination, limited policy socialization, restricted access to upward communication, and weak cross-channel interaction. These conditions indicate that the effectiveness of organizational communication in a partnership system cannot be determined solely by the clarity of the hierarchical structure, but also by the availability of mechanisms that enable partners to respond, provide feedback, and obtain clarification in a timely manner.

The principal contribution of this study is the development of a communication model that extends beyond a one-way hierarchical dissemination system. The proposed model emphasizes balanced two-way communication by integrating structured downward communication with formal, documented, and continuous feedback mechanisms. Such mechanisms provide telemarketing partners with clearer opportunities to report operational issues, communicate concerns, seek clarification, and provide feedback directly to the organization. At the same time, cross-channel communication needs to be supported by clear validation procedures to ensure that information exchanged across functional units remains accurate and consistent. Thus, the recommended model positions communication not merely as a process of delivering organizational information, but as a continuous organizational mechanism for coordination, feedback, and mutual understanding.

Theoretically, this study contributes to the understanding of organizational communication in partnership-based work arrangements by demonstrating the importance of integrating vertical communication, upward feedback, and cross-channel interaction within a single communication framework. Practically, the proposed model provides Company X with a basis for improving policy socialization, establishing accessible feedback channels, documenting partner input, and strengthening the coordination of communication across functional units. Its implementation may support more responsive communication and reduce misunderstandings arising from delayed or incomplete information. This study is subject to several limitations. The research focuses on the communication practices within one company and a specific telemarketing partnership system; therefore, the proposed model may not be directly generalizable to organizations with different structures, partnership arrangements, or communication cultures. In addition, the study primarily examines communication processes from a qualitative perspective and does not quantitatively assess the effectiveness of the proposed model after implementation. Future research could therefore examine the application of the model across different organizations or partnership contexts and evaluate its effectiveness through longitudinal or mixed-method approaches. Such studies could further assess whether formalized and continuous feedback mechanisms improve communication responsiveness, partner engagement, and organizational coordination over time.

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