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**The Development of Interpersonal and Impersonal
Communications to Support Relationship Marketing
at The Holding State-Owned Enterprises**

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Abstract

The formation of a State-Owned Mining Enterprise or BUMN Tambang (holding) company that occurred in late November 2017 caused many consequences to the changes that occurred in it. One of them is in the field of corporate marketing communications. Holding BUMN Tambang was formed through the approval of PT Timah Tbk (TINS) shareholders, PT Aneka Tambang Tbk (ATNM) and PT Bukit Asam Tbk (PTBA), to move the majority of government shares to PT Indonesia Asahan Inalum (Inalum). Due to the ignorance of the vision and mission of this new old-flavored company, much of information come, either true or false. These problems give a big impact on the establishment of relationship marketing between the company and its stakeholders, which is caused by the lack of optimum application on the concept of the external and internal communication activities. Through a qualitative research in descriptive approach by using interviews and literature reviews, this study aims to determine the process on the development of interpersonal and impersonal communication in BUMN Tambang, which aims to form a good relationship with stakeholders. As a comparison, this research also provided the development of internal and external communication activities from PT Pupuk Indonesia, as a state-owned fertilizers enterprise or state holding organization, that has already been established. The result of the study determined that key opinion leader will give a big influence on the society and workforce. Communication is the key in forming the relationship marketing with stakeholders.

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Keyword: *BUMN tambang, holding, inalum, pupuk Indonesia, relationship marketing, interpersonal communication, impersonal communication*

1. Introduction

The development of an increasingly competitive business world, making the actors in it needs to do cooperation and innovation. Not only for private companies that aim to profit (profit oriented), also for government organizations. So far, government organizations in Indonesia that are similar to private companies are State Owned Enterprises (SOEs or BUMN), where the organization is an agent of development, and take a position to seek benefits for the state.

BUMN is a state-owned entity whose established by law, including the State Capital Participation (PMN) process because it uses public money. SOEs also classified as hybrid organizations because it is allowed to manage two types of funds comprising public funds from state and private finances (Moses, 2015).

During this time, SOEs affect the livelihood of many people. That is, SOEs always go into strategic industries that are not many players in, but the product is needed by many people. What happens so far is that many SOEs can not be developed because of governance and professionalism issues. The performance of SOEs is demanded professionally as well as private. But as part of the government, where most of its holdings are state, SOEs must be subject to legislation.

From an institutional perspective, SOEs have more potential for intervention from stakeholders than the private sector, from the President, the House of Representatives, the technical ministers, to the board of directors. This is the demanding for equal treatment between state-owned and private companies, in order to grow better and competitive. The goal, so that the role of SOEs in community service is more optimal and each company are not competing with each other.

Transparency and efficiency become the keys to improve SOEs to be more efficient and have a clear mission, especially in sectors with high externalities. SOEs that control the livelihood of the people should be given the freedom to develop themselves. On the basis of that, the idea for the incorporation of similar companies became the main issue discussed by the government from period to period.

The concept of holding for downsizing the number of State Owned Enterprises (SOEs) in Indonesia itself has been initiated since 1998. The idea of holding state-owned enterprises by way of grouping BUMN to every industry, began to appear in the era of the first Minister of SOE namely the era of Tanri Abeng. The concept of holding BUMNs is considered to create a strong SOE. Red-plate companies were considered to be

increasingly focused on developing its business from upstream to downstream (Chandra, 2017).

In his era of leadership, Tanri proposed five state-owned holding companies. First, holding state-owned energy and mining. Second, holding state-owned infrastructure such as ports, airports, transportation, and telecommunications. Third, the holding of the financial sector, the contents of all banks and non-banks combined. Fourth, holding state-owned cement and construction. Finally, the fifth, holding state-owned fertilizers and plantations.

The establishment of the previous state-owned holding company was also conducted on PT Perkebunan Nusantara (PTPN) in 2014. PTPN III becomes the holding holding of state-owned enterprises engaged in the management, processing and marketing of plantation products. The commodities cultivated are palm oil, rubber, sugar cane, tea, coffee, cocoa, tobacco, various timber, fruits and various other crops.

The establishment of PTPN holding as the issuance of Government Regulation of the Republic of Indonesia Number 72 Year 2014 concerning the Addition of State Equity Participation of the Republic of Indonesia into Share Capital of Limited Liability Company (Persero) PT Perkebunan Nusantara III.

The establishment of holding is also done on state-owned cement with its parent PT Semen Indonesia (Persero) Tbk. On December 20, 2012, the company acted as a strategic holding company and changed its name to PT Semen Indonesia (Persero) Tbk, which oversees Semen Padang, Semen Gresik and Semen Tonasa.

The form of strategic holding company is also selected for state-owned fertilizer. PT Pupuk Indonesia (Persero) became the holding parent marked by Government Regulation (PP) number 28 dated August 7, 1997 which appointed PT Pupuk Sriwidjaja (Persero) as holding company (Holding Company). Renamed PT Pupuk Indonesia (Persero), the company oversees about 10 subsidiaries, including PT Petrokimia Gresik (PKG), PT Pupuk Kujang (PKC), PT Pupuk Kalimantan Timur (PKT), PT Rekinda Industri (Rekind) PT Pupuk Indonesia Energi (PIE). In 2012, based on the Decree of the Minister of Justice and Human Rights of the Republic of Indonesia No. AHU-17695.AH.01.02.Year 2012, PT Pupuk Sriwidjaja (Persero) changed its name to PT Pupuk Indonesia Holding Company (Persero) by making changes to the Company's Articles of Association.

In line with Tanri, President Joko Widodo now also stated his plan to conduct efficiency of 115 state-owned enterprises that exist today, through the formation of a holding or a combination of the parent company. In his reign, Jokowi plans to form six

SOE holding companies. Holding will be engaged in finance, energy, mining, construction or works, housing, and food (Setiaji, 2018).

The plan is likely to come true soon. In the near future, Pertamina's subsidiary, PT Pertagas, will be under PT Perusahaan Gas Negara Tbk (PGAS). The leader of this holding company is PT Pertamina (Persero). This plan of holding state-owned energy had been formed in April 2018. When formed, the holding assets of state-owned energy is estimated at around Rp 715.59 trillion.

In addition, soon to be formed also holding state-owned enterprises with the largest asset that is holding state-owned financial. Holding is headed by PT Danareka (Persero) and consists of PT Bank Mandiri (Persero) Tbk (BMRI), PT Bank Rakyat Indonesia Tbk (BBRI), PT Bank Negara Indonesia (Persero) Tbk (BBNI), PT Bank Tabungan Negara (Persero) Tbk (BBTN), PT Pegadaian (Persero), and PT Permodalan Nasional Madani (Persero). Total assets of state-owned financial holding are estimated to reach Rp 3,023.76 trillion.

The next plan will be a state-owned holding company, which will be headed by PT Hutama Karya (Persero). Its members are PT Jasa Marga (Persero) Tbk (JSMR), PT Waskita Karya (Persero) Tbk (WSKT), PT Indra Karya (Persero), PT Wijaya Karya (Persero) Tbk (WIKA), PT Yodya Karya (Persero), and Trans Sumatera Operating Co. BUMN holding assets are estimated to reach Rp 154 trillion. As for holding state-owned housing, will be led by Perum Perumnas. Its members are PT Adhi Karya (Persero) Tbk (ADHI), PT PP (Persero) Tbk (PTPP), PT Virama Karya (Persero), PT Amarta Karya (Persero) and PT Indah Karya (Persero). This holding asset is estimated to be around Rp 42 trillion.

There is also a plan to build a state-owned food holding company, where Bulog will become a leader. The members are PT Sang Hyang Seri (Persero), PT Pertani (Persero), PT Bhanda Ghara Reksha (Persero), PT Indonesian Trading Company (Persero), PT Perikanan Nusantara (Persero), PT Perikanan Indonesia (Persero) and PT Berdikari (Persero).

Among the many plans, in early 2018 this has materialized the establishment of a hospital (RS) State-Owned Enterprise (BUMN) or known as Indonesian Healthcare Corporation (IHC) and holding BUMN Mining. Holding RS BUMN has been formally established on March 22, 2017. IHC is a change of name from PT Pertamina Bina Medika (Pertamina Central Hospital), which is designated as holding state hospital. IHC is a network of hospitals (operatorship) managing over 77 state-owned hospitals and clinics (Julianto, 2017).

In mid-2018, one of the holding companies that was busy discussed was the formation of holding BUMN Pertambangan led by PT Indonesia Asahan Aluminum (Persero). Holding State-Owned Enterprises (SOEs) Mining industry itself was formally established on Wednesday (29/11/2017), after obtaining approval of the Extraordinary General Meeting of Shareholders (EGM) of three state-owned companies, namely PT Aneka Tambang Tbk, PT Bukit Asam Tbk and PT Timah Tbk. Total assets of this holding is estimated at Rp 88 trillion (Julianto, 2017).

According to the government, the establishment of the state-owned mining company BUMN itself aims to increase business and funding capacity, management of mineral resources and coal, increase added value through downstream and increase local content, and cost efficiency of synergy. However, some parties are still questioning the benefits and procedures of the formation of this new flavored company.

The Coalition of Civil Society Rescue Society, including the Alumni Corps of the Islamic Students Association (Kahmi), has filed a lawsuit underlying the establishment of a holding BUMN Tambang. The lawsuit filed with the Supreme Court (MA) on Thursday (4/1/2018) sued Government Regulation (PP) no. 47 of 2017 on the addition of state capital to PT Indonesia Asahan Aluminum (Inalum) in January 2018 (Sanusi, 2018).

According to them, the unification of these companies will result in the loss of state financial oversight from the Supreme Audit Agency (BPK), the Financial and Development Supervisory Agency (BPKP) and the Corruption Eradication Commission (KPK). In addition, with a new status as a holding company, it allows for a potential holding of a corporation holding or otherwise detrimental to national interests.

This is because with the change of form from state-owned companies to private companies, able to remove the control of the government and the House of Representatives over them. In addition, the issuance of PP 47/2017 resulted in the loss of public service obligation obligation as regulated in BUMN Law to PT Antam, PT BA and PT Timah because state-owned company persero was standing not only looking for profit, but also has the obligation of public service to the people of Indonesia.

Then the Supreme Court has rejected the lawsuit in March 6, 2018. The result of the ruling on this case stipulates that Government Regulation No. 47 of 2017 does not violate the provisions of the Law / UU BUMN and the Law on State Finance. This MA verdict reinforces the holding position of the mining industry (Amelia, 2018).

Based on the explanation, the problem raised in this research is how the internal and external communication strategies are done during the process of holding, amid problems that occur both internal and external companies? Hopefully, this research is able

to provide a scheme of organizational communication process that resulted in improving the company's relationship with its customers.

2. Literature Review

2.1. Holding Company

Apart from any controversy in the formation of a mine holding, this research tries to explain how internal and external communication processes that occur when some long-established companies must become one under the leadership of other company. In the internal context, this research tries to explain how the form of internal communication strategy applied so as not to trigger the disruption on the employees, which if it left, will disrupt the company's operational activities. While in the external context, the purpose of this paper is to explain how the process of creating brand engagement between holding companies BUMN with its stakeholders and maintaining relationship-based marketing (relationship marketing).

As mentioned earlier, BUMN is a government organization that has two functions, namely the function of community service and business functions. The establishment of a state-owned holding company is synonymous with the establishment of a private company parent in general.

According to Bonbright and Means (1969) in Echanis ((2009), the definition of a holding company which affiliated or non-affiliated company, is in a position of control or influence. In other words, the management of one or more companies indirectly owns the majority ownership of the company's shares, whereas according to Ballantine (1946) in Echanis (2009) mentioned that the holding company as the controlling parent company's activities. So that, it can control other companies, where they are bound because the management is selected by the company.

The BusinessDictionary.com mentions that the holding company is a form of business organization that allows the parent company and its directors to control or affect other companies called subsidiaries. Usually this can happen if the owner of the parent company owns a majority share (about 80 percent) or even an entire share (100 percent) of a subsidiary. While subsidiaries usually only have a maximum of 5 percent share of ownership shares in the company.

From these explanations, what needs to be emphasized about the important role of holding companies is the task of controlling other companies through majority ownership, which can give them the power to choose those who sit in the chair of the

company. With the majority ownership in one hand, make the company's operational activities can be well coordinated.

Success or failure of leadership in holding companies involving other companies that then become dependent on the parent company is closely related to the effective communication process delivered to stakeholders, both internal and external. The process of communication itself, which began before the holding company was formed, can be run with reference to the corporate communication strategy that has been made, which can be derived into the required work program.

2.2. Interpersonal and Impersonal Communication

According to Dickson, Hargie and Tourish (2004) in Blanka (2010), there are four levels of communication process in order to deliver a message from the sender to the receiver. The first is Intrapersonal communication, a form of communication that focuses on the process in human beings. In it there are elements of cognitive, emotional, trust, attitude, self-image and self-awareness. Second, Interpersonal communication, which focuses on the relationship between humans or small groups in communicating. Included in this group is the development of relationships, maintaining relationships, skills and communication skills and professional attitude in communication.

Third, Network and organizational realm focus on larger groups of ongoing relationships. The form is an expression through symbols, formation values, information communication channels, rewards and sanctions. Fourth, the formation of Macrosocial or mass level, which attracts attention through the use of social systems. For example, nature, role. effects of mass media, norms and identity. This is also called Impersonal communication.

The establishment of an organizational communication strategy itself begins with the establishment of an effective communication pattern within the organization. The goal, to gain a thorough understanding of the social system of the organization. According to Tubb and Moss in Rachmat (2007: 13-16), effective communication is what gives rise to five things: understanding, fun, influence on attitudes and relationships getting better. First sense, which is a careful acceptance of what is meant by the communicant. Second, pleasure, that communication can be the originator of a warm atmosphere, intimate and fun.

Third, the influence on attitude, which can be interpreted that the communication formed according to the expectations of each person. Fourth, the relationship is getting better so that will create a positive relationship and maintain the relationship that has been

built. Fifth, action focuses on effective indicators. This is the result of the accumulation of all communication processes that exist in the company (Rachmat in Urbaskova, 2010).

2.3. Relationship Marketing

Good communication between companies and stakeholders, of course, will be able to create good communication in all areas, including in marketing or business relationships. According to Egan (2001) in Kanagal (2009), relationship marketing can be defined as a very strategic relationship between workers and customers, whose products are built because of the togetherness of ideals in the business world. In the context of industrial marketing, usually this relationship marketing activity oriented to the strength of products in the market and the sustainability of corporate relationships with individual parties (Jackson, 1985 in Kanagal, 2009).

The term relationship marketing itself is usually used to assess how many product buyers are getting information thanks to the company's marketing programs until finally decide to buy the product (Weitz and Brandford, 1990 in Kanagal, 2009). In building long-term relationships, it is mentioned that Anderson and Weitz have combined the structure of the distribution system for control and coordination functions, as well as giving priority to the procurement system. The key to all three relationships is flexibility, economies of scale and efficiency. As the results of the comparison, obtained information that they have information exposed, put forward the nature of relationships, honesty and communication.

To get good relationships among stakeholders, internal and external communication needs to be done well. What is meant by internal communication is an important requirement for the success of the organization because it aims to disseminate company goals to employees. Furthermore, each employee understands the responsibilities and rights of each. The four objectives of internal communication are: fully understanding the organization, executing communications based on incoming feedback, creating awareness and motivation for all business units. Also create and change behavior (Urbaskova, 2010).

In contrast to external communication. Today's business environment is constantly changing, as are the way organizations communicate. Corporate communication must be closely related to the overall vision and strategy of the company. They define and activate their core values through new ways, which require increased delegation and empowerment. In the meantime, they must also maintain brand consistency, consumer relations, public reputation and daily activities (Argenti, 2009).

Menurut Robinnete (2001:125) dalam Silmi (2012), ada 4 kunci dalam relationship marketing antara lain: 1) Keuntungan bersama (Mutual Benefit), 2) Komitmen (commitment), 3) Kebenaran (authenticity) dan 4) Komunikasi (communication). Sedangkan Ndubisi (2007:99) mengatakan bahwa ada 4 hal yang harus diperhatikan dalam membangun relationshi marketing yaitu: 1) kepercayaan 3 (Trust), 2) komitmen (Commitment), 3) komunikasi (Communication) dan 4) penanganan konflik (Conflict handlnig)

3. Research Methodologi

This research uses descriptive research type using qualitative analysis method, that is by describing or describing systematically, factually and accurately, about the words, properties and the relationship being investigated. Qualitative research itself aims to clarify the phenomenon in depth, through data collection. This research does not give priority to population size or sampling, even the population is very limited. In this study, the emphasis is the issue of depth (quality) and not the amount (quantity) of data (Kriyantono, 2009).

This study uses primary and secondary data sources. The primary data were obtained from interviews of two resource persons, who were the key figures of the two existing state-owned holding companies. The first is Head of Corporate Communication of PT Pupuk Indonesia (Persero), Mr. Wijaya Laksana. Second is Head of Corporate Communications Inalum Holding, Mr. Rendi Witular.

While secondary data obtained from media analysis and various sources of information such as corporate websites, books and scientific journals related to information about the establishment of the parent company. Data collection in this research use observation technique, interview and documentation. The location of the research was conducted in Jakarta as the capital where the location of the holding office of BUMN is located.

4. Result and Discussion

4.1. Result

There are two SOE holding companies that become resource persons in this research. First, Head of Corporate Communication Inalum Holding, Rendi Witular. Second, Head of Corporate Communication of PT Pupuk Indonesia (Persero), Wijaya

Laksana. To both of them, an in-depth interview was conducted with two methods, namely direct meetings and through the Whatapps discussion platform.

The reason for the selection of these two speakers was due to the selection of the latest research object of holding state-owned enterprises which was warmly discussed and the holding of state-owned companies that have been formed long and settled. The goal, so that this study got a picture of the various communication activities conducted by two holding companies BUMN, in handling communication problems that occur inside and outside the company.



Figure 1. (a) Brand of PT Pupuk Indonesia (Persero) and (b) Tagline of BUMN Mine

From what the two sources in both companies, it is able to illustrate how complicated a process of incorporation of some long-established companies into subsidiaries and one company which later became the parent company. This holding process also encountered many obstacles, especially in the early establishment of holding companies. The reason, because the management has responsibility to stakeholders, both internal and external. Many things need to be done in the communications field by the company leader along with the Corporate Communication team. It is not only the orientation of gossip and bird ruminations circulating among employees, but also the task of socializing a new identity holding company to stakeholders such as media, users and central and local government.

Whereas in its journey, the company's communication team is not exactly in the ideal composition. This means there are still many shortcomings in some respects. In the beginning of the formation of holding BUMN Tambang, since the beginning was formed in December 2017 until April 2018, there is still not much that can be done because it is still waiting for **the process of hammering the final decision of BUMN Tambang formation, which will be conducted at the General Meeting of Shareholders (APM) April 2018.** This of course impedes the process of formation and implementation of Inalum Holding's own corporate communications strategy.

"The new holding process was established. So it is not clear also the form of communication. Maybe this June has started to look. The communication strategy also does not exist because now the focus of communications to securing

freeport divestment. For holding and internal, unresolved and possible new strategy formed in June. Since it has not been approved, we have not been able to make many strategic decisions." (**Head of Corporate Communication Inalum Holding, Rendi Witular**, in an interview Monday 26 March 2018)

Explained again by the source, that now the communication activities run by the holding company still apply the old pattern. All activities of subsidiaries such as **PT Aneka Tambang Tbk**, **PT Bukit Asam Tbk** and **PT Timah Tbk** in the field of communications, are still running according to the rules of public company openness. In the same time, the company's synergy strategy of holding is still being compiled. Indeed, the holding company of BUMN Tambang itself is still focused on securing Freeport divestment until the final decision at the end of April.

The same thing is experienced by PT Pupuk Indonesia as a holding company of Pupuk. At the beginning of its formation, the holding of fertilizer had no communication strategy at all. That is, the activities undertaken by the holding company's communications team, merely refer to the communication activities in the company which is now a subsidiary so that it is still local.

During its formation, there were many internal problems faced by PT Pupuk Indonesia management. Among these are welfare and rationalization issues, where PT Pupuk Kaltim employees are state-owned fertilizer enterprises with the highest salary standardization. Likewised with the change of company name, which is less acceptable to all parties. Not only employees who have long worked, but also the local government because the name of the fertilizer company is considered to be charged with local wisdom. Ironically, at that time the leadership of the holding had not done the sausage to these problems.

(a)

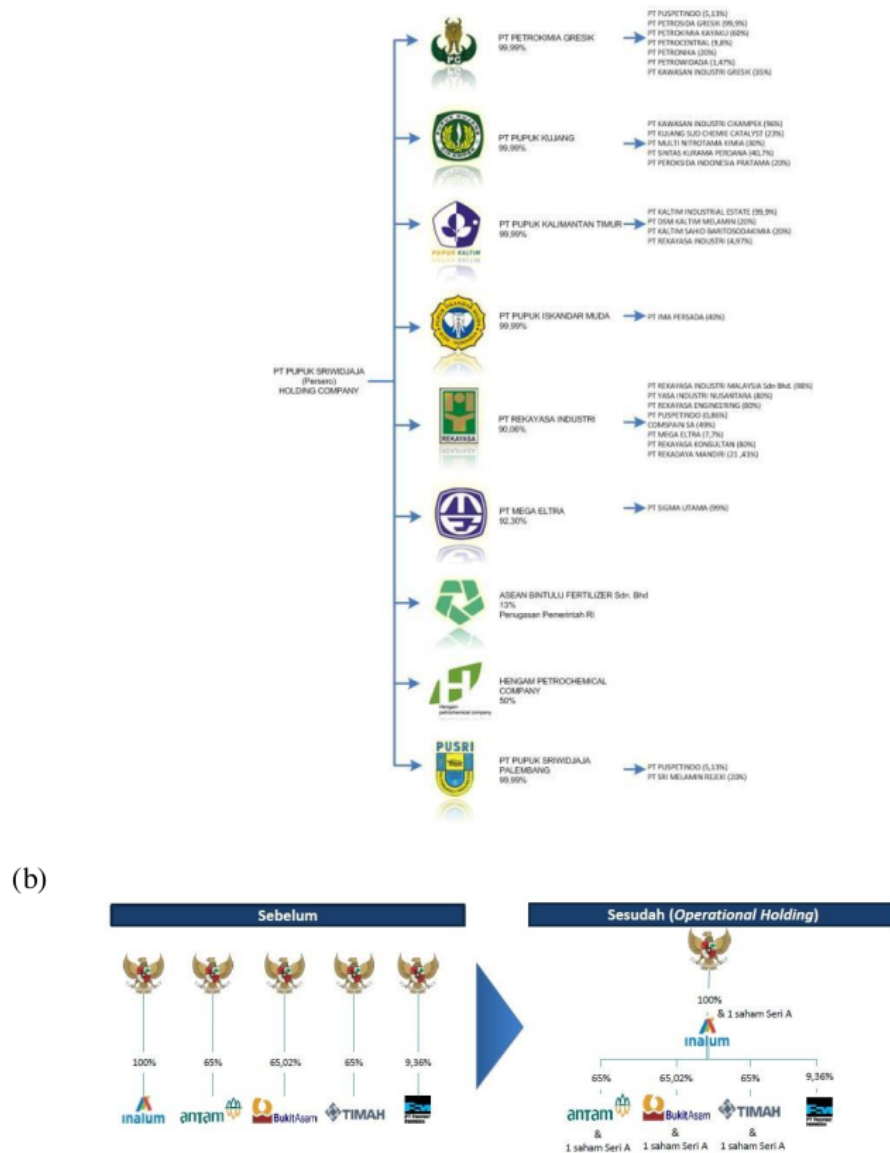


Figure 2. (a) Organisation Structure PT Pupuk Indonesia Tbk (source: website Pusri) and (b) Organizations Structure PT Inalum Indonesia (source: hukumonline)

After a year's run, it turned out that the concerns of the employees and the local government were unfounded, because many things do not had changed when the process of holding this is done. One of them, the communications division in every subsidiary company is kept there and carry out routine activities as usual. But policy at the strategy and concept level, now governed by the communications division of the holding company.

"Since this differs between holding and merging, they remain distinct entities and have their own sovereignty. In good corporate governance, the holding authority can not be too high. They must have their own independence to carry out their obligations. Their obligations report dividends, administrative reporting, and similar activities. Just from the side of communication we only set the policy, but each region has a different character." (**Head of Corporate Communication of PT Pupuk Indonesia (Persero), Mr. Wijaya Laksana**, in interview March 26, 2018)

As for the communication problem faced by SOE holding from the side of external communication is almost the same, namely difficulties in socializing their new identity. This is felt to be true by both speakers, who held the position of Corporate Communications division leader in both holding companies.

"We usually just make an event to introduce a new name. Just 2 years ago began to introduce themselves to the outside world. We for our stakeholders to socialize our advantages through the division of segments namely: media, stakeholders, the general public (netizen), where the main target is the media. The target is not how often we appear in the media, but how to provide understanding to journalists in order to provide correct and accurate information through media coverage." (**Head of Corporate Communications PT Pupuk Indonesia (Persero), Mr. Wijaya Laksana**)

"Now my job is to maintain the awareness of the community so as not to lose the assumption about SOE Mine. One of them through advertising activities in the media." (**Head of Corporate Communication Inalum Holding, Rendi Witular**)

For media segmentation, many activities can be done by communication team of Pupuk Indonesia. Among other things, guerrilla through media activity visit or forum of journalists in Jakarta. The main goal of the approach to the media is simply **to maintain good relations with the media**. In essence, there is no preaching on fertilizer issues that are misleading.

Another reason Fertilizer Indonesia focus on media coverage is because as a holding company, Pupuk Indonesia is directly responsible to **the President of the Republic of Indonesia**. Usually, **the** President gets reports and information from the media. There is necessary to keep news of sola fertilizer in the media, so as not to cause problems.

For stakeholder segments, include academia, government or politics, or those who are not very knowledgeable about fertilizers. One of the strategies used is to hold Focus

Group Discussion (FGD). Because, in the event of direct interaction, discussion, criticism or praise, etc. Next is among the netizens who became a segment of young people. But the organization they have not found who the appropriate segment alias still looking for. In essence, it is the responsibility of the Corporate Communications division to be able and willing to explain to people who do not understand about fertilizer. The goal, so they can get public support if there is a problem because the digital world is relatively new, companies still do not know who netizen to go.



Figure 3:
BUMN Mine holding advertising form, published
in Kompas Daily on March 28, 2018

As for the internal, the approach taken by holding companies Pupuk Indonesia is to make the activities carried out through direct communications approach. One of them, face-to-face communication activities conducted by the President Director of PT Pupuk Indonesia directly. So, through this activity, the Director of Pupuk Indonesia conducts activities to visit the company's children throughout Indonesia, to give lectures or public lectures once a year. In the event, the CEO talks about real company conditions.

This activity is routinely done to update the latest condition. In addition, management does not want to be biased from the process of exchanging information from superiors to subordinates within the company. In addition, there are other ways to improve interpersonal communication within the organization, in order to attract internal communication targets. One of the activities that aims to accommodate the aspirations of employees is by utilizing the union path. Interestingly, if in other organizations, the

existence of Trade Unions (SP) seems to be a worrying specter because it is considered to undermine management, not so with Indonesian Pupuk.

Once the fertilizer holding is established, the Managing Director as a holding leader directly gathers the union chairman from all subsidiary companies. In these activities, the manager explained the real condition of the company. Furthermore, the leaders asked for a positive contribution what can be done by the SP board to help the company. This is interesting to do, because it can unveil some of the chaos that has happened so far.

That it turns out many important messages that do not get to employees at the bottom level, whereas the company leader usually entrusted the information that will be delivered to the bottom level employees to subordinates. Due to the numerous benefits gained, these kinds of activities are eventually scheduled on a regular basis. In that activity, the leader will hear various information.

They are what is expected to be the bumper holding in the company. They also became watchdogs for their management. In essence, the chairman of the holding company should be able to convince the employee of the most credible source that nothing will happen with the holding establishment. The path may not be via the media but meet face-to-face. Internal reinforcement, the company seeks to cultivate the spirit of togetherness through uniform users. Though a certain day, they are still given the opportunity to wear their uniforms. The goal is to keep giving them an opportunity to introduce their identities. The task of this holding company is to maintain the identity and corporate identity of the parent company and its subsidiaries.

4.2. Discussion

From the above discussion, it is clear that there has been interpersonal and impersonal communication activities in the socialization made by the parent company against his company colleagues, who later turned into a subsidiary. In this case can be seen the ability of Corporate Communications team of PT Pupuk Sriwijaya Tbk and PT Inalum Indonesia Tbk in leading the new corporate communication team of this old taste.

Of the two SOE holding companies described above, it is known that the main problem when establishing and establishing a holding company consisting of several companies that later turned into subsidiaries is socialization due to the emergence of many gossip or information that is not necessarily true, but trusted by employees and widespread without being controlled. For example, such as the issue that there will be massive employee restructuring or issues concerning the salary equalization of employees, whereas at that time there was a variation in salary levels of employees of subsidiaries.

Things that are obscure like this of course lead to conflict between management and employees.

The best way to overcome this is to give a direct explanation of the main source. Therefore, the form of interpersonal or face-to-face communication such as that conducted by the President Director of PT Pupuk Indonesia, Tbk is very appropriate to be done in the period where there is a crisis of confidence from employees. When employees need clarity, the primary source that provides a comprehensive explanation, of course, will bring a positive impact by restoring employee confidence.

The same method of dialogue conducted by the board of directors with trade unions, this is also one form of interpersonal communication that occurs between the two parties and the public. This is one solution to the problem that occurred. Workers' Union is usually an organization that its leaders fear is because it usually consists of employees who think critically and dare to behave.

By having a discussion between union leaders and members, there is a symbiosis mutualism between two parties. On the one side, the company has the advantage of being able to disseminate company policies through union containers. On the other hand, unions also benefit from dialogue with leaders, ie they will get more information about matters relating to conditions and policies taken by directors. This of course can be disseminated to other employees, so there is no more dark information bersliweran among employees.

According to Dickson, Hargie and Tourish (2004) in Urbaskova (2010), socialization activities using interpersonal communication methods are believed to be effective in enhancing the development of relationships, maintaining relationships between the two parties as well as improving communication skills and skills for corporate and employee leaders. With the implementation of this activity within the scope of PT Pupuk Indonesia Tbk performance, the effectiveness of communication that exists between the two parties will affect the positive cooperation that occurs. Another method undertaken by this state-owned holding company to disseminate information about its new identity and condition is to carry out impersonal communication or communication form using media such as advertisement or Public Relation. PT Pupuk Indonesia Tbk has established stakeholders with specific characteristics, ie media, stakeholders (government and academia) and the general public (netizens).

They have also established the media as the main stakeholders today so as not to preach false information. The goal, so that the president and the stakeholders on it, can get accurate information through media reports reported by his subordinates to them. Strategies based on the use of impersonal communication that has been done this company is part of the formation of macrosocial or mass level, which attracts attention through the use of social systems.

Through this concept, the company leadership has been trying to spread the norm and corporate identity to the wider community. By placing the role of media larger than other stakeholders, this is a real example of how the mass media effects are very influential in the company's operational activities. By education to a comprehensive society through conventional media and new media, will be able to produce effective communication, which will support the realization of a comprehensive level of understanding of the social system of the organization.

The five things that Tubb and Moss says in Rachmat (2007: 13-16) strongly contribute to effective communication will be gained, namely understanding, enjoyment, influence on attitudes, good relationships and actions. With a complete understanding of the five things before, the public view of the reputation or value of the company will increase. Unfortunately, digital communication PT Pupuk Indonesia Tbk has not been taken seriously. Yet today, the use of new media is very important role in the life of communicating. Recognized by the source, this is very aware and become the weakness of his party.

Less effective communication made to the community through the virtual world, will also affect the relationship marketing that occurs within the company. Lack of communication that exists in one segment and target communication, will lead to less effective formation of brand engagement or good relationships that exist between the company and the community.

5. Conclusion and Recommendation

There are many lessons to be learned regarding the establishment of a parent company composed of many old companies. There is a problem related to the creation of a smooth communication process, must be addressed and disseminated so as not to cause further problems (helicopter effect). From the experience of the two companies represented in this report, it is clear how the communication policy taken by the management, proven to bring enlightenment to employees in particular and the general public.

Moreover, if the communication message delivered by the highest leader and done on the initiative concerned. This of course will lead to a positive perception on the target audience desired.

In addition, communication through digital media should have started to be done massively for organizations that want to succeed in this digital era. Because society today is quite familiar with the use of new media, especially in business. How can proximity

between producer and consumer be formed and can affect the future of the company? It can be done through social media. Therefore, the combination of the use of communication in cyberspace and real, it is important to put the company in a strategic position in the eyes of the stakeholders.

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