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Lean Thinking + CSR Oriented Strategy= Service Excellence: A Study To Revamp Existing Restaurant Door Delivery Systems

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Happy to release IFIM's FOCUS International Journal of Management, Vol 14, No 2. The issue contains high quality, in-depth study in the areas of contemporary business challenges and strategies to overcome them. The outcome of the studies is high on managerial and social implications. The articles in this edition cover varied spectrums such as Challenges of Sustainability of the State owned enterprises in Indonesia, in an extremely competitive business environment, Lean thinking and CSR strategy for Service excellence, a comparative study and trend analysis of Non-Performing Assets within the commercial banks in India, Sustainability and sustainable supply chain management linkages and trends in Indian corporate sector using data envelopment analysis and financial indicators, Analysis of the trends and determinants of FDI inflows and outflows of China in the light of its transition from production-led economy towards a services-led economy.

The featured paper titled, "A Markovian-Goal Programming Model to Manufacturing Workforce Planning" studies manufacturing workforce who are a crucial labor force and determines manufacturing lead time and cost. This study employs Markovian-Goal Programming model to assist human resource manager in formulating human resources management policy that will specify a required future of manufacturing workforce at various levels. This study was conducted in Indonesia.

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The Development of Interpersonal and Impersonal Communication to Support Relationship Marketing at the Holding State-Owned Company

Diah Ayu Candraningrum*

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. Due to the ignorance of the vision and mission of this new old-flavored company in its early stage, much of information come, either true or false. This does not include the disagreement over the holding's plan. 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 the process of holding BUMN forming, which aims to form a good relationship with stakeholders. As case studies, this research provided the development of internal and external communication activities from PT Indonesia Asahan Inalum (Inalum), as a state-owned mining enterprise and PT Pupuk Indonesia, as a state-owned fertilizers enterprise or state holding organization. The result of the study determined that opinion leader is the key that gives a big influence on the society and workforce. Communication is the important thing in forming the relationship marketing with stakeholders.

Introduction

The development of an increasingly competitive business world, making the actors on it need to do cooperation and innovation. Not only for private companies that aim to get profit, also for government organizations. So far, government organizations in Indonesia that are similar to private companies are State Owned Enterprises (SOEs). BUMN or SOE is a state-owned entity whose

establishment is established by law, including the State Capital Participation (PMN) process because it uses public money. BUMNs also include hybrid organizations because it is allowed to manage two types of funds comprising public funds from state and private finances (Musa, 2015).

SOEs control the livelihood of many people. Therefore, SOEs always go into strategic industries that are not many players, but the product is needed by many people. What happens so far is that many SOEs cannot have a well performance because of governance and professionalism issues.

The performance of SOEs is demanded professionally as well as private. Nevertheless, as part of the government where most of the ownership is a state, SOEs must be subject to legislation. Transparency and efficiency become the key to improve SOEs to be more efficient and have a clear mission. SOEs that control the livelihood of the people should be given the freedom to develop themselves.

Then come the concept of holding for downsizing the number of State Owned Enterprises (SOEs) for each industry in Indonesia. It has been initiated since 1998, appeared in the era of the first Minister of SOE, Tanri Abeng. The concept of holding BUMNs is considered to create a strong SOE that were considered to be increasingly focused on developing its business. (Chandra, 2017).



Figure 1. The Number of Indonesia's SOEs (2016)

Key words: *BUMN tambang, Holding, Inalum, Pupuk Indonesia, Relationship Marketing, Interpersonal Communication, Impersonal Communication.*

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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 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. Then, the state-owned fertilizer. PT Pupuk Indonesia (Persero) became the holding parent in August 7, 1997 and appointed PT PupukSriwidjaja (Persero) as holding company.

Inlinewith Tanri, President Joko Widodo now also stated his plan to make efficiency performance from the current total of 118 SOEs until later to reach 85 SOEs, through the formation of holding or combined 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).

Holding	Cement	Fertilizer	Plantation	Hotels	Healthcare	Mining	Energy
Name of holding company	PT Semen Indonesia Tbk	PT Pupuk Indonesia	PT Perkebunan Nusantara	Hotel Indonesia Group (HIG)	Indonesia Healthcare Corporation (IHC)	BUMN Tambang (temporary)	BUMN Migas (temporary)
Leader	PT Semen Gresik (Persero) Tbk	PT PupukSriwidjaya (Persero)	PT Perkebunan Nusantara III	PT Hotel Indonesia Group	Pertamina Bina Merdeka or Rumah Sakit Pusat Pertamina (RSPP)	PT Indonesia AsahanAlumini um/Inalum (Persero)	PT Pertamina (Persero)
Established in	2012	2012	September 2014	October 2016	March 2017	November 2017	April 2018
Members	PT Semen Padang, PT Semen Gresik and PT Semen Tonasa	PT PupukSriwidjaya Palembang, PT Pupuk Kalimantan Timur, PT Petrokimia Gresik, PT PupukKujang, PT Pupuk Iskandar Muda, etc	PT Perkebunan Nusantara I - XIV	PT Hotel Indonesia Natour, PT Aerowisata dan PT Patrajasa	77 state owned hospitals and health clinics	PT Timah, PT Bukit Asam, and PT Antam, PT Freeport Indonesia (on progress)	PT Pertamina, PT Perusahaan Gas Negara, PT PLN

Table 1. Overview of Indonesia's Holding SOEs

Holding	Finance and Banking	Construction and Infrastructure	Food	Housing
Leader	PT Danareksa (persero)	PT HutamaKarya (persero)	Bulog	Perumnas
Members	PT Bank Mandiri (Persero) Tbk, PT Bank Rakyat Indonesia Tbk, PT Bank Negara Indonesia (Persero) Tbk, PT Pegadaian (Persero), etc	PT JasaMarga (Persero) Tbk (JSMR), PT WaskitaKarya (Persero) Tbk (WSKT), PT IndraKarya (Persero), PT WijayaKarya (Persero) Tbk (WIK A), etc	PT Sang Hyang Seri, PT Pertamina, PT BhandasGhraReksa, serta PT Perusahaan Perdagangan Indonesia.	PT JasaMarga (Persero) Tbk (JSMR), PT WaskitaKarya (Persero) Tbk (WSKT), PT IndraKarya (Persero), PT WijayaKarya (Persero) Tbk (WIK A), etc

Tabel 2. Road Map of Holding SOEs 2015-2019

In mid-2018, one of the holding companies that was busy discussed was the formation of holding BUMN Pertambangan led by PT Indonesia Asahan Aluminium (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 natural resources of mineral 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 Aluminium (Inalum) in January 2018. 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 (Sanusi, 2018).

In addition, the issuance of PP 47 of 2017 resulted in the loss of public service obligation obligation as regulated in BUMN Law to Antam, PTBA and PT Timah. Because state-owned company needs was standing not only looking for profit, but also has the obligation of public service to the people of Indonesia. Furthermore, on March 6, 2018, the Supreme Court has

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

The plan of establishment of this parent company has yet to receive a green light from all parties, because it is considered to be a problem in the future. From the results of research conducted by Kočenda and Hanousek (2012) in Ficbauer and Režňáková (2014) based on data from 1996 to 2000 in commercial companies in the Czech Republic, the initial action of corporate unification decision is a positive thing. However, at some point in time, the decision was disappointing, especially in terms of company performance

Research Questions

Based on the explanation, the research question that raised in this research is:

How do the internal and external communication strategies have taken during the process of holding?

This research question come up with two queries, these are:

Q1: How is the internal communication strategies have taken during the process of holding, amid problems that occur internally?

Q2: How is the process in creating and maintaining relationship based marketing between holding companies and its stakeholders?

Review of Literature

Holding Company

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. It 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.

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. 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. It included 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 is, to gain an 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).

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 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).

Need for the Study

According to Robinette (2001:125) in Silmi (2012), there are 4 keys in developing relationship marketing concept namely: 1) Mutual Benefit, 2) Commitment, 3) Authenticity and 4) Communication. While Ndubisi (2007:99) in Silmi, 2012 said that there are 4 aspects that can be managed in building the relationship marketing. These are: 1) Trust, 2) Commitment, 3) Communication and 4) Conflict handling).

Industry encounters rapid changes in market, intense competition, fast-paced technological innovations and customer's environmental awareness increasing. Hence, firms have an

essential need to develop the agility for surviving in this rival environment. Agility exists in supply chain network can help firms to achieve the competitive advantage (Hayes and Wheelwright, 1984 in Wu, K.-J., et al., 2016). To compete in such competitive and interactive marketplace, marketers must look beyond the traditional 4Ps of marketing strategy for achieving competitive advantage. Therefore, relationship marketing among other marketing strategies has become an alternative means for organizations to build strong, ongoing associations with their customers (Andaleeb, 2006 in Kinoti and Kibeh, 2015).

Hypotheses

Based on the research question, the hypotheses for this research are:

H1: There are implementation of interpersonal and impersonal communication strategies to support the process of holding.

H2: There is a relationship marketing building in the process of holding between company and its stakeholders.

Hence, the conceptual framework illustrated in the figure 2:.

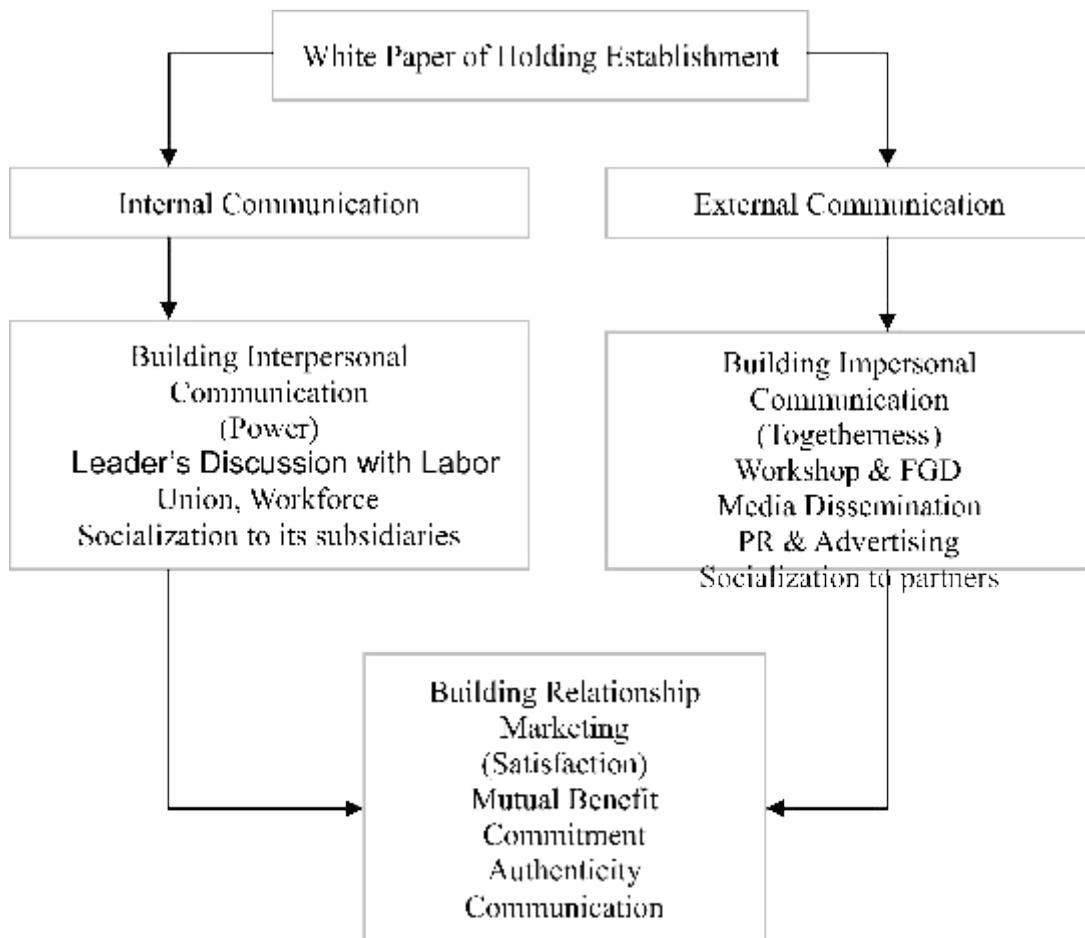


Figure 2: Conceptual Framework

Research Methodology

This research uses descriptive research type using qualitative analysis method, that is by 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).

The type of research conducted is analytical observation research, with case-control design. What is meant by case-control design is the research done by comparing between two groups namely case group and control group (Kriyantono, 2009). A case-control study was conducted by identifying case groups and control groups, then investigated risk factors that might explain whether cases and controls could be affected or not.

This study itself aims to determine what factors contribute to the success of internal and external communication programs conducted in order to form a parent company. The use of two groups of companies as a source of data, both of them have different roles: BUMN Tambang as case group and PT Pupuk Indonesia as control group.

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 speaker was Head of Corporate Communication of PT Pupuk Indonesia (Persero), Bp. Wijaya Laksana. Initially, he was an employee in the field of corporate communications at PT Pupuk Kaltim. Then he was drawn to the holding company and responsible for taking care of the communication process that took place in the framework of the holding process into PT Pupuk Indonesia. Every day, he is responsible for all communication affairs with external parties and internal company. In carrying out his duties, he is directly responsible to the President Director of PT Pupuk Indonesia Tbk.

The second source is Head of Corporate Communications Inalum Holding, Mr. Rendi Witular. His main task is to take care of all internal and external communication activities in the newly established State-Owned Mining Company with these three subsidiaries. There is yet another prospective subsidiary, PT Freeport Indonesia. This is the main task of Inalum Holding's current communications field.

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 is located.

Outcomes

There are two sources from SOE holding companies that become resource persons in this research : Head of Corporate Communication Inalum Holding, Rendi Witular and Head of Corporate Communication of PT Pupuk Indonesia (Persero), Wijaya Laksana. For both of them, in-depth interview was conducted with two methods, direct meetings and through the Whatsapp 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 is, 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 4. (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 among employees, but also the task of socializing new identity 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. It 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 was 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)

According to the source, the communication activities that run by the holding company still applied 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 policy. 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.

The same thing is experienced by PT Pupuk Indonesia as a holding company of fertilizer. In 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, referring 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. Likewise 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.

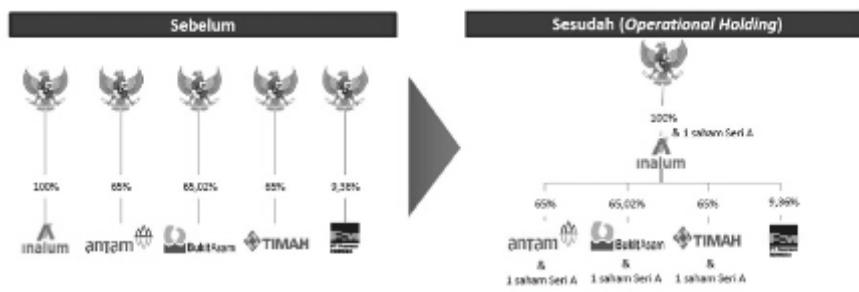
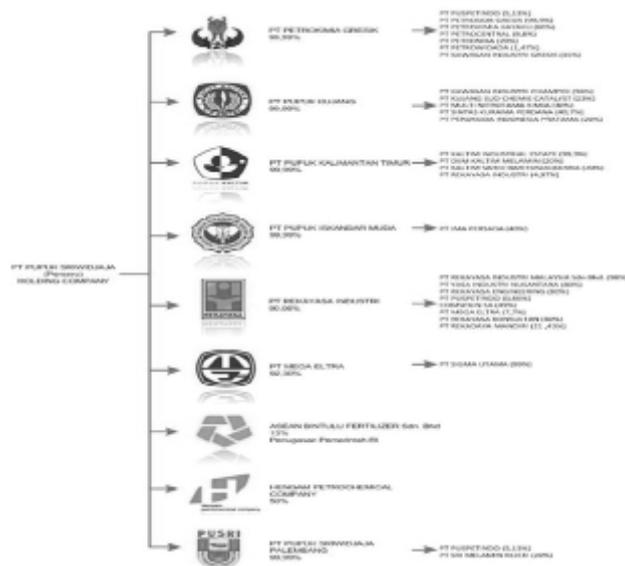


Figure 5. (a) Organisation Structure PT Pupuk Indonesia Tbk (source: website Pusri) (b) Organizations Structure PT Inalum Indonesia (source: hukumonline)

After a year 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 cannot 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. They doing media visit or forum of journalists in Jakarta in order to maintain good relations with the media. In essence, there is no preaching on fertilizer issues that are misleading.

Another reason Pupuk 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 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 by holding a Focus Group Discussion

(FGD). Next is among the netizens who became a segment of young people. Unfortunately, they still have not described the appropriate target for their social media campaign. 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.



Figure 5: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. Additionally, there are some 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.

Findings and 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, it can be seen by the ability of Corporate Communications team of PT Pupuk Sriwijaya Tbk and PT Inalum Indonesia Tbk in leading the new corporate communication team.

Based on the description above, it is known that the main problem in establishing a holding company was the socialization process when several companies that later turned into subsidiaries. The socialization was needed due to the emergence of many gossip or incorrect information 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 is obscure like this of course leads to conflict between management and employees.

The best way to overcome is to give a direct explanation to 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 being feared of 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, namely 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 going through 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. A strategy based on the use of impersonal communication that has been done this company is part of the formation of macro societal 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.

Limitations of the Study

The source of this research is very limited. From 118 SOE's in Indonesia and 7 SOE's holding company, this research only gains 2 among them. It is because the lack of access to get contact and limitation of the duration in doing this research.

Managerial Implications

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.

Conclusion

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.

Recommendation

The development of marketing is changing rapidly. It should be understandable and be adopted by business players. They should not depend only with the quality of product, but also other aspects that could be contributed to the success. Therefore, this research try to contribute in explaining the importance of creating a good relationship marketing for the company.

Yet today, the use of new media plays very important role in the life of communication. Unfortunately, digital communication PT Pupuk Indonesia Tbk has not been taken seriously. 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.

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