

COMMUNICATION STRATEGY TO IMPROVE EMPLOYEE PERFORMANCE (CASE STUDY PT. PJB IN SURABAYA)

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Abstract— *Communication is central in the organization and hierarchical organization have an interdependent relationship or interdependence. Communication strategy is closely related to the performance of employees in an organization, it is about how the organization able to develop the organization efficiently. PT. PJB as a subsidiary of PT. PLN gets Indonesian Quality Award. Indonesian Quality awards are generally given to companies that have implemented performance excellence. This award is given to reward the participants on the willingness and its efforts in improving the performance of ekslesen through the implementation of a system's performance. The purpose of research is to describe the communication strategy PT.PJB Centre in improving employee performance. This study used a qualitative approach with descriptive methods. The results showed that the strategy undertaken by PT. PJB to improve employees' performance is by vertical communication, where the communication between leaders and subordinates in the form of job instruction, motivation, reward, then the communication that occurs from subordinates to superiors consists of written and oral reports, giving suggestions and complaints. Further horizontal communication that people who have the same hierarchy in the organizational structure in the form of coordination of work assignments, share information about plans and activities, discussions about the organization and others.*

Key words: *Communications strategy, Increase, Employee performance*

I. INTRODUCTION

Employees as human resources are one of the valuable asset that needs to be maintained and developed achieve the goal of the organization (Ruslan, 1998:252). Employees do not only serve as a complement because they are individuals who have emotions, desires, demands, and needs. Other than the needs for information regarding their tasks and the policies, strategies and issues faced by the company, employees also have the needs to propose ideas or suggestions, critiques, requests, questions, and complaints over the working environment.

Organizational communication is a unity which comprises a number of concepts that influence each other. The concept of organizational communication includes influencing the organizational culture, the accuracy of the delivery of the message, the quality of the surrounding media, the accuracy of information, the loads of information, the accessibility of information, the spread of

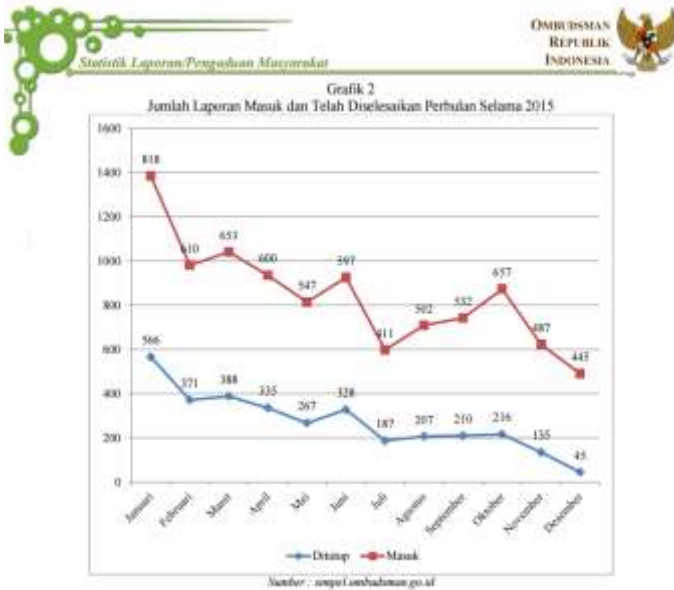
information, the satisfaction of communication and the climate of organizational communication. Therefore, it is important to know and understand the basic concepts of organizational communication.

The results of the 1990 Westinghouse Communication Survey in Safitri (2004:44) stated that a good communication within an organization can increase the satisfaction for communications of the members of the organization so that it can lead to positive effects on workers. On the other hand, a poor communication process in the organization will result in bad effects such as poor performance from workers that will lead to their poor work or tendency to make mistakes, a mistake in the utilization of manpower and poor coordination within an organization.

Employee performance is a measure on how much they contribute to the organization, in this case the company where they worked. (Mathis and Jackson, 2002: 78). Meanwhile, Ruky, (2002: 15) states that performance is a record of the results obtained from the specific job functions or activities in a certain period. Hasibuan (2006: 108) also argues that the measure of the quantity and quality of results, punctuality and results, attendance, ability to work together are the elements in the measurement of employee performance. Thus, the performance of employees is a form of success of a person to achieve the role or specific targets based on his own actions. The new paradigm is that employees are no longer a complementary tool, but an asset that must be managed optimally for the achievement of organizational goals. The employees as the company's assets should be maintained and developed, because employees have emotions, desires, demands, needs and limitations.

In the midst of public attention on the government company's performance marked by the number of complaints coming in and the number of complaints being resolved. Many negative views formed about public organizations arise due to dissatisfaction of the community for the quality of the service. Bureaucracy that has a poor performance in providing services to the public will greatly affect the performance of the government and society in general in attempt to improve the country's competitiveness in the global era. The complaints can be seen in the following figure:

Tabel I. Total Report on Complain



Interestingly, through their contribution to the country, PT. PJB as a subsidiary of PT PLN (Persero) earned the Indonesian Quality Award. Indonesian Quality Award is given to companies that have implemented excellent performance. The awards are:

1. In 2014: they received Platinum Achievement Award for the Highest Score Achievement Award category, Bronze Achievement Award for the Best Score of Growth Achievement Award category, Emerging Industry Leader.
2. In 2015: they received Platinum Achievement Award for the Highest Score Achievement Award in the category of large enterprises, Emerging Industry Leader.

Referring to the theory of communication strategies and performance improvement in an organization, the researcher wanted to prove to the main branch of PT.PJB Surabaya. Winning the Indonesia Quality award for 2 consecutive years for implementing excellent performance as the highest score, the researcher will try to explain the communication strategies used by the main branch of PT. PJB to improve their performance.

Indonesia Quality Award

This award is given to reward the participants on the willingness and efforts in improving excellent performance through the implementation of the Malcolm Baldrige Criteria for Performance Excellence or MBCEPE system. There are changes to the criteria in 2013-2014 concerning the strategic focus which is more significant than just a change of wording. This strategic focus is strongly associated with three considerations that should be in the minds of the leaders committed to the next generation, namely: (1) design and implementation of the system of competitive work, (2) cultivation and management of innovation, (3) expertise in addressing the opportunities and challenges supported by social media. It is described in point (3) that the role of social media has penetrated everywhere: a relationship builder with customers, means of communication between the labor and

the leaders, means of communication between partners and suppliers, and the collection of data and information for research.

It is clear that one of the criteria in the assessment of IQA is the existence of both internal and external communications in delivering information inside or outside in order to achieve optimal performance of public services. Baldrige also help the organization's efforts in achieving and maintaining the level in the highest national performance by *first* customer satisfaction, engagement and loyalty, *second* the results of products and services, as well as the efficiency of the process, *third* employee satisfaction and engagement, *fourth* revenue and market share, *fifth* social responsibility.

Referring to the theory of the relationship between communication satisfaction and increased performance in an organization, the researcher wanted to prove to the main branch of PT.PJB Surabaya. Winning the Indonesia Quality award for 2 consecutive years for implementing excellent performance as the highest score, the researcher will try to clarify whether the evidence of this award, the satisfaction of the communication that occurs within PT.PJB in regards that the new paradigm positioning human resources as an asset that must be managed optimally in order to achieve organizational goals since the employees are company's assets that must be maintained to be developed, because employees have emotions, desires, demands, needs and limitations.

Therefore, researchers wanted to conduct the research by observing the satisfaction of the communication that occurs in the main branch of PT. PJB is able to influence on employee performance, given the award won for the achievement of excellent performance.

II. DISCUSSIONS

Organizational communication Strategy

According to Gibson, determining the communication strategy requires a mutual trust between the communicator and the communicant. If there is no element of mutual trust, the communication will not succeed. The absence of trust will impede communication (Ulbert 2007: 228).

The strategy is basically a guide to communication planning and communication management to achieve a goal. However, to achieve these objectives, the strategy does not only serve as a map showing the direction, but it must also show how the operational tactic should be carried out. In other words, the approach may differ from time to time depending on the circumstances. It goes the same for the communication strategy. The success of effective communication activities is determined by the determination of the communication strategy. If there is no good communication, the effects of the communication strategy may have negative effects. Meanwhile, the communication process can be assessed by using models of communication (Effendy, 2006).

Another idea was also stated by Adnan Ahmad S. Putra, MA, MS that the strategy is an integral part of the planning process, while the plan is the product of a planning that eventually is one of the basic functions of management (Ruslan, 2004: 109). In this aspect, the plan and planning are the aspects highlighted in the review of a strategy. It means that common goals can be achieved well, so there is

no deviation from what is planned in the beginning. Similarly, the communication strategy is a combination of communications planning and management to achieve a goal. In order to achieve the objective, the communication strategy should show how tactical operations be done, in the sense that the approach may be different from time to time, depending on the circumstances (Effendy, 2006: 29).

This research focuses on communication satisfaction behavior of organization member towards the performance in the modern society which are now active in an organization. Organizational communication by Chester Irving Barnard in Hardjana (2016: 1) indicates that communication is central in the organization, and an organization has an interdependent relationship or interdependency hierarchically. Therefore, an organization cannot be separated from communication. Barnard stated that there are three main elements of formal organization (1) communication, (2) dedication, (3) a common goal which is defined above stated implicitly. These three elements have interdependent relationship.

This shows the important role of organizational communication in achieving the goals of the organization itself. Communication is called first by Barnard because it has a very significant meaning, which is to (1) determine and maintain agreement on the purpose, (2) to determine and maintain the dedication, that is the willingness to contribute efforts and cooperation, (3) provide motivation which is maintaining willingness to serve dynamically through voluntary actions, and (4) achieve efficiency, such as maintaining macro equilibrium between sacrifice and acquisition of the organization and micro equilibrium on the acquisition of individual and opinions as employees. Thus, it can be concluded that the essence of the organization may be understood in the inseparable interest with communication. (Barnard, 1938: 91).

Organizational communication can be seen through the flow of communication. There is a downward communication, upward communication, horizontal communication, or even diagonal communications. However, the four communication directions aim to establish mutual understanding in order to create the similarity in frame of reference and the similarity in field of experience among the members. Thus, with good organizational communication, the goals of the organization will be achieved.

Organizational communication will be more effective if there is mutual need between one another, and if it is done face-to-face. Therefore, a leader should do it well, politely, gently and soothingly. It can be shown in the form of attention, openness, and honesty shown to the subordinates. On the other hand, the employees should also be warm and friendly in making a demand so that the leaders will get the inputs as considerations in evaluating the the development of the organization.

According to Redding and Sanborn (in Muhammad Arni, 2004: 65), organizational communication is sending and receiving information in a complex organization. Included in this fields are internal communication, human relations, management relation, downward communication or communication from the supervisor to the subordinate, upward communication or the communication from the subordinate to the supervisor, horizontal communication or communication around the same level of organization, skills in communicating and

speaking, listening, writing, and program evaluation communication.

Improving the Employees Performance using Effective Communication

In general, performance is defined as the success level of someone in accomplishing the tasks. Employees performance is the measurement of how much they contribute to the organization, in this case, the company where they work. Individual or group improvement in performance has become the center of attention in trying to improve the organization performance in general (Mathis and Jackson, 2002:78). Hasibuan (2006:108) argued that this measurement is the measurement of how much they contribute to the organization where they work. The result of the contribution is called performance.

According to Vroom (1964) (in Handayani, 2001:16), the level how far the success of a person in accomplishing his tasks is called as the level of performance. Porter and Lawler (in Handayani, 2001:14) stated that successful role achievement earned by someone is from his actions. There are several components of a good performance:

1. Loyalty. It is derived from the word loyal, which means always firmly supporting your group, your country, etc. (Siagin, 1985). It can be concluded that someone's loyalty can be seen from how he always supports his group.
2. Work Achievement. It can be seen from the performance achieved by an employee in doing the task and work assigned by the company. (Siagin, 1985:136).
3. Responsibility is the ability of an employee in finishing the task and work the best he can (Siagin, 1985).
4. Obedience. It is derived from the word obey which means do what you are told to do by person, law, etc. (Turner, 1998:87). The obedience of an employee can be seen through the willingness to do anything assigned by the supervisor and obey all the rules in the company.
5. Honesty. It is derived from the word honest which means not stealing or cheating or telling lies; truthful (Siagin, 1985). Therefore, an employee's honesty can be seen through his action of not stealing, deceiving, nor telling lies to the supervisor or anyone in the company.
6. Teamwork is someone's ability to work together with other employees to achieve maximum results for the company (Siagin, 1985).
7. Initiative. It is necessary to develop initiative not only in accomplishing assignments and individuals obligation, but also the entire administrative and management life in the company (Siagin, 1985:146).
8. Leadership is a superiority that someone has. It can cause other people to come to him for a question, an opinion, or an advice. (Siagin, 1985:142).

The performance of an employee can be considered good if the result of the work can exceed the role or the target set by the company. Barnard (2003:76) stated that there are six dimensions used to measure employees' performance individually such as:

- a. Quality. The degree to which the result of the activity is near perfection in terms of adjusting some ideal ways of performing the activities or accomplishing the goal expected of an activity.
- b. Quantity. The number produced in terms of some units, activity cycles completed.
- c. Punctuality. The level of an activity completed at the expected time from the point of view of coordination with the output result and maximizing the available time for other activities.
- d. Effectiveness. The usage level of organizational resources with a view to increase profits or reduce losses from each unit in the resource users, or the amount of use of organizational resources in order to achieve maximum results, or reduction of loss in each unit of resource usage.
- e. Independence. The degree to which an employee can carry out its function without asking for help, asking for guidance from a supervisor or asking for a supervisor's interference in order to avoid negative outcome. The ability of employees to be able to carry out the functions of the job without requiring the supervision of a supervisor to prevent unwanted actions.
- f. Work Commitment. The degree to which employees have the commitment to work for the company and the responsibilities to the company. The ability of an employee to maintain dignity, reputation, and the ability to cooperate among co-workers and subordinates.

Barnard stated that there are three main elements of formal organization (1) communication, (2) dedication, (3) common goal. It can be concluded that internal communication in government organizations should be done well since the organizations has the obligation to serve the public. If internal communication in the organization is well developed, the external communication will also be good.

Of the total of 13 sectors of State-Owned Enterprises (BUMN) under the control of the Ministry of State-Owned Enterprises (BUMN) of the Republic of Indonesia, there are 10 sectors that provide the largest net profit, such as Bank BRI (Persero), PT Telkom Indonesia (Persero), PT Pertamina (Persero), Bank Mandiri (Persero), PT PLN (Persero), Bank BNI (Persero), PT PGN (Persero), PT Pupuk Indonesia (Persero), PT Semen Indonesia (Persero), PT Jasa Raharja (Persero).

PT. PLN (Persero) as mentioned above is one of the 10 BUMN second highest revenue contributor, even the Minister of BUMN mentioned PT. PLN (Persero) is in second place after PT. Pertamina with the largest ebitda.

PT. PLN (Persero) formed two subsidiaries to manage the power plants that supply electricity in Java and Bali. Both subsidiaries are PT.PLN Pembangkitan PLN Jawa Bali I (PT. PLN PJB I) which is headquartered in Jakarta and PT. PLN Pembangkitan Jawa Bali II (PT. PLN PJB II) is headquartered in Surabaya. On 1 September 2000, PT. PLN PJB II changed its name to PT. Pembangkitan Jawa-Bali or PT. PJB. While PT. Pembangkitan PLN Jawa Bali I (PT. PLN PJB I) changed its name to PT Indonesia Power.

PT. PJB is a subsidiary of PT PLN (Persero). PT. PJB received the IQA (Platinum Achievement Award)

given by IQAF (Indonesian Quality Award Foundation). This award is given to reward the participants on the willingness and efforts in improving performance through the implementation of a performance system of Malcolm Baldrige Criteria for Performance Excellence or MBCfPE. There are changes to the criteria in 2013-2014 concerning the strategic focus which is more significant than just a change of wording. This strategic focus is strongly associated with three considerations that should be in the minds of the leaders committed to the next generation, namely: (1) design and implementation of the system of competitive work, (2) cultivation and management of innovation, (3) expertise in addressing the opportunities and challenges supported by social media. It is described in point (3) that the role of social media has penetrated everywhere: a relationship builder with customers, means of communication between the labor and the leaders, means of communication between partners and suppliers, and the collection of data and information for research.

The existence of an organization cannot be separated from the existence of an idea or the idea of a person or group of people who have similar goals and ideals. In the social life, the life patterns are constantly surrounded by diverse forms of interaction in accordance with the situation, cultures, beliefs and customs of the society in which it is located. The social interaction patterns that occur between individuals then become a group in society that will form an association or a social organization.

Communication within the organization can be seen from two sides, namely interpersonal communication (organizations) and organizational communication. Interpersonal communication includes all communications among all individuals working in the organization, while organizational communication includes all sectors of the organization and connect all units within the organization. Communication can occur because of the components involved in the communication, which is the communicator sends messages expressed through symbols in the form of language. Furthermore, the message conveyed through an intermediary was interpreted according to each understanding.

The development of the organization according to different effective communication styles according to the stage of development of the organization. According to Larry E. Greiner (1972: 37-48) in his article entitled Evolution and Revolution as Organizations Grow explained that the stages of organizational growth require different types of communication and characterized by a crisis which requires a new communication system as the settlement of the crisis.

In the early stages, the communication runs as social interaction, face-to-face verbal, and relies on informal interpersonal relationships. However, in its development, this free discussion created a crisis of leadership. By having the formal leaders, the hierarchical authority structure is built by communication systems, especially from top to bottom and in formal forms.

In the further development, the communication system that is structural hierarchy is not capable of accommodating the dynamics causing autonomy crisis. Therefore, it is transformed into decentralization with the decision spread among unit managers working in

implementing participatory communication. In this system, the autonomy of the manager develops but has the impacts of accentuate their respective work. At this point of the organization development, a control crisis occurs.

The communication system is amended to centralized system to drive cross-functional activities becoming more effective. Communication between managers becomes organizational communication practice. However, it is considered too bureaucratic and hinder the work dynamics causing bureaucratic crisis. In order to overcome this crisis, a network communication system which authorizes the work group while ensuring coordination through the system network.

A leader must be able to communicate well because good communication is fundamental to be possessed and is a basic foundation for effective leadership. Through communication, a leader can establish and foster organizational relationships that is needed for the harmony for the employees in their daily work. The good ongoing communication between management and employees is the main capital for the leaders in building and motivating employees to improve performance. Similarly, the communication skills of the employees in the work will be the benchmark for the leaders in assessing employees.

Performance is a condition that should be known and confirmed to certain parties to determine the level of achievement of results related to the vision of an organization or a company and know the positive and negative impacts of an operational policy. Mink (1993; 76) expressed that individual who has a high performance has some of the following characteristics: (a) achievement-oriented, (b) self-confidence, (c) self-control (d) competence.

Organizational communication strategies used in the main branch of PT. PJB consists of vertical communication namely communications between the leaders and subordinates in the form of job instruction, motivation, and reward. The communication that occurs from subordinates to superiors consists of written and oral reports, giving suggestions and complaints. Furthermore, the horizontal communication that people who have the same hierarchy in the organizational structure occurs in the form of coordination of work assignments, sharing information about plans and activities, discussions about the organization and so on.

Communication occurs from the interaction among individuals in the organization, namely the interaction between supervisors and subordinates (vertical communication), as well as interaction among fellow members (horizontal communication). Communication is very important as the connector of employees to be more functional (Gray & Laidlaw, 2002 in Liang, et. al., 2006). Communication allows people to organize, carry out the obligation, make a decision, solve problems, and make a change in the organization. Aside from the communication strategy, human resources also play a significant role in the success of the organization. Therefore, it is necessary to consider how to manage human resources well. Having a good implementation of human resource management, it is expected that organizational goals can be achieved. Ongoing communication between superiors and subordinates in an organization should be easily understood, communicated clearly and targeted precisely, but remains the responsibility of management to ensure that the system

of communication that occurs effective and efficient, so it can be used to ensure that all members of the organization get important and relevant information in a timely manner because communication is the center of management practices.

III. CONCLUSIONS

Organizational communication strategies used in the main branch of PT. PJB consists of vertical communication namely communications between the leaders and subordinates in the form of job instruction, motivation, and reward. The communication that occurs from subordinates to superiors consists of written and oral reports, giving suggestions and complaints. Furthermore, the horizontal communication that people who have the same hierarchy in the organizational structure occurs in the form of coordination of work assignments, sharing information about plans and activities, discussions about the organization and so on.

In order to improve the performance of employees, employers should improve the intensity of organizational communication that occurs. Supervisors should pay more attention to employees' needs, such as respecting the employee performance, providing enough space to express suggestions, complaints or criticism. Furthermore, a committee should be more active in seeking important information in the organization, increase the intensity of communication with superiors. Therefore, the tasks assigned by the supervisor will be easily completed.

Communication is expected to be a bridge in this conflict, but the organization's policies regarding the use of communication have limitations. Workers and employers cannot use both formal and informal communication very well as there are many individuals who represent themselves to the organization. When there is unity and blend, there will be few individuals with different thinking and communication that cannot solve it even through two-way communication.

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