

Employee relations and communication activities of PT. Djelas Tandatanganan Bersama during COVID-19

Lintang Ayu Sukmaningrum¹, Ni Putu Nuke Vinesha Moza Laras², Muhammad Rhomy Dellan³

^{1,2,3}Institut Komunikasi dan Bisnis London School of Public Relation

ABSTRACT

In early 2020, COVID-19 started to spread to various parts of the world, including Indonesia. So, the government made various policies to reduce the spread of the COVID-19 virus. This pandemic also has an impact on employee communication and activities that PT. Djelas Tandatanganan Bersama feels. This research is based on organizational communication theory with a qualitative descriptive method of collecting data through in-depth interviews with PT. Djelas Tandatanganan Bersama. From the research results obtained, employee relations activities and organizational communication of PT. Djelas Tandatanganan Bersama during the pandemic was good enough because it is supported by the facilities provided by the company to employees when carrying out work from home. So, communication during a pandemic is not a problem for employees if the internet network or documents needed are adequate. With the pandemic, PT. Djelas Tandatanganan Bersama still wants to be one of the best implementations of electronic certification companies in Indonesia. Therefore, employees continue to provide new ideas to benefit the company during the pandemic. With a pandemic like this, are you ready or not ready for this change? However, there are also weaknesses in the communication of employees of PT. Djelas Tandatanganan Bersama is the lack of reciprocal communication between employees in the field and the head office. If an announcement from the head office requires feedback from the team in the field, it is often too late.

Keywords: COVID-19; communication organization; employee activities; employee relations; PT. Djelas Tandatanganan Bersama

Aktivitas employee relations dan komunikasi karyawan PT. Djelas Tandatanganan Bersama selama COVID-19

ABSTRAK

Awal tahun 2020, COVID-19 sudah mulai menyebar ke berbagai belahan dunia, salah satunya Indonesia. Sehingga pemerintah membuat berbagai kebijakan untuk mengurangi penyebaran virus COVID-19. Pandemi ini berdampak juga terhadap komunikasi dan aktivitas karyawan yang dirasakan oleh PT. Djelas Tandatanganan Bersama. Penelitian ini berdasarkan teori komunikasi organisasi. Dengan metode deskriptif kualitatif pengumpulan data melalui wawancara mendalam terhadap pihak internal. Dari hasil penelitian yang didapatkan aktivitas employee relations dan komunikasi organisasi PT. Djelas Tandatanganan Bersama selama pandemi sudah cukup baik. Karena di dukung dengan adanya fasilitas yang diberikan oleh perusahaan kepada karyawan pada saat menjalankan WFHMaka, bagi karyawan komunikasi saat pandemi tidak menjadi masalah, jika jaringan internet ataupun dokumen yang di butuhkan memadai. Dengan adanya pandemi, PT. Djelas Tandatanganan Bersama tetap ingin menjadi salah satu perusahaan Penyelenggara Sertifikat Elektronik terbaik di Indonesia. Oleh sebab itu, para karyawan tetap memberikan ide-ide baru untuk memberikan keuntungan bagi perusahaan selama adanya pandemi. Bahwa dengan adanya pandemi seperti ini, siap tidak siap perubahan ini memang harus dijalankan. Namun, ada juga kelemahan komunikasi karyawan PT. Djelas Tandatanganan Bersama adalah kurangnya timbal balik komunikasi karyawan yang berada di lapangan dengan kantor pusat. Jika ada pengumuman dari kantor pusat yang memerlukan timbal balik dari tim lapangan sering kali terlambat.

Kata-kata kunci: COVID-19; komunikasi organisasi; aktivitas karyawan; hubungan karyawan; PT. Djelas Tandatanganan Bersama

Korespondensi: Lintang Ayu Sukmaningrum. Institut Komunikasi dan Bisnis London School of Public Relation. Jakarta. Email: lasukmaningrum@gmail.com

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INTRODUCTION

The coronavirus started spreading in Indonesia in March 2020. The coronavirus in Indonesia has caused physical, mental, spiritual, and economic health problems and can even cause a shift in social and cultural values. The rapid spread of this virus in Indonesia is because many people are not disciplined with existing health protocols, and many citizens are still traveling outside the home. Every citizen has the right to break the chain of the spread of coronavirus or COVID-19 (Nurkidam, 2020).

The coronavirus outbreak in Indonesia began in March 2020, leading to various consequences on physical, mental, spiritual, and economic well-being and potentially influencing social and cultural norms. The widespread transmission of the virus in Indonesia can be attributed to a lack of adherence to established health protocols and frequent travel by citizens. It is crucial for every individual to take responsibility for halting the spread of the virus known as COVID-19 (Nurkidam, 2020).

The government has made various policies to reduce the spread of the coronavirus, ranging from policies and bans on entry and exit from Indonesia, restrictions on gathering, and “stay at home,” which means the government requires people to stay at home, offices are required to do “Work From Home” for employees who can still

do their work from home, regional quarantine is a policy taken during very emergency conditions (Nurkidam, 2020). Work from home is work performed by an employee in a home environment. Work from home is a step taken by companies to maintain employee health and safety in response to the COVID-19 pandemic, as well as to comply with government policies related to working at home (Mungkasa, 2020). A number of organizations gained the trust of other employees to report the decline in trust (De Carufel et al., 2020). By recognizing the importance of internal communication during the COVID-19 pandemic, this research proposes that the transformation of internal communication in PR requires a deep understanding and engagement with the organization and employees. Work from home (WFH) is a form of employment where employees work from their home location. WFH is carried out by companies as a measure to maintain employees' health and safety from the spread of the COVID-19 pandemic and to comply with government policies regarding working from home (Setiawan & Fitrianto, 2021). The implementation of Work-from-home, which allows employees to work remotely from their homes, is a strategy companies employ to ensure the safety and health of their workforce amid the COVID-19 pandemic. Proper implementation of Employee Relations in a company is a strategic effort or activity that aims to manage

human resources and other elements to achieve organizational goals (Tarzani & Sumarni, 2023). This implementation increases company productivity in the quantity and quality of products or services provided to the community. Employees performed their tasks before adopting remote work arrangements and communicated directly within the office premises. However, with the advent of the COVID-19 virus, this practice became unfeasible until the virus was eradicated in Indonesia (Mutia et al., 2021).

Several factors, including employee productivity, can influence the smooth operation and achievement of corporate objectives. An influential factor in supporting employee productivity is effective communication between the company and its entire workforce (Hidayat & Hasanah, 2016). In this context, the impact is also felt in business continuity, where some traditional marketing methods are no longer effective because they do not fit the current situation (Setio Wibowo, 2021). Communication plays a vital role in enhancing employee morale and motivation. It involves transmitting and comprehending specific intentions, and misunderstandings can arise when communication between management and employees is not well-established. Besides being a pivotal aspect, communication is also a key element in fostering strong collaboration to drive the company forward in alignment with its vision and mission (Hidayat & Hasanah, 2016).

Before this coronavirus outbreak, humans communicated directly to convey a message to achieve a pre-planned goal. In addition to paying attention to things that will break the coronavirus chain, how to communicate daily becomes important and must be very concerned. When humans carry out the communication process, it will also involve other individuals, indirectly making it difficult to break the coronavirus chain (Ais, 2020).

Communication is very important for human life. Communication is the most important in carrying out daily activities. But after the coronavirus outbreak, all activities were forced to be carried out online; even communication was done online to help break the Corona. Doing online communication is certainly not as easy as offline communication. At the same time, standing in front of someone with a private or personal distance or holding hands can cause anger and hatred towards someone who has done this. Indonesian people are considered to lack discipline and take the issue of the coronavirus lightly. This assessment can be a mistake because this policy is contrary to Indonesian culture, which adheres to “contact culture,” like eye contact that occurs more, touches more often, and the distance zone between individuals is much smaller than cultures that adhere to “non-contact culture.” Indonesian culture is known as a society with very close relationships based on the principles of kinship

and kinship. Interacting between one person and another is a fundamental need of every human being, especially In Indonesia, which adheres to this contact culture (Nurkidam, 2020). In the coronavirus's aftermath, individuals tend to pass negative judgments and harbor negativity toward others. It has become a common expectation or perception that someone might be a carrier of the coronavirus (Nurkidam, 2020).

Designing communication in handling crises such as the COVID-19 case also requires a scientific approach with precise and measurable steps so that it will hit the target to be achieved. The Social Behavior Change of Communication model tells the Indonesian people that behavior changes are inseparable from the level of accessibility, packaging, language, duration, and socio-demographics of information recipients. In this condition, communication experts can act as consultants or actors in designing communicative information, calming, educating, and saving people from a crisis (Gani, 2020). In this communication situation, getting feedback that can be conveyed immediately and interacting is easy. However, when the coronavirus was declared a pandemic according to the World Health Organization, all communication was hampered because people were forced by circumstances, namely communication using the media as a communication medium, making it easier for people to interact in their respective

homes without having to leave the house to meet including universities that require lecturers and students to use online media, the companies implement worms from home and conduct online meetings (Nurkidam, 2020).

Companies in Indonesia have started implementing "work from home," meaning that company employees are asked to work at home. Because the curve of people who tested positive for COVID-19 rose significantly, the government allowed companies to force their employees to work from home by utilizing technology. Indonesians must do physical distancing, meaning people must keep their distance from others. In addition, with the implementation of work-from-home, employees have a little problem in the communication process where fellow employees are required to adapt during this uncertain situation. Internal communication patterns have also changed with this pandemic. Previously, employees could interact and communicate face-to-face; now, with this condition, employees must get used to communicating using electronic media and application media used by the company. Therefore, employees must communicate using electronic media and application media so that employees have a good signal network; otherwise, the communication will be hampered and intermittent. This strategy will direct the effective organization of communication. Internal communication within organizations is anchored

in the vision and mission statements of the organization (Silviani, 2020). Although the terms vision and mission statements are interconnected, they hold essential differences. Performance refers to individual achievement in achieving or producing work according to the objectives that must be achieved within a certain period (Widodo, 2015). The disparity lies in the fact that the vision encompasses the broad objective, acting as the basis for developing a specific and practical mission statement for the organization. This strategy should consider, among others, first, the market: Does the organization know the audience's needs? How should the audience be segmented? Second, message: What message does the organization want to convey? In what event is the message delivered? Third, media: What channels work best for different audiences? How do we maximize reach? Are there guidelines? Fourth, measurement: Are there clear success criteria? What are the steps forward and backward (Cutlip, 2011)?

After going through various strengthening of the legal basis, institutions, and experience in handling a pandemic, it turns out that there are still many problems conceptually or in the field. The main problems are communication, information, coordination, and cooperation. Speed, accuracy, reliability, communication, and information aspects can still be a problem, especially information confusion and various actions that are

not on target, such as mass communication and understanding the messages conveyed between employees (Tamitiadini et al., 2019).

However, there is an awareness of the importance of communication in business activities. One of the important points that occur in communication during a pandemic is uncertainty in delivering messages. One of the important aspects of communication is the concept of uncertainty reduction (Tamitiadini et al., 2019). Highlights the emergence of communication's importance during the early 20th century as a momentous turning point; this era, described by Pearce as a time of "revolutionary discoveries," witnessed the introduction of revolutionary inventions such as television, radio, satellites, and computer networks. These groundbreaking technological advancements brought about a profound transformation in communication and its societal significance (Morissan, 2015). Communication itself arises to reduce uncertainty in order to act effectively to protect or strengthen the ego concerned in interacting with individuals or groups.

Furthermore, understanding the pandemic must also be considered to find out communication during a pandemic. The COVID-19 pandemic has had a significant impact on various sectors, one of which is the business sector. This pandemic can be said to be a crisis experienced by the company and must be managed properly. The arrival of

COVID-19 is a crisis that cannot be controlled, so companies must focus on variables that can be controlled while maintaining communication through various media.

In general, disasters are divided into natural and man-made disasters. Based on the explanation above, communication can be summarized into several things. First, communication plays a role in reducing the uncertainty that characterizes disasters. Second, communication is the main activity affecting disaster mitigation for the community's early warning or education. Finally, the success of disaster mitigation is influenced by the communication system in collaboration between the community, government, non-governmental organizations, and the private sector (Tamitiadini et al., 2019).

One company that has also been affected by the COVID-19 pandemic is PT Djelas Tandatangani Bersama with the TèkenAja! Platform. The reason the researcher chose PT Djelas Tandatangani Bersama as the object of the researcher's research. Researchers want to know how to work in technology and digital companies during a pandemic. PT Djelas Tandatangani Bersama has been registered as an Inovasi Keuangan Digital in the RegTech-eSign cluster under the Otoritas Jasa Keuangan Group Inovasi Keuangan Digital. In addition, PT Djelas Tandatangani Bersama also cooperates

with the Direktorat Jenderal Kependudukan dan Pencatatan Sipil to verify population data for prospective users of certificates and digital signatures. It ensures that those who carry out the process in the PT Djelas Tandatangani Bersama application service are the actual owners of the population data, not irresponsible parties who commit fraud.

PT Djelas Tandatangani Bersama has implemented and obtained an ISO 27001:2013 certificate regarding the Information Security Management System from an official Certification Body and is registered with the National Accreditation Committee, which serves to control and maintain the security of data provided by PT Djelas Tandatangani Bersama service users. So that there are no more doubts from the Indonesian people about switching from conventional to digital. The services provided by PT Djelas Tandatangani Bersama are beneficial in the process of developing the digital economy during the pandemic because these services help banking, peer lending, and other industries in carrying out their business activities, such as prospective Bank customers who want to open an account can be done online or online and for signing the required documents can be done online as well with this application.

Over time, this digital signature service also received support from the Ministry of Finance, as evidenced by the issuance of the Digital Stamp so

that any document signed using a digital signature and requiring a stamp can still be done and is valid in the eyes of the law. Based on this description, the problem formulation in this study is How the employee relations and communication activities of PT Djelas Tandatangan Bersama employees during the COVID-19 pandemic?"

RESEARCH METHODS

The researcher chose to use a qualitative descriptive method in this research method. This method was chosen for a thorough description with a systematic structure regarding the research "Employee Relations Activities and Employee Communication of PT Djelas Tandatangan Bersama." Qualitative research uses a natural setting to interpret phenomena and involves various existing methods (Denzin & Lincoln, 2017)—data collection in natural conditions and primary and secondary data sources. Data collection techniques focus more on observation and in-depth interviews (Sugiyono, 2017). The data sources used in this research are primary data and secondary data (Mamik, 2015). Data analysis techniques used Milles and Huberman model data analysis techniques, including data reduction, data presentation, and conclusion drawing (Enggarwati, 2015). Qualitative characteristics are Conducted in natural conditions as opposed to experiments like data source, and the researcher is the key instrument; qualitative research is more

descriptive, with the data collected in the form of words or pictures, not emphasizing numbers; qualitative research emphasizes the process rather than the product or outcome, qualitative research analyzes data inductively (Sugiyono, 2017). The data collection technique used in this research is natural conditions data, primary and secondary data sources. Data collection techniques focus more on observation and in-depth interviews (Sugiyono, 2017). The data sources used in this research are primary and secondary data (Mamik, 2015). Primary data in this study were obtained from in-depth interviews.

Interviews are information collection techniques face-to-face or through electronic media to obtain complete data. The secondary data include company data, e-books, electronic media, and data obtained from the internet. The data analysis technique uses the Milles and Huberman model, including data, reduction, presentation, and conclusion drawing (Enggarwati, 2015). In this research, we use the Data Trigungalatuon checking technique, which is a reliability checking technique that utilizes other data from the data that has been obtained used for checking or comparison purposes (Moleong, 2012). The object of this research is PT. Djelas Tandatangan Bersama focuses on internal communication and has elements of support, credibility, openness, participation, decision-making, and emphasizing high-performance goals. This research takes

approximately six months because researchers try to analyze and observe related to the company conducting research and the impact of COVID-19 on the company.

RESULTS AND DISCUSSION

Based on the findings of the research conducted at PT Djelas Tandatanganan Bersama, it has implemented work from home. Even so,

employees can still carry out and complete their duties correctly and follow the six elements of SCOPE, according to Redding (Trihastuti, 2019). The explanation shows in table 1.

Based on this description in table 1, it can be seen that some companies in Indonesia have implemented work-from-home during this pandemic. The work system of companies is impacted by the COVID-19 pandemic,

Table 1 Findings of the Communication System of PT Djelas Tandatanganan Bersama during the Pandemic

No.	Elemen Analisis	Research Findings
1.	<i>Supportive</i>	In a pandemic like this, almost all PT Djelas Tandatanganan Bersama employees work from home. In addition, all employees of PT Djelas Tandatanganan Bersama can compete to get good work results. It is because PT Djelas Tandatanganan Bersama does not see any conditions and will give awards to employees who work optimally, for example, by providing rewards.
2.	<i>Credibility</i>	Doing office work at home is not easy for PT Djelas Tandatanganan Bersama employees. The reason is because the employees have never done it before. The company will see how diligent employees provide reports, and PT Djelas Tandatanganan Bersama also sees its employees' honesty regarding how they utilize their working time. The honesty and craftsmanship of employees will be seen when conducting meetings that discuss problems between each individual. Then, someone who has the right to assess the attitude and performance of each employee is the Human Resources Manager of PT Djelas Tandatanganan Bersama.
3.	<i>Openness</i>	Once a month, PT Djelas Tandatanganan Bersama conducts a meeting that discusses the performance results of the employees. In the meeting, superiors and employees are required to express their opinions and be open to each other without any offense or dislike. So indirectly, the superiors must listen to the explanation briefly and clearly.
4.	<i>Participated in Decision Making</i>	In decision-making, PT Djelas Tandatanganan Bersama frees employees to provide innovative new ideas.
5.	<i>Emphasized High-Performance Goals</i>	In a pandemic like this, employees can get the new targets the company desires because PT Djelas Tandatanganan Bersama employees are included with high-performing employees. They also have to be responsible for the tasks that the company has given them, and employees must grasp the responsibility even tighter.

Source: Researcher Processed Data, 2022

leading to the implementation of work from home. Mustajab stated, “that work from home represents a shift in work practices that all companies have undergone due to the pandemic.” This shift is evident in the work system, where employees are prohibited from working and gathering together in a single office room (Mustajab et al., 2020).

The COVID-19 pandemic has undoubtedly impacted various aspects of life, including company communication patterns between employees and superiors. Our research findings reveal that implementing work-from-home has led to new communication habits and patterns. Direct communication between employees and superiors was prevalent, with minimal reliance on technological media. However, in the current scenario, communication within the company heavily relies on technological platforms. Communication patterns refer to how individuals or groups communicate. This article analyzes communication patterns during the work-from-home period based on communication theories encompassing message delivery and influencing the recipients. These patterns demonstrate the flexibility and adaptability of communication, which are strongly influenced by the language symbols employed and agreed upon by specific groups, as is being felt by PT Djelas Tandatanganan Bersama employees, where it cannot be denied that communication must be

maintained properly. However, it is known that the obstacle is that employees cannot talk or communicate directly with colleagues or even with leaders. Therefore, the company needs to organize strategies so that communication runs smoothly as long as the company still applies for work from home.

As previously described, communication is a transaction. This symbolic process requires people to regulate the environment by building good relationships with fellow employees or the leaders of PT. Djelas Tandatanganan Bersama, exchanging information with fellow employees or even with leaders who not only talk about work but can share things outside of work, after getting a response, it can be seen how the attitude and behavior of fellow employees and also leaders towards each employee, if communication can be received well, then the employees of PT. Djelas Tandatanganan Bersama has the opportunity to maintain good relations with fellow employees or with leaders. Therefore, a pandemic situation like this does not rule out the possibility of employees or leaders of PT Djelas Tandatanganan Bersama forming good communication between upward and downward (Ardial, 2018). There are four organizational communication functions: First the informative function. Every week, the leadership of PT Djelas Tandatanganan Bersama holds a meeting agenda to convey all information about the

work that its employees will do. In the meeting, the leadership of PT Djelas Tandatangan Bersama wants all employees to understand and get much information that will make it easier for them to work and get results following what PT Djelas Tandatangan Bersama wants. Second is the regulative function. In the meeting, the leadership of PT Djelas Tandatangan Bersama directs or tells all employees what can be done while working and what cannot be done while working. It is ensured that the leadership of PT Djelas Tandatangan Bersama directs all employees to work better without the slightest mistake that will occur and make a wrong way of working because those who are authorized and entitled to control all information conveyed and give instructions are the leaders of PT—third persuasive function. If there are work problems with employees, then the way to get closer to the leadership of PT Djelas Tandatangan Bersama is by telling employees who make mistakes at work without having to express anger. It is because what the leader wants by telling well will make his employees work voluntarily later. If that is the case, then it is likely that employees also harbor hatred or dislike for the leader, which results in employees not working voluntarily—fourth, integrative function. Every organization tries to provide a channel for its employees to work well. So, two communication channels can make this happen, namely formal

and informal communication channels: (a) Formal communication. As has been said, once a month, PT Djelas Tandatangan Bersama holds a meeting that discusses employee performance and provides reports done during the month. (b) Informal communication. During breaks, employees hold conversations by exchanging personal information or about work; it can also build closer communication when PT Djelas Tandatangan Bersama employees hold a family gathering.

Internal communication in PT Djelas Tandatangan Bersama must also run well because internal communication is important in a large company that requires good and positive interactions between employees who work at PT Djelas Tandatangan Bersama. If the interaction between superiors and subordinates is not good, then the decisions that will be taken are not necessarily good results.

PT Djelas Tandatangan Bersama uses the Zoom Meeting application to conduct video conferences while implementing work from home. Using the application does not rule out the possibility for employees to use the internet network, as Mr. Pardianto, Procurement Officer of PT Djelas Tandatangan Bersama, said:

So far, we have used the Zoom Meeting application to conduct virtual meetings. Alhamdulillah, it is quite helpful because we can conduct teleconferences by video call or just by voice call together with the team.

In addition to problems related to the internet connection, PT Djelas Tandatanganan Bersama employees also experience difficulties obtaining hard copy documents that are only available in soft copy because not all employees have a printer machine; it is considered less efficient and effective. As stated by Mr. Pardianto, as the Procurement Officer at PT Djelas Tandatanganan Bersama:

There have been some obstacles since the implementation of Working From Home, such as how we communicate with the team in the internal office and the fulfillment of the required hard copy documents. However, it can all be overcome with good coordination with the team and superiors. The files have been temporarily converted into soft copy documents.

However, for PT Djelas Tandatanganan Bersama employees, if the infrastructure or media used to work at home supports office work, working from home will not be a problem.

Mr. Pardianto said again:

As long as the infrastructure of the work supports it, I do not think there are any problems at work. For example, we have laptops, a good internet network, and telephones.

According to PT Djelas Tandatanganan Bersama employees, working from home is not complicated because if everything is done wholeheartedly without looking for problems, the work will produce satisfying work. Then, based on the number of people involved, internal

communication can be classified into charm communication. If PT Djelas Tandatanganan Bersama implements working from the office, face-to-face meetings and communication will be done. Conversely, if working from home, the media used are email, WhatsApp, and Microsoft Office to communicate well—second group communication. When the leader of PT Djelas Tandatanganan Bersama holds a face-to-face meeting to solve a problem that may occur or to provide information about work, the leader gives freedom to his employees to give their opinions, after which the leader will conclude the results of the opinions of his employees how to solve the problem correctly.

Communication can produce attitude change. Effective communication makes it easier to understand the messages conveyed between the sender and receiver so that they have more precise, more complete language, delivery, and balanced feedback and train good users of non-verbal language (Ais, 2020).

Likewise, with employees at PT Djelas Tandatanganan Bersama, if they do not have effective communication, then the relationship in the organization cannot run well. PT Djelas Tandatanganan Bersama is a logistics company that helps its customers deliver goods according to a predetermined destination, so if communication does not run perfectly, the risk of errors also increases. Therefore,

PT Djelas Tandatanganan Bersama employees must be able to communicate effectively with their customers. In this study, researchers will discuss effective communication proposed by Redding (Trihastuti, 2019), using elements that are very effective in communication between employees.

In the company management of PT Djelas Tandatanganan Bersama, there is support provided by the leader to his employees in order to increase enthusiasm and motivation of employees. It is because if there is no support from the leader, there may be a negative or bad impact on employees, such as working lazily or not being able to provide the best results. Not only employees who work well, but the leadership of PT Djelas Tandatanganan Bersama can set an example that it can also do a good job that benefits the company.

From this example, employees can imitate a good way of working from their leaders and produce the best work for the company. However, the company must also appreciate each member who can improve their work and produce profits to achieve employee satisfaction.

As said by Mr. Ade Nugraha, Human Resources Manager, stated:

Yes, that is right. The company will give appreciation to every outstanding employee.

Thus, employees can work even harder

to get the awards given by the management of PT Djelas Tandatanganan Bersama to these employees. Mr. Ade Nugraha, Human Resources Manager, said:

There are various forms of appreciation given to every outstanding employee such as bonuses.

As explained by Mr. Ade Nugraha, Human Resources Manager, making employees happy to work and get awards is one of the keys to how the employee provides many benefits for the company; not only is the company happy, but the employees are also happy because what they have done and tried can produce equal results as well.

Leadership is an important factor in providing direction to every educator, especially in this day and age where everything is done transparently or openly; the leadership needed is leadership that can empower educators well.

One of the credibility of a leader is a leader who can build work motivation in his subordinates and can foster self-confidence, awareness, sadness in sacrifice, responsibility, ability to work together, concern for the reality conditions of his educators, and persistence in realizing ideas in taking real action on programs that will be implemented (Musa & Syahid, 2019). The leader of PT Djelas Tandatanganan Bersama can provide examples to his employees for the achievements that have been produced to motivate employees to excel as well as their leaders. Suppose the leader

of PT Djelas Tandatanganan Bersama cannot set a good example for his employees. In that case, the leader needs to shape communication or a good way of working for the company.

Alternatively, leaders can see the credibility of their employees through the work that has been given reports. As said by Mr. Dicky, Bastian Putra, one of the Head Division in the company PT Djelas Tandatanganan Bersama

By always giving their work reports on time and attending virtual meetings according to the specified time, the credibility of employees can be controlled.

Suppose the employee is not diligent in providing reports. In that case, the results of the employee's credibility can be said to be bad and not worthy of being modeled by other employees. Openness is another form of social value. This attitude is important at work. The conditions of today's world even demand this in a big way because the world is now full of openness. In work, the demand for employees to open up is one of the important things that must be applied. With openness, the path in work is automatically opened smoothly, and problems can be avoided; at least, the problem can be solved easily. With openness, workers get to know each other. It can reduce conflicts at work, and workers can also build relationships with their superiors.

As a form of community, as Martin Ruber

acknowledges, openness is fundamental for building good interpersonal relationships and dialogue at work. Without this value, living together would be meaningless. There is also such a thing as the emptiness that breeds suspicion or prejudice towards one another. Only through openness can the recognition of the uniqueness of each person be realized at work (Sihotang, 2020).

Openness is very important for employees of PT Djelas Tandatanganan Bersama; if there is no openness at work, then the work will have obstacles. Conversely, if the work is open, it is unlikely that obstacles will occur. PT Djelas Tandatanganan Bersama conducts employee performance appraisals twice a year, which the leader carries out openly. So that each employee knows what work is lacking, the employee does that. Employees have work targets the company gives yearly, but these do not affect employee income monthly.

According to employees of PT Djelas Tandatanganan Bersama, every employee has the right to express opinions or ideas that they have and give these ideas to the company. As said by Mr. Pardianto as Procurement Officer:

Every employee has the right to express their opinion, but the decision remains the authority of the superior.

Making decisions in every company by involving employees is common because

decision-making without involving employees shows that the company has a selfish side. The decision that the company had before was the result of the opinions expressed by its members.

In this case, PT Djelas Tandatanganan Bersama then makes decisions not only based on the opinion of the lead but also together with its employees. It is because employees are one of the members who can make the company grow. Without employees, the company has no meaning. Therefore, PT Djelas Tandatanganan Bersama creates an openness of opinion so that employees can convey their ideas to increase company profits, which will also impact employee welfare. As said by Mr. Ade Nugraha, Human Resources Manager, namely:

The company is very open to freedom of speech. The company allows employees to convey ideas that can later be implemented in the company.

That way, employees and leaders can build better relationships because leaders let their employees develop according to their desires without being told what to do at work.

In the end, management work will not be successful without the dedication of all parties in the organization, be it staff or managers, from the lower to the upper level, to participate in the success of a high-performance organization. With the effective participation of all employees, it is expected that the organization has high

performance and that the goals that have been set can be achieved (Suryani et al., 2018).

PT Djelas Tandatanganan Bersama also has targets set by the company. By achieving these targets, the leader will not work alone but work with his employees to get the desired target. In this condition, the leader must not be selfish in making decisions. Before making a decision, the leader of PT Djelas Tandatanganan Bersama must first coordinate with his employees to accept any opinions conveyed or expressed by employees. PT Djelas Tandatanganan Bersama has achievements during the pandemic, as said by Mr. Dicky Bastian Putra, Head Division:

We actually got benefits during a pandemic like this because everything is online, and people are signing more digitally.

It is also possible for employees to get new projects during the pandemic, which can generate profits for the company. All companies, including PT Djelas Tandatanganan Bersama, feel that internal organizational communication must run smoothly to achieve effective and efficient performance. Also, work can be completed with maximum results. That is evidenced by the communication within the organization between leaders and employees of PT Djelas Tandatanganan Bersama, which is well established, even though they are working from home.

In addition, the communication employees

of PT Djelas Tandatanganan Bersama hold weekly meetings every Monday to discuss the work results for one week. All levels of employees at PT Djelas Tandatanganan Bersama attend this meeting. As said by Mr. Ade Nugraha, Human Resources Manager:

Every Monday, there is a team meeting and coordination through Zoom Meetings to find overall company updates. For other days, coordination is done through WhatsApp, as well as phone coordination.

PT Djelas Tandatanganan Bersama employees do not feel a significant difference when working in the office or from home. As repeated by Mr.

Ade Nugraha, Human Resources Manager:

The working hours are the same; we go to work from 9 am to 6 pm.

There are no barriers for them to work from home. Moreover, most of the employees of PT Djelas Tandatanganan Bersama have prepared themselves to work from home, as said by Mr. Dicky Bastian Putra, one of the Head Division at PT Djelas Tandatanganan Bersama.

When the pandemic began in Indonesia in March 2020, PT Djelas Tandatanganan Bersama formed the Committee Response Team, which is tasked with making rules and preparing all the devices needed by employees when working at home, such as laptops and networks, and making rules to replace sending hard copies of invoices and agreements to scans or via email.

Employees of PT Djelas Tandatanganan Bersama must account for all challenges. If they do not work well, the success desired by the

company will not be achieved. Organizational communication refers to the patterns and forms of communication that occur within the context and network of an organization. Organizational communication involves formal and informal communication, interpersonal communication, and group communication (Daryanto, 2014). For superiors who want to schedule or want to discuss something important, the superiors will spread their agenda via the application. As said by Mr. Dicky Bastian Putra, one of the Head Division in the company PT Djelas Tandatanganan Bersama.

Before the virtual meeting, an agenda is created, and it is determined that each section provides an update on its work. The agenda is distributed through a meeting invitation.

With the pandemic, all office activities have been made with a good agenda so that all employees do not have problems at work. Furthermore, superiors can see the productivity of their employees' work from the work that these employees have given. Mr. Dicky Bastian Putra is one of the Head Divisions at PT Djelas Tandatanganan Bersama.

Before the pandemic, employee work reports were determined and agreed between employees and their superiors and sent via email, not necessarily to the office, so employee productivity can still be measured during Working From Home.

All employees' working activities at home

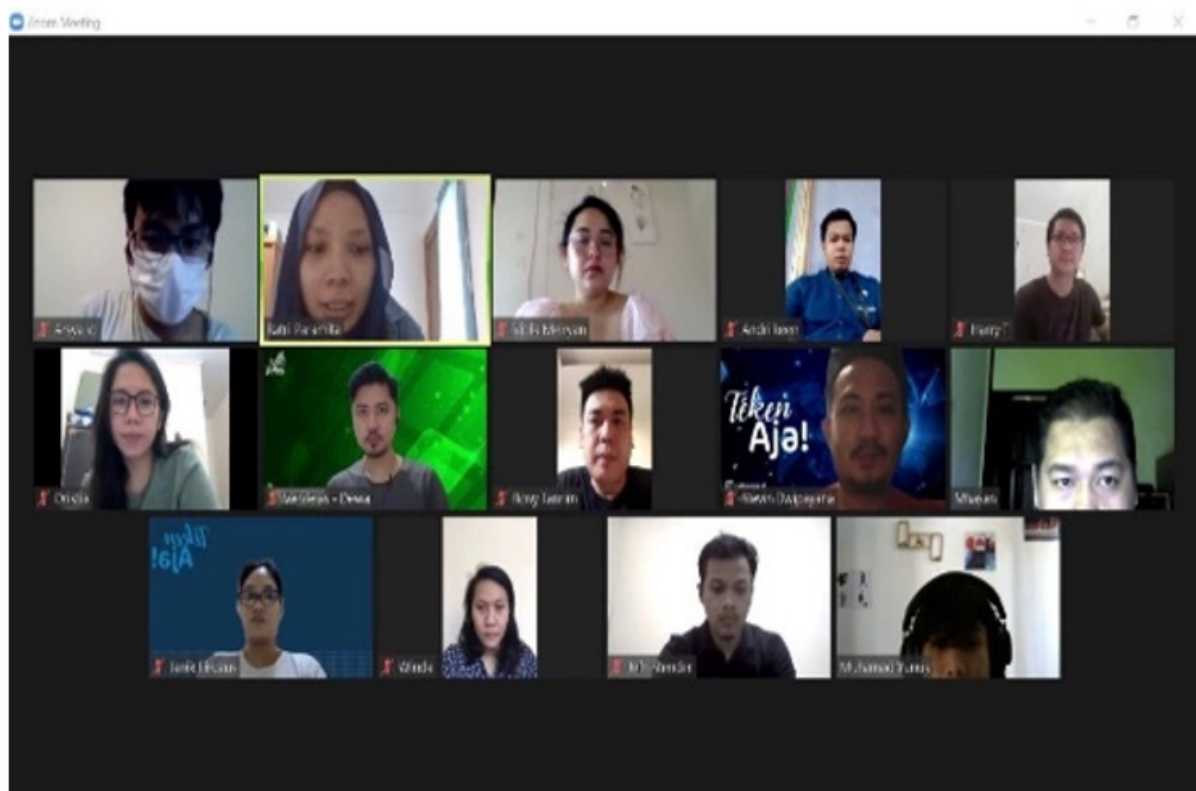
can still be monitored, and the employees' work report results can be seen. In organizational communication, internal communication makes it easier for employees to communicate with their respective divisions. Without internal communication, the organization's management may be unable to achieve its goals. The leader of PT Djelas Tandatanganan Bersama always prioritizes good communication on the internal side so that all employees can work on the path set by the leader. They can also monitor the work of employees' activities, performance, and productivity while at home can still be seen through weekly meetings. Then, leaders also prepare employees to work at home and establish

good communication so that employees do not feel bored when working at home. Mr. Dicky Bastian Putra, one of the Head Divisions at PT

Djelas Tandatanganan Bersama, also said that:

PT Djelas Tandatanganan Bersama prepares the "one drive" application as a facility to store files on a PC to be opened at home for employees to work. We also prepare quizzes with prizes during Working From Home so that employees are not bored and share how to make Working From Home effective.

PT Djelas Tandatanganan Bersama facilitates employees with facilities that support work, such as laptops, as explained by Mr. Dicky Bastian Putra earlier. While working from home, employees finally did not find it difficult



Source: PT. Djelas Tandatanganan Bersama, 2022

Figure 1 Online Meeting with Employees of PT. Djelas Tandatanganan Bersama

to use or conduct virtual video conferencing. It is because employees are getting used to doing it, in line with the statement of Mr. Dicky Bastian Putra as one of the Head Division in the company PT Djelas Tandatangan Bersama, namely:

Before there was a pandemic, PT Djelas Tandatangan Bersama already used the Zoom Meeting application for video conferencing with clients, so Working From Home, video conferencing was not a new thing for PT Djelas Tandatangan Bersama employees.

The leader of PT Djelas Tandatangan Bersama always tries as much as possible so that his employees can happily work when working from home. If employees are happy, their work will be done well and optimally. During the pandemic, organizational communication satisfaction went well, and there were almost no obstacles, as said by Mr. Pardianto as Procurement Officer, namely:

Alhamdulillah, I am quite satisfied. Although face-to-face communication is the best, in my opinion, in this pandemic situation, we must be able to adapt. The existence of applications such as Zoom Meeting is beneficial in communicating in office matters.

Then, Mr. Dicky Bastian Putra one of the Head Divisions at PT Djelas Tandatangan Bersama, said:

I am quite satisfied because each employee is given an allowance for internet credit. So there are no obstacles to communication during this pandemic.

As long as all work communication goes well, according to PT Djelas Tandatangan Bersama employees, organizational satisfaction is also good enough to run during this pandemic. Working from home for a long period is one of the new things for employees because it has never been held before. Even though working from home has drawbacks, PT Djelas Tandatangan Bersama employees feel there is no benefit in continuously disputing work from home. One of the reasons is that the pandemic is not a situation that can be measured. It means that no human being can know when the pandemic will end. In addition, according to employees, there are almost no significant challenges that need to be faced when working at home, as said by Mr.

Ade Nugraha, as Human Resources Manager:

To be honest, there were almost no obstacles for us when doing Working From Home because we prepared well by running simulations for two weeks before doing Working From Home.

It is just that employees must be able to be responsible for their respective tasks or parts in completing their duties face-to-face. The communication of PT Djelas Tandatangan Bersama employees during this pandemic is also going well, as stated by Mr. Ade Nugraha, the Human Resources Manager.

Alhamdulillah, employee communication during this pandemic is going well. The office facilitates us with laptops, making coordinating such meetings or conference calls easier. For work communication, it is

usually informed via email.

There are almost no problems communicating at the PT Djelas Tandatangan Bersama company because the communication of PT Djelas Tandatangan Bersama employees is quite good and regular in carrying out their duties.

CONCLUSION

Based on the results of the study, the researcher concludes that the employee relations activities and organizational communication of PT Djelas Tandatangan Bersamas during the pandemic are pretty good. Even though almost all PT Djelas Tandatangan Bersama employees work from home during the COVID-19 pandemic, it can be implemented properly. It is supported by the facilities provided by the company to employees when running Work from Home. So, communication during a pandemic is not a problem for employees if the internet network or the documents needed are adequate. During the pandemic, PT Djelas Tandatangan Bersamatetap wants to be one of Indonesia's best Electronic Certificate Provider companies. Therefore, employees continue to provide new ideas to benefit the company during the pandemic. With a pandemic like this, ready or not, this change must be done. However, there is also a weakness in the communication

of PT Djelas Tandatangan Bersama employees: the lack of reciprocal communication between employees in the field and the head office. If an announcement from the head office requires feedback from the team in the field, it is often late.

Based on the research results, the researcher presents several suggestions: This research provides contributions and benefits to future researchers, especially communication science researchers in Public Relations, namely how to communicate well, especially forming good communication for organizations. Then, the researcher suggests to the reader that the discussion of employee communication satisfaction of PT Djelas Tandatangan Bersama should be discussed according to needs so that it is right on target. Each division leader holds regular meetings whose contents are not only discussing work but also as a means of friendship by asking how each employee and their family are doing or designing plans that the team can carry out from their respective residences. If employees feel demotivated, the company organizes webinars on mental health. Talking about their daily lives, listening to the work difficulties faced during the pandemic, and the leader providing motivation for this and providing 15-30 minutes by inviting leaders and employees to Zoom together and organizing challenges with prizes. In order to relieve stress

and lead to higher motivation to work, leaders of employees in the field must be able to change mutual communication by giving tighter deadlines to their employees in the field.

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