

Communication Strategy to Encourage Employee Participation for Osh Performance Improvement at Pt Global Dairi Alami Subang West Jawa Province Indonesia

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ABSTRACT

Indonesia with total population reaching 264 million persons is a very potential market share for food products. To meet nutrition needs, PT GLOBAL DAIRI ALAMI was established in 2017 as a milk producer in Indonesia. This company engages in two main activities, i.e. land farming for dairy cow breeding and factory to process the milk with pasteurization and Ultra High Temperature methods before the products are launched to the markets for public consumption via sale representatives. As a new venture, the Company encounters a lot of problems, which include in relation to organization communication in performing Occupational Safety and Health Management System. This Safety and Health Management System is not yet soundly implemented and no communication procedure has been put in place. The objective of this study is to select the most appropriate communication strategy in improving Occupational Safety and Health performance subject to the existing objective conditions using Analytical Hierarchy Process method. Data is collected from discussion with the experts including the owner, board of directors, managers, section heads, and local government officials. The study results show that the owner of company becomes the leading actor in building communication strategies, followed by employees with scores 0.368 and 0.348 respectively. Factor that becomes the first priority for the company is business continuity with budget availability to follow. Occupational Safety and Health training is a priority program necessary to implement Occupational Safety and Health Management System. Based on multi criteria : actor, factor and program, priority strategy necessary to improve OSH performance is to encourage employee participation.

Key words: Organization communication, business continuity, employee participation, Occupational Safety and Health performance.

INTRODUCTION

At present Indonesia is intensifying industrial development in diverse sectors, which include food and beverage industries. In this case, beverage products become first options for some entrepreneurs to show their contribution in nutrition improvements for the communities.

According to BPS (Central Bureau of Statistics) data (BPS; 2021) milk consumption per capital of Indonesian people in 2020 was 16.27 kg/capita/year and increased by 0.25 percent in 2019 (Kompas.com, Monday, 31 May 2021). Since then, more companies start to open their businesses in foods and beverage industry. Some of them now have turned into leading milk drink producers.

Milk drink companies that have been long operating in Indonesia are PT Greenfield Indonesia, PT Sari Husada, and PT Nestle Indonesia. PT Greenfield is even recorded at the first tier of leading milk drink producer. In later progress, some milk factories are built, which is, among others, PT GLOBAL DAIRI ALAMI (PT GLOBAL DAIRI ALAMI) as a domestic company with business activities in dairy cow breeding's and processing of the produced milk into dairy products.

As a relatively new company, PT GLOBAL DAIRI ALAMI still needs many improvements in various aspects in attempt to maintain its business continuity. Under its tender age, there are some sectors need more urgent improvements than the others to support the operation of company. These more priority improvements include to build organization communication in accordance with organization communication principles such as internal and external communications.

Interviews with some experts and facts found in the field revealed problem encountered by this newly operating PT GLOBAL DAIRI ALAMI, i.e. the absence of standard procedures for sections to facilitate employees in performing their duties relating to the implementation of Occupational Safety and Health Management System (OSHMS). In other words, communication within the company not yet uses standard communication due to no communication procedure. For example, when assigning a job, the management will assign it in oral.

In light of foregoing, standard communication strategy to encourage employee participation in improving Occupational Safety and Health (OSH) performance is necessary to facilitate organization communication within the company for sound OSHMS performance.

This study aims to select priority strategies in performing OSHMS mostly suitable to the objective conditions of company with AHP method.

LITERATURE REVIEW

The first study was carried out by Dewi (2017) in her work titled Communication Strategy to Improve Employee Performance (Case Study PT PJB in Surabaya). This study discussed communication strategy in improving employee performance in PT PJB. In this case, strategy became fundamental basis in communication planning and communication management to realize the goals. To achieve such goals, strategy serves not only as a map indicating the directions but also showing what operational strategies need to take. In other words, the approach may be different from time to time subject to the occurring changes.

Such study adopted relational theory to analyze how a relation can generate satisfaction and improve performance within the company.

The study found that organization communication strategy had been used as main basis for vertical communication in PT Pembangunan Jawa Bali (PJB), i.e. communication between the leaders and their employees expressed in work instructions, motivation and rewards. Meanwhile, communication from employees to the leaders was expressed in writing with written reports and recommendations. As to horizontal communication at the same tiers or hierarchies within organization structure, the communication was got across with job assignment coordination, information sharing of work plans and other activities, discussion of the organization, etc. To improve employee performance, organization communication must be intensified. Supervisors need to give more attention to employees, for example, to respect any outstanding performance reached by employees, to give broader opportunities for them to express their suggestions. In addition, commitment to search any important information within the company must be enhanced through intensive communication with the leaders. Therefore, jobs assigned by supervisors or other leaders can be accomplished with ease. Communication is expected to be a bridge in dealing with the conflicts. Nonetheless, organization policies on this communication affairs are sometimes limited. Both employees and employers have yet to explore formal and information communication because of too many individuals representing the organization. Under this circumstance, in case of dissenting opinions among several individuals, this issue will be difficult to deal with, unless there is two-way communication and union uniting them.

The second study was by Masuku, Audrey Chitsika and Painos Moyo (2014) in their work titled *Organization Communication Strategy* adopted in UNKI Mines with communication participation and development approach. Organization community became the umbrella in this discussion. The study discussed development communication theory and two-way symmetrical communication model.

Development communication theory underlined the importance of community participation in devising development issues to the needs of community. Meanwhile, two way communication model clarified the relevance of dialogue with feedback to build mutual understanding of company and local residents. The next was cognitive dissonance theory discussing how social communication and behaviors, attitudes and emotion of the communities could affect their perspectives and understanding on company's reputation and image. These theories enable this study to assess communication strategy taken by the company in promoting local community participation and development for the interests of organization and local residents. Findings of this study revealed that Community Engagement Forum (CEF) operated based on collective awareness about the identified challenges and it was collective responsibilities to cope with such challenges. Under this approach, no single entity was held responsible for fulfilling the demands of communities. CEF facilitated collaborative partnership in dealing with and identifying the needs of communities.

At present, the organization communication strategies applied by UNKI Mines including the use of CED News Letter, Anglo Social Way and Community Engagement Forum failed to respond the demands of local communities. Thus, it can be concluded that Community Engagement and Development (CED) department needs to engage local communities on regular basis to satisfy their demands in hierarchical way. It was suggested that they should also receive copies of CED bulletins that enable them to understand anything reported by UNKI Mines.

The third study was by Putra titled Communication Strategies of Safety Division in Enhancing Awareness about Occupational Health, Safety and Environment (OHSE) at PT Meranti Nusa Bahari, Balikpapan. The theory used was SMCR (source, message, channel, receiver).

The study found that Safety and Health in PT Meranti Nusa Bahari, Safety Division, played function as information provider for all employees. Safety Division had duties and responsibilities to plan and oversee OSH program of the company since employees attached to this Safety Division had education background and skills in this field.

From source wise, with regard to Safety and Health in PT Meranti Nusa Bahari, Safety Division had function of information provider for all employees. As to message aspect, message sent by Safety Division to all employees of PT Meranti Nusa Bahari related to Safety and Health affairs. It underlined the importance of implementing Safety and Health by all employees in the entire premises of company so as to prevent risks that might lead to fatal accident. In terms of channel, the media or channel used by Safety Division to encourage the awareness of employees about Safety and Health included Seminar, Training, Banners, and Manuals. From receiver aspect, the parties being the targets of communication by Safety Division were all employees working in PT Meranti Nusa. It was more obvious since the employees were handling works with hazardous elements as indicated in the study by Ginting & Ellen (2013), Handoko (2009), Sabma (2018). The relatively similar study was conducted by Heddy & Aruan (2013), Imran (2008), which basically stressed the roles of communication strategies in coping with challenges faced by organization.

Discussion on organization will be inseparable from communication development. There is always message that must be communicated in organization activities. According to Miller (2003) review on organization communication is a undivided two concepts, i.e. organization concept and communication concept. In this case, organization concept involves social collectivity (a group of people), where activities are coordinated to achieve the goals, individual or group by coordinating the such activities. Meanwhile, in communication concept, there will be communication process inside it, i.e. transactions and symbols simultaneously arising when the communication occurs. Wayne and Faules (2018) postulated nearly same notion. Wayne and Faules more interpreted organization communication as walking message flowing from sections within organization, vertically, horizontally or diagonally. Organization consisted of individuals who became members of such organization engaged in a sustainable interaction and sharing process according to the context, i.e. to accept, interpret and act based on information received, and as such to create a new information pattern that will bring changes. Interaction, according to Wayne and Pace, was relation among individuals in the organization, and constantly changed as a result of individual exchange. It was also added that crucial relation of individuals and contexts were reflected in learning pattern and reciprocal adjustment in communication process that was continually developing. If soundly developed, harmonious relation would be established. When adjustment was low, the organization became unstable and more dependent on unpredicted and intermittent change patterns.

In line of that, communication strategy is highly necessary to facilitate communication inside the company. Communication strategy is basis and reference in communication planning and communication management to achieve the goals. In attempt to attain such goals, strategy not

only provides map showing directions, but also shows what operational strategies must be taken. In other words, the approach may be different from time to time subject to changes in the organization. Effective communication is determined how communication strategy is set. If communication runs poorly, it may bring negative effects. Meanwhile, communication process can be assessed using communication model. (Effendy, 2006).

Communication taking place inside the organization consists of two main categories, i.e. communication among the members of organization, which are also called as internal parties, and communication between internal parties and external parties or the parties outside the organization. Internal communication is vertical communication, i.e. downward communication, upward communication, horizontal communication, diagonal or crosswise communication. External communication refer to communication between internal parties of organization and external parties of organization relating to OSHMS performance.

The biggest challenge faced in organization communication is how to convey information to all sections of organization and how the members of organization receive information from such sections. This process relates to information flow. In this respect, communication strategy that provides the best way to pass information to the members of organization will be necessary. Sometimes members of organization fail to receive the same information due to different background, in terms of education, age and experience owned by such members of organization.

According to Wayne and Faules (2018), information would not flow literally. In reality, information was not moving. In communication process, message or communication must be understood by persons engaged in the communication. Grasping the information will vary, i.e. how persons receiving such information understand it, which is subject to their backgrounds. Information is created by the party giving the information and then conveyed to and interpreted by the receiving party. It is a message distribution process that ultimately reaches persons in various sections of company. Basically, giving and receiving information is a dynamic process, i.e. to change and move constantly. Sooner or later information movements will be dependent on factors of individuals in organization. Some of them may be indifferent, or not clearly understand information they received but too shy to ask or to clarify the purpose of information. With regard to OSH information, statistical data of occupational accidents indicated that employees at 18 to 24 years of age became the most dominant group vulnerable to work-related accidents due to their reluctance to build proper communication with all parties. (Statistic Accident ILO, 2017).

Guetzkow (1965) stated that information flow in an organization might take place in three ways, i.e. simultaneous, sequential or combination of these two patterns. Simultaneous flow is when all sections or departments receive information at the same time or simultaneously. If the same message or information must reach several places at the same time, it is necessary to devise and use strategy or technique capable to convey information simultaneously. However, a bit different information distribution method from the regularly used method will be necessary. In this case, option of using particular media for information distribution can be maximized. Second, i.e. sequential information distribution, this primary communication will, for sure, take place in organization. (Haney, 1962:150). As a matter of fact, message or

information distribution of this kind is a dyadic information dissemination. Message conveyed by A to B, C, D or E is a series of transactions between two persons. In this case, every individual, except the first one (the source of message), will interpret the message received, and forward his interpretation to the next person(s) in such series. Information distributed in sequential way has weaknesses. If the number of person to whom the information is conveyed is relatively significant, this sequential process will take longer time to send information to them. Third, combination of the foregoing two methods. Weaknesses of this combined method, i.e. simultaneously and sequential, is more complicated. It involves two agendas at the same time. It is likely that persons in organization get confused about the information they receive, which one to be prioritized for follow up.

This study uses Cybernetics System Theory (CST) to analyze problems relating to communication strategy to be applied in an organization. CST is a theory postulated by Norbert Wiener (1948) proposing several dimensions, i.e. system goal, system mechanism, target, and system feedback. Each dimension became analysis tool in discussion. Author's preference to CST method is because of the convenience of this method to see whether communication strategy applied in the company has meet such dimensions.

System goal dimension is a control center, i.e. a target of specific aspect of system operation. System mechanism is the system used to assist in maintaining system goal. Target is realization of the expected outcomes of a goal. In this case, feedback is input either positive or negative to the achieved outcomes. It may consist of sale report indicating whether the strategy has been achieved or not.

Cybernetic emphasizes on theory aspect of system and on the other side reduces other aspects. In a system process, cybernetic focuses on feedback, especially feedback that must be corrected to maintain system function. Cybernetic also stresses interdependency of system parts since mechanism is closely related to the goal. In light of that, several aspects in system functions receive less emphasis.

With regard to CST in communication to improve employee participation, Winarti and Banowati Talim (2017) described important roles played by employee participation in supporting company performance. Participation is employee responsibility arising from their full awareness to obey and follow and accomplish the jobs (Malthis & Jackson, 2002). Employee participation plays leading roles in determining the success and failure of OSH at work place. Without awareness of employees, OSH implementation will end in failure. The government issued regulation concerning the need of companies to establish organization structure to promote employee participation in OSH performance. To show their concern on OSH, all employees are encouraged to provide feedbacks, positive or negative, on OSH since their inputs are closely related to the success of OSH. For example, a company has set policy requiring employees to report 6 (six) unsafe conditions or behaviors in the company in a year. It means, they have to report incidence of unsafe condition and behavior every two months. In a year every employee must identify 6 (six) unsafe conditions and behaviors.

According to the Regulation of the Minister of Manpower Number: PER-04/MEN/1987 concerning Committee for Safety and Health Development and Procedure for the Nomination

of Occupational Safety Experts, the Committee for Safety and Health Development, locally abbreviated P2K3, is a supporting body at work place acting as cooperation forum between employer and employees to build cooperation, mutual understanding and effective participation in implementing Safety and Health. Compliance to this ministerial regulation is mandatory for the companies. Any company not implements such regulation, and occupational accident occurs causing fatality to an employee, law enforcers, such as police and prosecutor can sue such company for negligence in implementing OSH. In this case, the party held responsible for the legal aspects will be official with highest rank in the company.

The more participation of employees, the better OSH performance will be. Performance is concrete behaviors shown by every individual as his achievement in work according to his respective roles in the company (Rivai, 2008). Wirawan (2009) stated that performance was also called as kinetics of works. Performance also refers to function of outcome or what is achieved by an employee and competency describing how employee can attain such outcome. If performance is correlated with OSH it means that a company must have performed OSHMS since planning stage. To assess the effectiveness and efficiency of OSHMS planning and implementation, it is necessary to evaluate two elements of the so-called OSH performance, i.e. leading indicators and lagging indicators. The former explains what efforts that have been taken by the company to prevent work-related incidents, which include training, inspection, and audit. As to the latter, it refers to what incident occurring during a year, such as minor, major or fatal incidents. If leading indicators and lagging indicators record same scores, for example: training provided 5 (five) times in a year, and inspection 2 (two) times in a year, and lagging indicators record work-related accidents of minor accident, major accident and fatal accident of 2 (two) times each, it implies that OSH is not yet soundly performed. OSH is successful if leading indicators record a lot of activities with nil lagging indicator.

Government Regulation of Republic of Indonesia Number 50 of 2012 concerning Safety and Health Management System regulates that 1) Information procedure as referred to in Article 12 paragraph (1) letter d must assure that OSH information has been communicated to all parties in the company as well as external parties beyond the company, 2) Reporting procedure as referred to in Article 12 paragraph (1) letter e shall cover reports of: a) work- related accident at work place; b) non-conformance to laws and regulations and or standards c) OSH performance; d) resources identification; and e) others as required under laws and regulations, Companies must perform OSH in accordance with Government Regulation Number 50 of 2012 and voluntarily adopts ISO 45001 standards, i.e. Safety and Health management system, which also cover OSH.

METHODOLOGY

Method used for this study is Analytical Hierarchy Process (AHP). AHP is a method to resolve a complicated unstructured situation into several components of a hierarchical structure by quantifying subjective values on the relative importance of every variable, and set which variable with the highest priority will affect the outcomes of such situation (Parhusip, 2019).

Data is collected from discussion with experts involving directors, managers, section heads and local government officials. These experts are selected upon their knowledge of various issues relating to OSH.

RESULT AND DISCUSSION

During discussion with experts, 4 (four) levels are tested: Actor, Factor, Program and Strategy. The analysis with AHP shows results as follows:

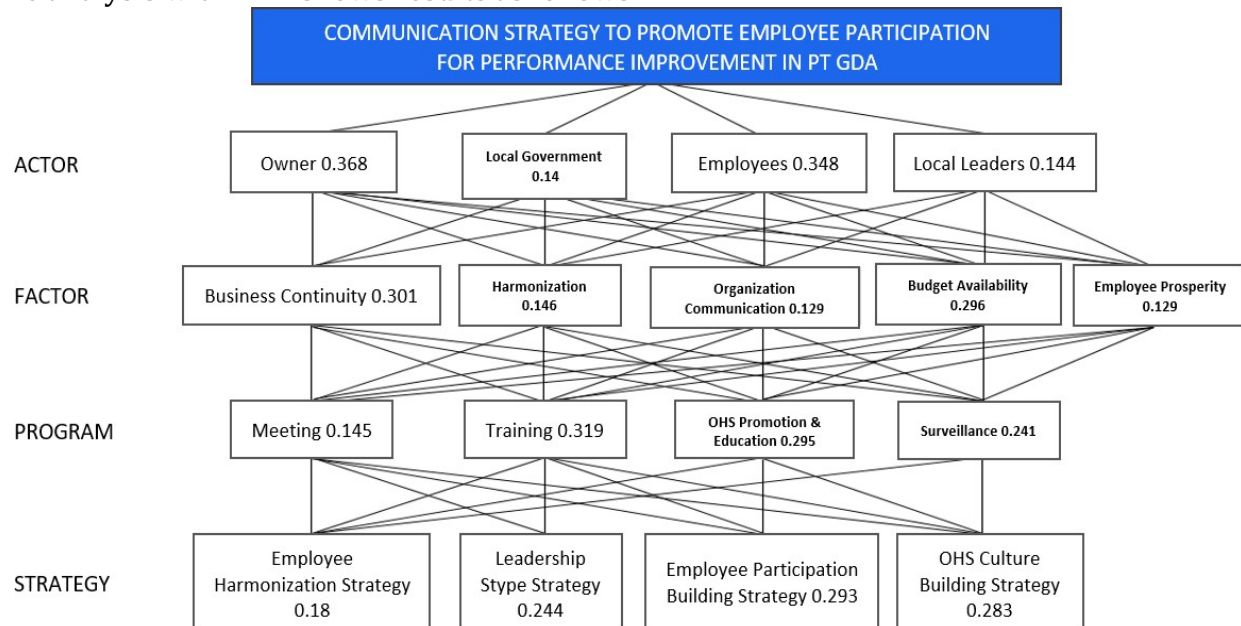


Figure 1. Communication Strategy to Promote Employee Participation for Performance Improvement in PT GLOBAL DAIRI ALAMI.

Based on Figure 1 above, the most significant factor is Owner (0.368), followed by Employees (0.346).

Since PT GLOBAL DAIRI ALAMI is a new company, Owner who also acts as CEO plays dominant roles. Owner, apart from discussion with Director and Manajer, will also communicate directly with employees to ensure whether everything explained by Director, Manager of Supervisor has been conveyed appropriately or not. Meanwhile, employees of 200 persons, mostly (80%) Senior High School or Vocational High School graduates, locally recruited by PT GLOBAL DAIRI ALAMI still have lack of experience or just work for the first time. Employees, indeed, play leading roles in OSHMS performance and in running the operation of company.

Business Continuity (0.301) is another main factor and then Budget Availability (0.296). In general, all employers expect that their business activities continue and so do employees and other related parties, i.e. local government. It is consistent with findings of study stating that business continuity is a crucial factor. Budget Availability is at the second position among important factors in PT GLOBAL DAIRI ALAMI (0.296). It is understandable since its operational activities will not run without adequate budget supports. Budget availability is to ascertain business success and increase facilities and infrastructure of company.

One aspect that can support business continuity is OSHMS implementation. This issue will, of course, need attention and participation of all employees. They must understand OSH. For this purpose, employees must receive training on OSH, safe work procedure must be prepared, personal protection equipment must be provided. All of these will require budget in relatively huge amounts to achieve maximum outcomes, i.e. employees who seriously perform OSH. The

analysis shows that program with the highest priority is Training (0.319) and OSH Promotion and Education (0.295). Why should these factors be prioritized to enhance the skills of employees of PT GLOBAL DAIRI ALAMI? Because 80% employees of this company consist of fresh graduates of Senior High Schools/Vocational High Schools and still lack of knowledge on OSH.

In this case, employees should not only be adept in theories, but also excellent in practices, especially under emergency situation. In addition to training, equally important is supervision to OSH performance in the field. It is to identify whether employees who have received theories and practices on OSH are competent in performing OSH into real practices or not, and whether they can explain what they know about OSH to all parties during routine meeting of Committee for Safety and Health Development (P2K3).

Based on the above multiple criteria (Actor, Factor and Program), AHP analysis shows that the strategy with top priority to take by PT GLOBAL DAIRI ALAMI is to Encourage Employee Participation (29.3%), followed with Improve OSH Performance (28.3%). These findings are consistent with the results of previous studies. Employee participation is important because all programs including OSHMS program will be carried out by employees. In order to encourage Employee Participation, the company needs to take capacity building initiative with the establishment of P2K3 organization as prescribed in government regulation in which Director of HR acts as the chairman, Secretary and Head of OSH Section and representatives of every sections within PT GLOBAL DAIRI ALAMI as members. Communication is made during monthly meeting. However, the communication is not yet effectively built. It needs, therefore, to prepare a communication procedure involving all sections in integrated meeting sessions held weekly with OSH aspects as the first meeting agendas discussing the progress of OSH performance, i.e. what have been done, what not yet to be done and new issues that arise.

DISCUSSION

Safety and Health Management System (OSHMS) according to ISO 45001 shall range from planning, implementation, inspection, improvement, to sustainability. With regard to system cybernetic in OSHMS performance, the system goals to achieve by PT GLOBAL DAIRI ALAMI include OSHMS performance complying with ISO 45001, OSH protection implemented in the field, OSHMS procedure put in place. To reach such goals, it is necessary to run system mechanism, to prepare training on OSH for employees with resource persons from external parties. The next step is to assess OSH risks at dairy cow breeding and cow's milk production activities to identify any significant potential risks. It is then followed with gap analysis, OSH policy and OSH procedure and OSH protection improvement in the field. The results of OSHMS performance are reported to the external parties as relevant such as Manpower Agency. Some targets set from the implementation of OSHMS have been realized including OSH policy and some procedures, i.e. Safe Work Permit and several OSH protection facility tests, for example hydrant to mitigate fires, and monthly P2K3 meeting scheduled on regular basis. For targets not yet realized, they include no feedback from the leaders and employees during P2K3 meeting. OSH communication in every department should be intensified and internal and external communication procedures should be put in place and the need of managers to provide directives with regard to OSH so that system goal of the company can be attained and OSHMS can be performed appropriately capable to prevent the occurrence of work-related accident,

both accident to the human beings or to facilities of the company, such as, fires, air pollution, water pollution and solid waste pollution. These issues need communication to internal and external parties with upward, downward, horizontal or diagonal message flows.

Based on such results, dimensions within Cybernetics System Theory (CST), i.e. system goal, system mechanism, targets and system feedback are deemed as findings not yet soundly achieved. The results show that employee participation and OSH performance improvements become priority strategy that must be taken by PT GLOBAL DAIRI ALAMI. To encourage employee participation, it is necessary to build organization communication capable to enhance the awareness of all employees. Some activities that can be taken are, among others, daily meeting, weekly meeting, monthly meeting involving all employees. Interpersonal communication in informal way is also necessary to take. This informal communication may be more convenient for employees and can encourage their sense of belonging to the company. At the same time, OSHMS should be instilled as corporate culture to employees with development approach and routine supervision coupled with reward and punishment system. With this approach, sooner or later OSHMS culture will be implanted.

CONCLUSION

Both owner and employees have strong roles in performing OSHMS at PT GLOBAL DAIRI ALAMI; capacity building through training should become priority since the majority of employees is new workers who are still lack of experience. The most appropriate strategy to the objective conditions in performing OSHMS is Employee Participation.

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