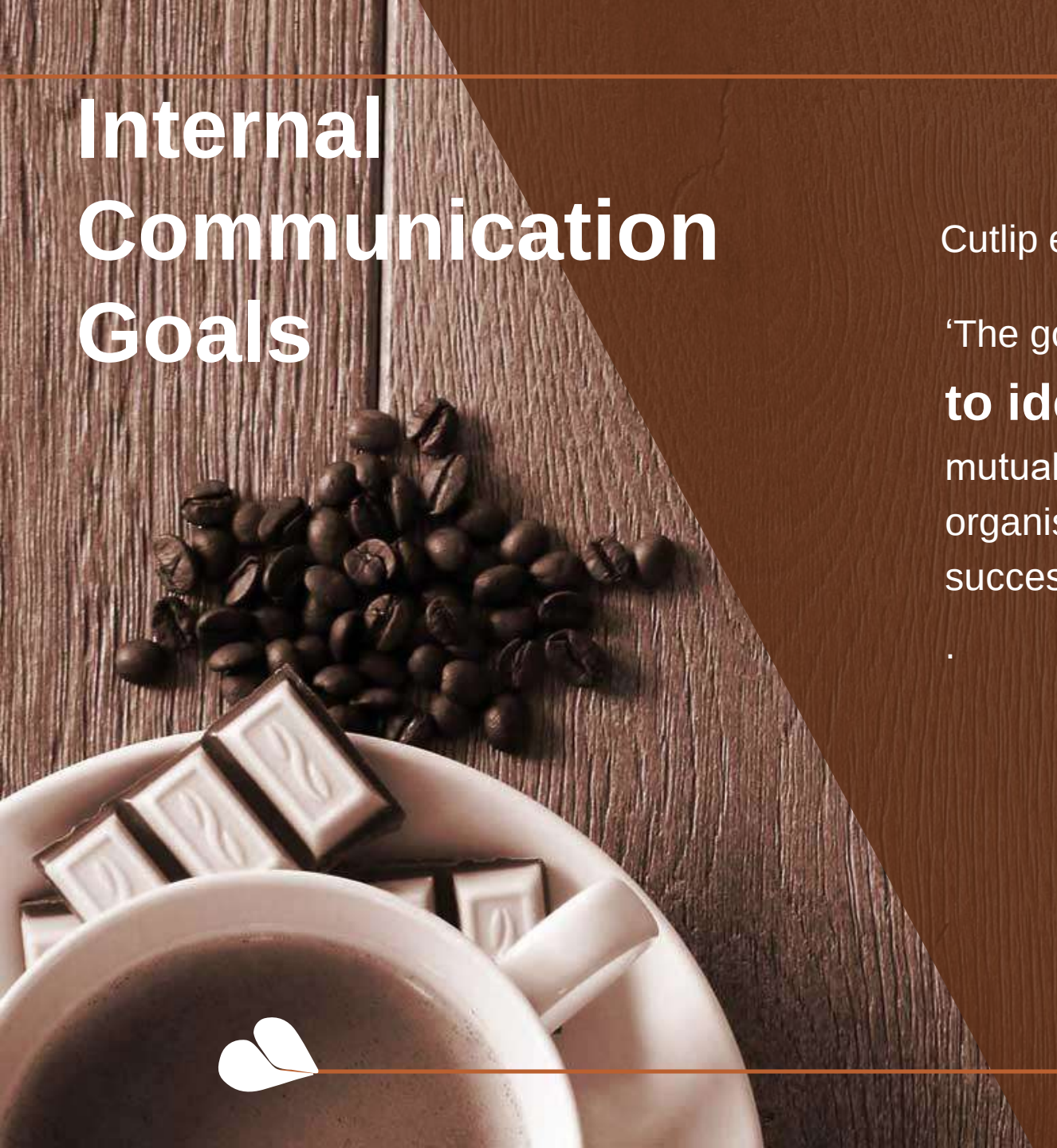


INTERNAL RELATIONS & EMPLOYEE COMMUNICATION

Internal Communication Goals



Cutlip et al. (1985:315)

‘The goals of employee communication are **to identify, establish and maintain** mutually beneficial relationships between the organisation and the employees on whom its success or failure depends.’

.

Employee awareness of operations, problems, goals and developments **will increase their effectiveness as ambassadors**, both on and off the job. Asking for input to improve how things are done will encourage them to **participate in the organisation**.

Four Eras of Employee Communication

Grunig and Hunt link the ‘four eras’ of employee communication to their four models of public relations



1 The Era of Entertaining Employees

(likened to press agentry) in the 1940s, to convince them that the organisation was a good place to work.

2 The Era of Informing Employees

(like the public information model) in the 1950s.

3 The Era of Persuasion

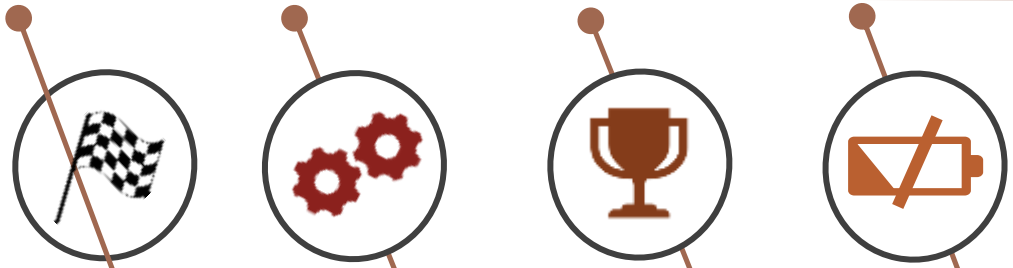
in the 1960s (two-way asymmetric).

4 The Era of Open Communication

Two-Way Symmetric

Four Stages of Employment

where effective communications are vital :



The Termination
breakdown of equipment, layoffs, dismissals

The Rewards and Recognition
promotions, special events, awards

The Work
where instruction, news and job related information should be disseminated

The Start
attracting and inducting new employees

‘Truly successful internal communications turn organisations from machines into intelligent organisms which learn and grow’. Dawn James

The Importance of Internal Communication

A business can only achieve its best when everyone’s energies are pointed in the same direction and are not at cross purposes. Employees need to have a clear picture of the overall direction and ambitions of the company and a clear sense of where he or she fits in and how they contribute to the company’s goals



Stages of Internal Communication

Quirke suggests that internal communication depends on the stage of development of a company

Starting Up

When first starting up, few people may be involved and communication takes place informally and frequently

Growing

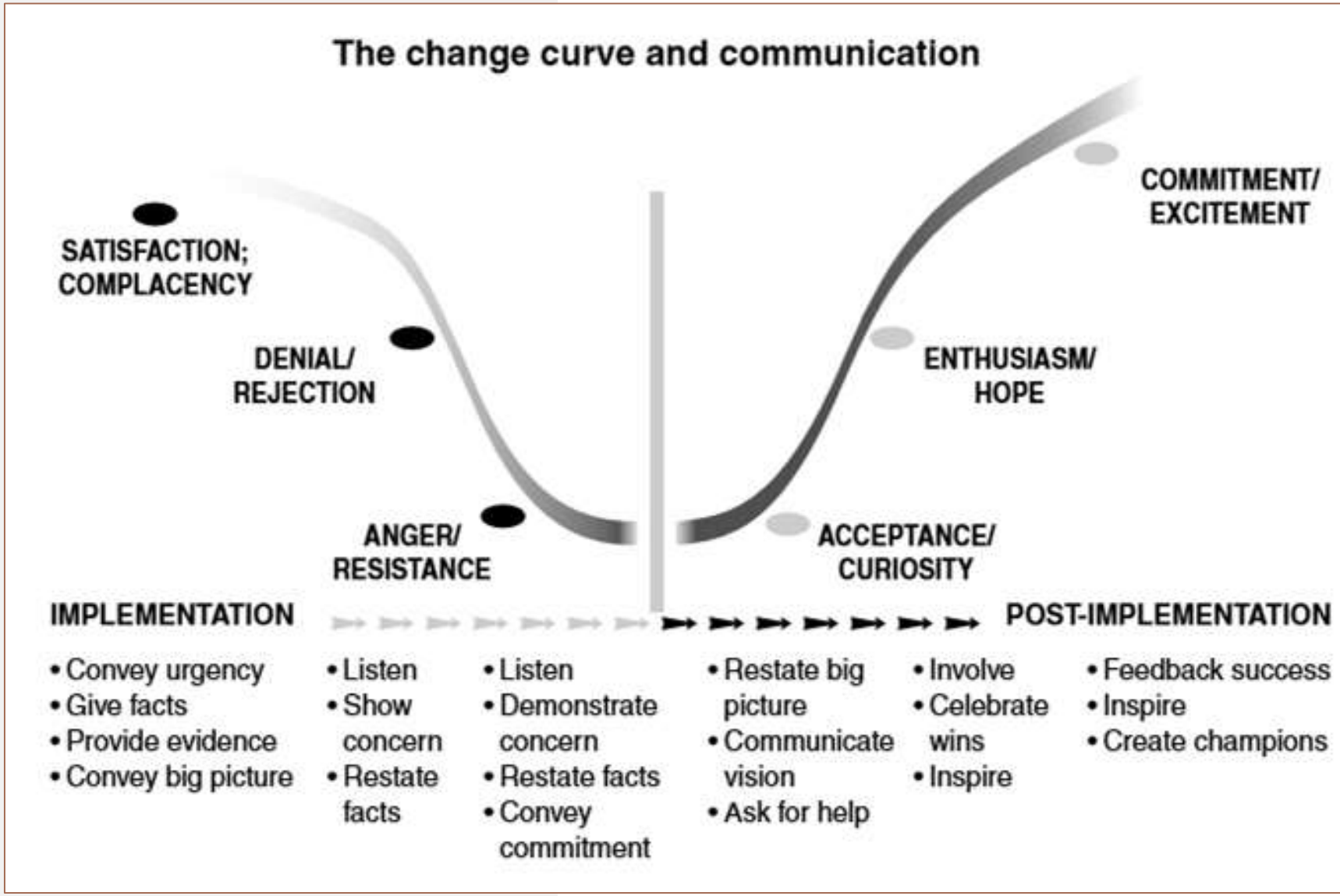
As the company grows, employing more people, communication starts to become more functional and formal. This may eventually lead to devolving responsibility to senior division managers and communication will become more fragmented, concentrating on the division or unit rather than the company as a whole. At this point, central management may step in to co-ordinate communication to ensure all employees are aware of corporate messages.



Internal Communication In Times of Change







What We Did at CIMB Niaga

Internal Communication Channels

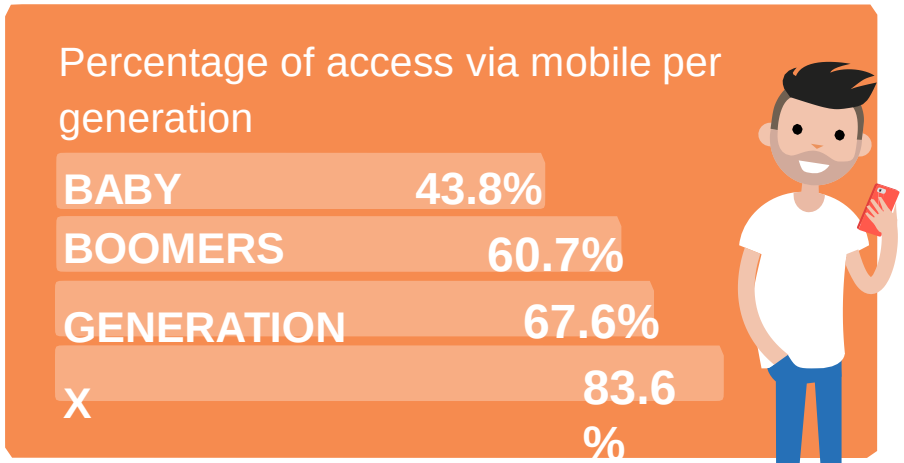
Group	Communication Channels	Frequency	1 year											
			M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Bank Wide Staff	CIMBNiaga News	Quarterly	v			V			v			v		
	Call Center / Helpdesk	On request												
	E-mail blast	Weekly	V	V	V	V	V	V	V	V	V	V	V	V
	E-Survey	Three Times				v				V				v
	Formal Memo	As needed												
	Promotion Materials	Continuous	V	V	V	V	V	V	V	V	V	V	V	V
	Roadshows / Town halls	As needed						V	V	V				
	CIMBNET (Portal)	Bi-Weekly	V	V	V	V	V	V	V	V	V	V	V	V
	SMS Blast	As needed												
	TV (internal / DMS)	Quarterly				v			v			v		
Decision maker	Meeting (BoC, BoD, steering committees)	Quarterly				V			v			v		
	Meeting Specific Engagement Sessions	Monthly	V	V	V	V	V	V	V	V	V	V	V	V
	SMS Blast	As needed												
	E-Survey	Three Times				v				V				v
Internal Culture Ambassadors	Conference Call	Monthly		V	V	V	V	V	V	V	V	V	V	V
	E-Survey	Three Times				v				V				v
	Information Package	Monthly		V	V	V	V	V	V	V	V	V	V	V
	Gatherings / Sessions	Monthly		V	V	V	V	V	V	V	V	V	V	V
	SMS Blast	As needed	V											

Communication That Reaches its Audience



With a portal, information can be filtered to show only the information that's relevant to the individual. This reflects digital developments in general, where we have become accustomed to tailor-made recommendations and personalised communication. The youngest generations in the job market are hard-pressed to remember a time without the internet and smartphones. Interestingly, however, Generation Z ranks meetings and phones far higher than what millennials do. Maybe these "digital natives" value personal contact a little more?





Employee Happines Index 2019 by Benefy

What We Did at CIMB Niaga Comic Series

In order to have make the messages KISS (Keep It Short and Simple), we need to create cartoon series



What We Did at CIMB Niaga

CIMB Niaga Club

CIMB Niaga Club (CNC) merupakan organisasi internal yang berfungsi sebagai wadah dari semua kegiatan informal di CIMB Niaga, wujud nyata 3 perilaku penting (critical behaviors) dan *enabler* dalam aktifitas perusahaan dan karyawan yang terkait dalam empat pilar termasuk kegiatan **sosial, seni budaya, kerohanian,** dan **olahraga baik secara domestik maupun regional.**



VISI

Menjadi **jembatan komunikasi** dan **wadah bersosialisasinya karyawan** CIMB Niaga sehingga dapat membanggakan diri karyawan dan Perusahaan.

CIMB Niaga Club



Empat pilar Kegiatan CNC

1 SENI BUDAYA

Bakat dan talenta disalurkan dalam CIMB Talent. Sementara dari segi budaya, CNC a.l mengadakan kegiatan jelajah/perjalanan ke daerah Baduy yang tersohor akan kekentala budaya aslinya



2 SOSIAL

Aktifitas yang bertujuan membantu masyarakat sekitar dengan program2 bantuan sosial kemasyarakatan



3 KEAGAMAAN

Aktifitas yang bertujuan memperkuat ibadah karyawan sesuai agama masing-masing



4 OLAH RAGA

Kegiatan-kegiatan yang menyalurkan bakat dan kemampuan olahraga bagi karyawan yang disertai kegiatan kopmetisi baik nasional maupun regional



What We Did at CIMB Niaga

CIMB Niaga Club



Achievements at CIMB Sea Games :

- 2009 : RUNNER UP (Jakarta-Indonesia)
- 2010 : RUNNER UP (Kuala Lumpur-Malaysia)
- 2011 : RUNNER UP (Bangkok-Thailand)
- **2014 : JUARA UMUM (Johor-Malaysia)**



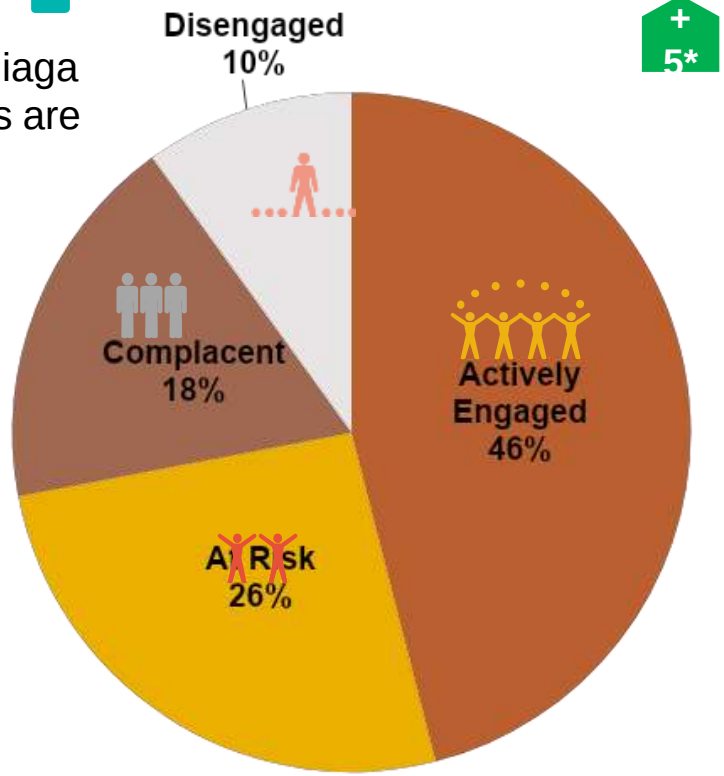
What We Did at CIMB Niaga

Employee Engagement Survey 2014

Employee Engagement is a survey conducted to measure the way of thinking about employee commitment to the organisation's cause. :

84%

of CIMB Niaga employees are engaged



- +5* vs. CIMB Group 2014
- +4* vs. Indonesia National Norm
- +5* vs. Global Financial Services Companies Norm
- -2* vs. CIMB Niaga 2011
- -2* vs. High Performance Companies Norm

Compared to benchmarks:

- 9 areas significantly lower than 2011
- Biggest critical differences include:
  - Training
  - Career Development
  - Organisational Image
- Significant improvement around organisational competitive position
- Strong comparison to external benchmarks and CIMB overall
- **Still gaps to high performing organizations**



What We Did at Patra Jasa

CEO Message





Kick Off Whistleblowing System
16 October 2018

Some of the Internal Communication Channels







Safari Ramadhan 2018 at 6 cities



Website revamping. New website has been launched in December 2018



GCG Score reached highest score (comparing with previous years) : **90.15**



Terima Kasih

Gatot Subagio