



Employee Relations Strategy in Improving Team Performance at the PT X Station Jakarta

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Abstract. Numerous factors, including leadership style, leadership capabilities, communication climate, and customer character, contribute to performance gaps. The research prioritizes the passenger transportation services of PT X over the work of other divisions. It highlights employee relations as a factor contributing to the emergence of performance gaps in PT X. The research method used in this study was descriptive qualitative. Observation and interviews were used to collect data for this study. The results indicate that one of the reasons for performance disparity is differences in the characteristics of PT X customers.

Keywords: employee strategy · performance · employees · disparity

1 Introduction

Elton Mayo's Transitional Human Relations theory explains that structural and functional stability does not always equate to organizational efficiency. Organizations must continue to pay attention to human relations and interpersonal relationships. According to Michael J. Papa, organizations are more than structure and design; they encompass broader issues such as the use of power, the psychology of obedience, the variability of behavior among individual members, and the critical role of communication in organizational processes. Human relations are a critical factor considered in PT X operations to achieve the best performance [1].

Numerous factors, including leadership style, leadership capabilities, communication climate, and customer character, contribute to performance gaps. The research focuses on the scope of PT X passenger transportation services and emphasizes employee relations as a factor in the emergence of performance gaps in PT X.

Numerous studies have been conducted to understand employee relations better, precisely what they are, why they exist, and how they are implemented within a business or organization and provide guidance on how they are implemented. For example, study on employee relations strategy at PT Jasa Marga improves employee communication [2].

Numerous previous studies demonstrated that relationships and communication between employees are critical factors in achieving company goals and that the condition of a performance gap between expectations and reality is quite prevalent in businesses or

organizations. This study aims to (1) understand the causes of differences in performance between each PT X region's operation and (2) find out how employee relations result in different performance in PT X region 1 compared to other regions. It is intended that this study will help readers have a better knowledge of the employee relations strategy that may be adopted by PT X. Furthermore, the academic implications for readers include a source of reference that can expand the general understanding of employee relations applications.

1.1 Employee Relations Strategy

Employees or workers are a company's most valuable asset. Employees are inextricably linked to their status or position, which varies significantly between individuals. It can be seen, for example, at the level of ability, experience, education, rank, salary, and age [3]. According to [4], the primary goal of inward public relations is to increase employee enthusiasm for the institution or agency in question [4].

Employee relations are not synonymous with industrial relations, which focus exclusively on the elements of the "production" process and "wages" associated with the "work environment." More than that, employee relations are influenced by the relationship between employees and their coworkers and the relationship between employees and effective management [3]. Internal public relations effectiveness requires a combination of the following: (1) An open management system (Open Management), (2) Management's appreciation for and commitment to mutual communication with its employees, (3) The capacity of public relations managers who possess managerial abilities and are either experienced or receive assistance in ensuring the quality of human resources, knowledge, media, and communication techniques used [3].

Apart from the aforementioned purpose of maintaining employee relations, employee relations specialists are typically expected to perform one or more of the following roles of employee relations [5]. (1) Efficient communication: Internal communication is primarily used to disseminate information about the company's operations. (2) Shared meaning: Internal communication is used to develop a shared understanding of the company's goals among employees. (3) Connectivity: Internal communication is primarily used to establish the relationship between individuals and company activities. (4) Satisfaction: Internal communication is used to boost employee satisfaction across the organization.

Finally, the effectiveness and professionalism of the employee relations function are contingent upon the company's specific role or combination of roles.

1.2 Linkage of Stakeholder Relations, Employee Relations in Corporate Communication

Stakeholder relations, employee relations, and corporate communications are inextricably linked. These elements combine to form a unified communication unit within the organization. The strategy of a business reflects its awareness of how, when, and where it must compete against adversaries, as well as the intent and purpose for what [6].

Additionally, employee relations activities within a business or organization can be in the form of (1) Program of Education and training, (2) Workplace achievement motivation program, (3) Reward systems, (4) Program for special events, (5) Media program for internal communication.

1.3 Motivation

Motivation is the process of explaining the intensity, direction, and persistence of efforts to accomplish a goal [7]. Additionally, [8] defined motivation as the process of influencing or encouraging someone or a group of people from the outside to want to do something that has been determined. Additionally, motivation can be defined as a driving force that serves as a natural desire to satisfy and sustain life.

Basically, employee performance will be better if they are motivated. Motivation is undoubtedly able to provide a desire for employees to do a good job and be able to provide more effective performance [9]. According to [10], “motivation is formed by employees’ attitudes toward work situations in the organization” (situation). Motivation is a state of mind or energy that propels employees to commit to achieving the organization’s goals. Employees who have a proactive and optimistic attitude toward their work situation strengthen their motivation to perform at their best.

To gain a better understanding of motivation, consider the following expert perspectives: (1) Maslow’s Theory of Human Motivation by Abraham H. Maslow (Needs Theory), (2) The McClelland Experiment (Achieving Needs Theory), (3) Alderfer-Clyton Hypothesis (ERG Theory), (4) The Theory of Herzberg (Two Factor Theory), (5) The Justice Theory, (6) The Goal Setting Theory, (7) Victor H. Vroom’s theory (Hope theory), (8) The Reinforcement and Behavior Modification Theory; and (9) The Theory of the Relationship of Rewards with Achievement.

The Two Factor Theory, also known as Herzberg’s motivation theory or hygiene-motivation theory, is the subject of this study. He is a psychologist from the United States who proposed this theory. Herzberg proposed a theory of motivation based on the theory of two factors: hygiene and motivation, and divided Maslow’s needs into two categories: low-level needs (physical, security, and social) and high-level needs (prestige and self-actualization), arguing that the most effective way to motivate individuals is to meet higher-order needs.

2 Research Method

This is a qualitative descriptive approach using the case study method. Considering the issues examined and the research objectives for this study, the authors conducted interviews with several informants who were deemed relevant to provide input data to help explain the issues examined (Fig. 1).

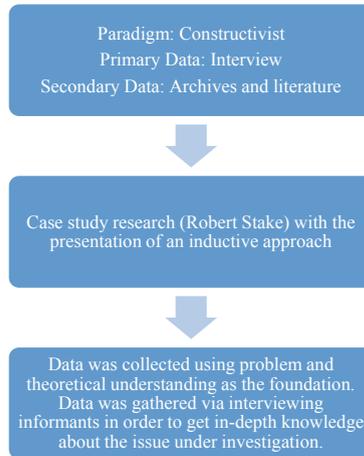


Fig. 1. Research Methods

3 Results and Discussion

3.1 Results

PT X Jakarta began operations on March 15, 2019, with its Ratangan Train passing through 13 stations between Lebak Bulus and Bundaran HI Station in Phase I, which includes both elevated and underground stations.

As the first point of contact for customers, the station plays a critical role in providing superior service. The station provides excellent service in a variety of ways, including ease of access to the PT X, convenience while at the station via the various infrastructures provided, assurances of cleanliness, comfort, and security while at the station, and even the provision of supporting location locations such as parking lots, cafes, restaurants, and mini markets.

Apart from infrastructure that enables PT X to provide excellent service to customers, PT X strives to provide excellent service by continuously improving the capabilities of human resources at all station lines, beginning with station service, which supplies station needs, establishes policies, and handles customer complaints, station master, who leads PT X region, and station manager, who leads station staff from ticketing, security, and cleaning. All PT X divisions strive to provide the best service possible to PT X customers to fulfill the company's vision and mission.

3.2 Discussion

The PT X serves passengers from three regions daily, covering vital areas in most of DKI Jakarta, beginning at Lebak Bulus station and ending at Bundaran HI Station in Central Jakarta. According to the interviews, PT X serves a diverse range of customers with varying needs.

Differences in traffic volume and customer profile frequently require special handling. In general, PT X's SOPs must meet all operational protocol requirements to ensure that station operations run smoothly and meet the company's objectives.

In practice, work targets are translated into KPIs (key performance indicators) or indicators that can be used as benchmarks for quantifying PT X employees' job success.

3.2.1 Region 1 Performance Gap Compared to Other Regions

In general, the causes of performance differences can be viewed through a variety of lenses, including the following: (1) Distinctions in customer personality, (2) The station manager's initiatives must address the differences between the characters above, (3) Activities conducted outside the station's routine also have an indirect effect.

In the case of PT X, corporate communication functions as a concept broadly classified into three categories: organizational communication, management communication, and marketing communication. Outgoing communication, or external communication, involves customers, vendors, tenants, and even agencies in order to accomplish the company's work objectives. Meanwhile, internal communication is a process that involves all PT X stakeholders, from senior management to station employees. Both contribute to a company's performance, are interdependent, and have an effect on one another.

Although it is based on the corporate communication concept, it does not necessarily equalize work performance across PT X regions. The distinction between the situation and how it is handled results in the performance gap described above.

3.2.2 Employee Relations Implementation Produces Distinct Performance Results in Region 1

Each program implemented has a positive impact on region performance 2, whether directly or indirectly. Region 1 obtained the following benefits as a result of implementing employee relations. Employee relations activities contribute to creating more opportunities for interaction among region employees. Employee relations activities, both formal and informal, allow employees to become acquainted and closer. Research on the Effect of Employee Relationships and Knowledge Sharing on Employees' Performance: an Empirical Study in the Service Industry demonstrates that knowledge sharing results in improved performance.

The employee relations strategy serves as an input tool for the station manager, allowing him to respond more quickly and accurately to incidents at the station he manages. The employee relations strategy becomes a vehicle for communicating policies developed with input from subordinates or superiors' assessments in order for them to be more readily accepted by subordinates. Both acceptance in terms of information delivery and policy implementation. On the employee side, employee relations activities can link staff and superiors, facilitating the transmission of inputs, complaints, requests for assistance, compensation, and incentives.

Employee relations also have a positive effect on-field operation. One of them is when the PT X holds a competition. Employee relations that have been established demonstrate the benefits of increasing employee motivation in preparing for competition. Employee

relations activities foster a sense of belonging to the workplace, encouraging employees to act responsibly.

3.2.3 Employee Relations Programs in All PT X Regions

The implementation of the employee relations program cannot be separated from the context of the station environment’s problems. Differences in circumstances and conditions between stations result in variations in policies and operational flows, which affect the station’s output performance (Fig. 2).

A decent employee relations strategy emphasizes the importance of communication. All PT X units communicate, whether operational units such as stations or organizational units such as service stations and headquarters. At the very least, communication serves several functions, which are: (1) Function of production and arrangement, (2) Corrective or preventative function, (3) Task Purpose, (4) Command-Line Interface, (5) Relationship-Building Functions, (6) Ambiguous Management Responsibilities.

3.2.4 PT X Jakarta’s Effective Employee Relations Program

As a component of corporate communication, employee relations are critical in ensuring that the relationship between the company and its employees remains positive and conducive to the achievement of company goals. The interview findings indicate that most managers believe communication is critical to the successful implementation of operations.

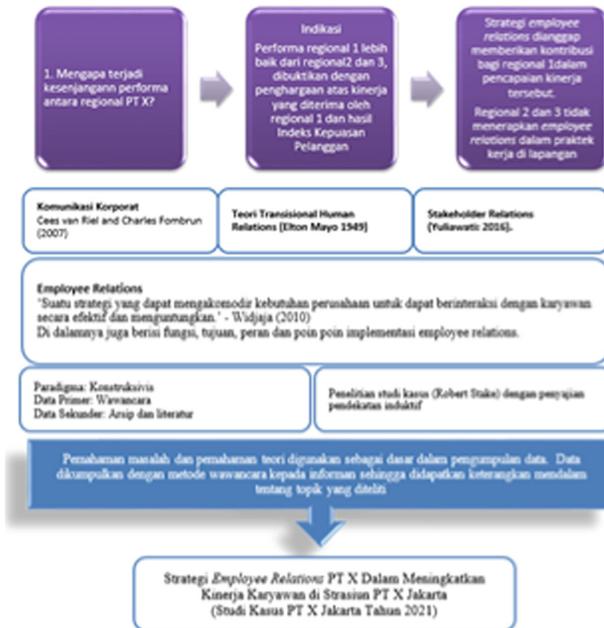


Fig. 2. Framework, updated on April 30, 2022.

Employee relations outside of the formal workplace can provide PT X employees with entertainment benefits. By incorporating intermezzo activities between routine activities, it is anticipated that stress experienced by employees as a result of routine activities will be reduced. Region 1's employee relations activities are as follows: (1) Program of Education and training, (2) Workplace achievement motivation program, (3) Reward systems, (4) Program for special events, (5) Media program for internal communication.

The internal communication media program is formulated by region 1 in order to facilitate communication between owners in region 1 environment. Additionally, in order to develop effective employee relations, a combination of the following is required: (1) An open management system (Open Management), (2) Management's appreciation for and commitment to mutual communication with its employees. In the case of PT X, management becomes aware of employee wishes during the second year of operation, (3) PT X is contingent upon the manager in charge of recruitment.

Region 1 is part of the PT X that implements employee relations holistically, applying the concepts contained in the employee relations concept to all levels of the station. Region 1's employee relations department has the following objectives: (1) Employee relations is a term that refers to the reciprocal internal communication that occurs within an organization or business. (2) Serve as a channel or tool for communicating policies, regulations, and work procedures within an organization or company. Briefing and training are delivered to explain a policy or work procedure in-depth. (3) Serve as a medium of

Table 1. Customer Service Index (CSI)

STATION	SAMPLING	CSI 2021
LEBAK BULUS GRAB	117	91,02
FATMAWATI	114	85,25
CIPETE	111	96,27
H. NAWI	111	94,61
BLOK A	111	89,84
BLOK M BCA	114	83,46
ASEAN	114	85
SENAYAN	112	86,52
ISTORA MANDIRI	115	83,26
BENDUNGAN HILIR	115	86,75
SETIABUDI ASTRA	110	90,23
DUKUH ATAS BNI	116	88,82
BUNDARAN HI	113	91,17
TOTAL CSI PT X 2021	1,473	88,63076923
PT X 2021 CSI TARGET		85

Source: © Ipsos | Final Report PT X 2021

internal communication for employees to convey wishes, suggestions, and information and submit reports to the company's management (leaders). (4) As both face-to-face and upward communication. (5) Simplify employee-management communication (Table 1).

4 Conclusion

Based on the results obtained, it can be concluded that (1) the difference in performance among regions due to different treatment by Station Master to a team where Station Master Region 1 implemented the employee relations activities in daily operations and (2) the activities in employee relations which implemented in Region 1 has shown a significant improvement by some achievements such as the highest score CSI of PT X in 2021.

The suggestions that can be given are (1) PT X Management in Operation Directorate, especially Station Master Regions 2 & 3, to conduct the employee relations activities in their operations, and (2) master Regions 2 & 3 can do the benchmarking to Region 1 so that it will create the same treatment by each station masters. The implication of this research is that there is an understanding of the different strategies applied by the Station Master in order to provide increased performance.

As a result of this study's findings, the following conclusions can be drawn. (1) One of the reasons for the disparity in performance is that PT X customers have varying characteristics. (2) The disparity in performance between the three regions is due to the station master's treatment of station staff. (3) In general, PT X stations follow standard operating procedures (SOPs) in daily operations, but with some deviations depending on the station's situation and condition. After doing an observation, leaders carried out briefing sessions. (4) Communication barriers in the PT X are caused by the mode of communication, not by the work environment or communication climate. (5) In general, communication goes well, but some frictions still occur.

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