

**INTERNAL PUBLIC RELATIONS STRATEGY TO IMPROVE EMPLOYEE
PERFORMANCE AT PT BFI FINANCE INDONESIA**



FINAL THESIS

**Submitted to Fulfill The Requirements for Obtaining a Bachelor's Degree in
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PSYCHOLOGY, SOCIAL AND CULTURAL SCIENCES**

UNIVERSITAS ISLAM INDONESIA YOGYAKARTA

2025

AGREEMENT SHEET

THESIS

**INTERNAL PUBLIC RELATIONS STRATEGY TO IMPROVE EMPLOYEE PERFORMANCE AT
PT BFI FINANCE INDONESIA**

Written by:

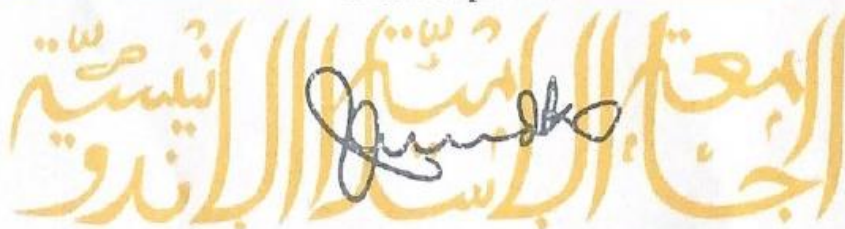
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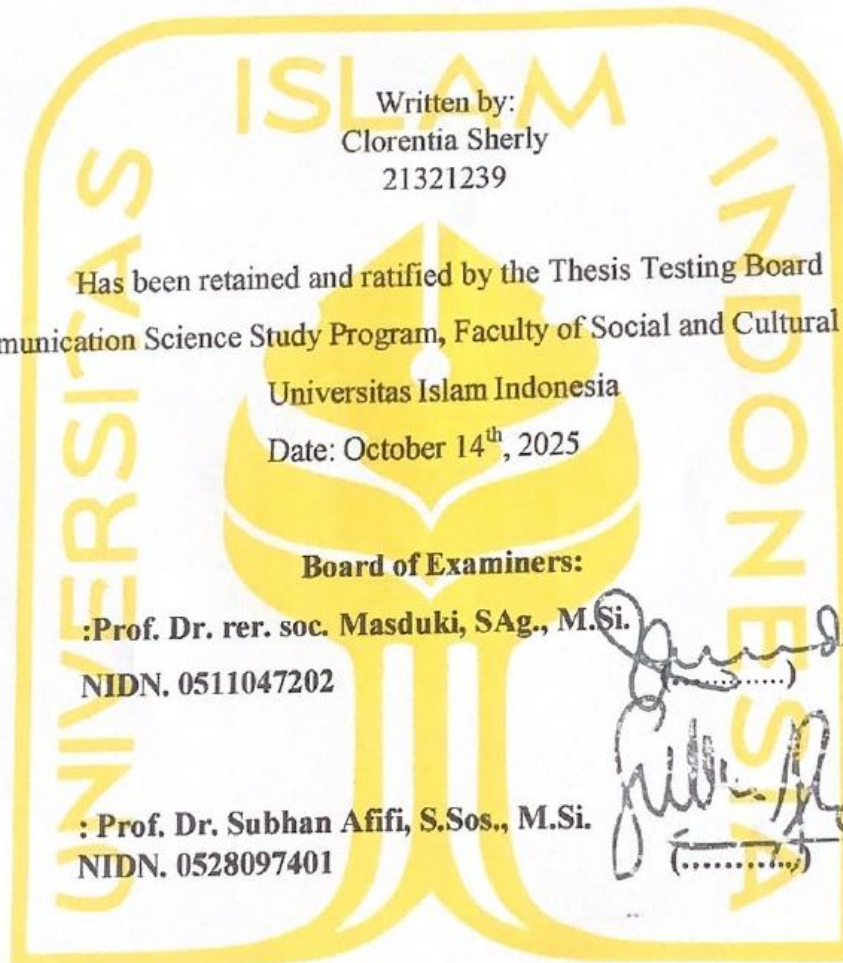


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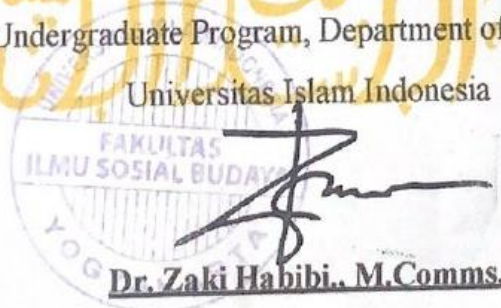
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STATEMENT OF ACADEMIC ETHICS

Bismillahirrahmanirrahim

Undersigned I henceforth

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Through this letter I hereby state the following:

1. Throughout the completion of this thesis research, researchers upheld academic integrity by refraining from any form of academic misconduct, such as plagiarism, enlisting assistance from others in writing the thesis, or engaging in any other violations that contradict the esteemed academic ethics upheld by the Islamic University of Indonesia.
2. This thesis represents solely my own scientific efforts as a student and researcher, without the involvement of any other individuals or parties.
3. In the event that, after my graduation from the Communication Science Department in the Faculty of Psychology and Social-Cultural Sciences of the Islamic University of Indonesia, it is determined that this thesis shows clear evidence of plagiarism or academic fraud, I accept full responsibility for any ensuing consequences and academic sanctions imposed by the Islamic University of Indonesia.

Thus, I truly agree with this remark.

Yogyakarta, September 13rd 2024



(Clorentia Sherly)

21321239

MOTTO

“Dia-lah yang menciptakan mati dan hidup, untuk menguji kamu, siapa di antara kamu yang lebih baik amalnya.”

(QS. Al-Mulk: 2)

“You can fail at what you don’t want, so you might as well take a chance on doing what you love.” – Jim Carrey

- “Bekerjalah untuk duniamu seolah-olah kamu akan hidup selamanya, dan beribadahlah untuk akhiratmu seolah-olah kamu akan mati besok.”

(HR. Al-Baihaqi)

DEDICATION

“This final thesis is dedicated to myself, for the perseverance and determination to navigate every challenge and strive for excellence throughout this journey. It is also dedicated to my beloved parents and dearest loved ones, whose unwavering support and belief in my abilities have been my constant source of strength and inspiration. May this work stand as a testament to my commitment to fulfilling our shared dreams and achieving the degree we all hoped for.”

FOREWORD

Assalamualaikum Warahmatullahi Wabarakatuh

All praise is due to Allah Subhanahu wa Ta'ala, whose mercy and grace have enabled the completion of this thesis titled "Internal Public Relation Strategy to Improve Employee Performance at PT BFI FINANCE Indonesia" Shalawat and salam to our Prophet Muhammad Shallallahu 'Alaihi wa Sallam, his family, companions, and followers until the end of time.

This thesis is submitted as a requirement for obtaining a Bachelor of Communication Science degree at the Islamic University of Indonesia. With deep gratitude, I thank all those who provided help, guidance, and support during the writing process. I realize that without it all and Allah SWT's blessings, I would not have reached this point.

First of all, the researcher would like to express his deep gratitude to:

1. Beloved parents (Papa, Mama, Ibu)

The researcher would like to express my deepest gratitude to researcher beloved parents for their unwavering support, unconditional love, and endless prayers throughout my academic journey.

2. Thesis Advisor and Academic Supervisor

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3. Faculty of Psychology and Social Cultural Sciences (FPSB), Department of Communication Science

The researcher would like to convey the highest appreciation to the Dean of the Faculty of Psychology and Social Cultural Sciences (FPSB) and to the Head of the Department of Communication Science, Iwan Awaluddin Yusuf, S.IP., M.Si., Ph.D, for their outstanding leadership, academic direction, and continuous support toward students' learning and research development.

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The researcher expresses gratitude to all lecturers and administrative staff of the Department of Communication Science, Faculty of Psychology and Social Cultural Sciences (FPSB), Universitas Islam Indonesia, for their guidance, assistance, and dedication during the researcher's study period.

6. Lovely sister Ayu Verana

The researcher would like to thank you for dearest sister, especially Ayu Verana, who has always been by my side. Her constant assistance, from helping with the writing process to being a trusted confidant during challenging times, has been an immense blessing.

7. Last but certainly not least

To express deepest gratitude to a partner and companion of my life, Bashil Mukhlis. Unwavering patience, unwavering support, and infinite encouragement over the years have been the pillars of the researcher's strength. Thank you for accompanying the researcher in times of triumph and adversity, not only providing words of affirmation but also the kind of love and understanding that has kept the researcher grounded and inspired.

I hope this thesis will be a reflection of the collective efforts, prayers, and support from all the remarkable individuals who have been a part of my journey. I pray that all efforts are accepted as acts of worship and gain Allah's pleasure. Aamiin.

Wassalamualaikum Warahmatullahi Wabarakatuh.

ABSTRAK

Clorentia, Sherly (2025)

Internal Public Relations Strategy to Improve Employee Performance in PT BFI Finance Indonesia. Program Studi Ilmu Komunikasi, Fakultas Psikologi dan Sosial Budaya, Universitas Islam Indonesia. 2025.

This study examines the scope and barriers to implementing internal public relations activities at BFI Finance Indonesia. This study identifies key challenges that hinder the effective implementation of internal public relations techniques. This study employs a qualitative methodology, using a case study approach. A case study was chosen because it allows the researcher to conduct an in-depth exploration of the phenomena occurring at PT BFI Finance Indonesia. The subjective case study approach aimed to uncover detailed insights. This departs from how PT BFI Finance Indonesia's internal public relations (PR) strategy is complex and has a great influence on representative execution. These pondered points are to explore the types of internal PR strategies used, pinpoint the issues they address, and evaluate the relationship between those tactics and employee fulfillment. Organizations should look for ways to make internal PR activities more engaging and important to individual staff to address the issue of low cooperation. PT BFI Finance Indonesia should standardize the company's communication methods to resolve inconsistencies in information dissemination.

Keywords: Internal Public Relation, Organizations, PT BFI Finance, Employee Performance

ABSTRAK

Clorentia, Sherly (2025)

Strategi Internal Public Relations untuk Meningkatkan Kinerja Karyawan di PT BFI Finance Indonesia. Program Studi Ilmu Komunikasi, Fakultas Psikologi dan Sosial Budaya, Universitas Islam Indonesia. 2025

Penelitian ini mengkaji ruang lingkup dan hambatan penerapan aktivitas hubungan masyarakat internal di BFI Finance Indonesia. Penelitian ini mengidentifikasi tantangan utama yang menghambat penerapan teknik hubungan masyarakat internal yang efektif. Penelitian ini menggunakan metodologi kualitatif dengan pendekatan studi kasus. Studi kasus dipilih karena memungkinkan peneliti melakukan eksplorasi mendalam terhadap fenomena yang terjadi di PT BFI Finance Indonesia. Pendekatan studi kasus subjektif bertujuan untuk mengungkap wawasan terperinci. Hal ini berangkat dari betapa kompleksnya strategi hubungan masyarakat (PR) internal PT BFI Finance Indonesia dan memiliki pengaruh besar pada pelaksanaan representatif. Poin-poin yang direnungkan ini adalah untuk mengeksplorasi jenis strategi PR internal yang digunakan, menentukan masalah yang mereka atasi, dan mengevaluasi hubungan antara taktik tersebut dan pemenuhan karyawan. Organisasi harus mencari cara untuk membuat aktivitas PR internal lebih menarik dan penting bagi masing-masing staf untuk mengatasi masalah kerja sama yang rendah. PT BFI Finance Indonesia harus menstandarisasi metode komunikasi perusahaan untuk mengatasi inkonsistensi dalam penyebaran informasi.

Kata Kunci: Internal Public Relations, Organisasi, PT BFI Finance, Kinerja karyawan

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CHAPTER I

INTRODUCTION

1. BACKGROUND

Based on the BFI Finance website, the company is recognized as a leading multi-finance institution in Indonesia and has received awards for excellence, Life Insurance Awards 2013 Concept at Sentul International Convention Center. This recognition reflects the quality of financial services and business performance. Additionally, the award highlights BFI Finance's commitment to innovation. This recognition demonstrates how the company aligns its business strategies with industry needs and demands. Such awards affirm its position as a leader in the multi-finance industry. This accreditation is key to its goal enhancing customer satisfaction and operational efficiency. However, companies face growing challenges from changes in consumer behavior. Consumers are increasingly knowledgeable and savvy about the digital world. Addressing these challenges requires the expertise of public relations practitioners as the field has undergone significant transformation.

Digital technology is now regarded as a more effective medium for public communication. On February 20, 2021, aliaz.co.id reported that TRASNCO Indonesia, with INFOBRAND.ID, held the Indonesia Top Digital Public Relations Award 2021. The award recognizes companies that effectively utilize digital public relations to build positive consumer perceptions of their products and brands. Additionally, INFOBRAND.ID released its third Annual Achievement Report, highlighting the accomplishments of leading brands and companies in Indonesia.

In early 2022, 22 out of 162 companies in the multi-finance and rental sectors were categorized as unstable or underperforming.

In related research, A Study of Retaining Millennial Employees at BFI Manado by Mawuntu, Saerang, and Tielung (2018) found that many millennial employees feel dissatisfied when career development opportunities are lacking. This reinforces the idea that internal employee participation and motivation tend to decrease when professional growth is limited. Moreover, a study conducted at the Pekanbaru branch of BFI Finance by Lubis and Arifin (2022) revealed that work conflict has a significant negative impact on employee performance. Beyond academic studies, employee reviews on platforms such as JobStreet and Indeed (2024) also indicate issues related to fairness in management, poor scheduling, and unclear audit processes. These findings strengthen the argument that internal challenges remain within BFI

Finance and highlight the importance of investigating the role and effectiveness of internal public relations activities. The primary challenges faced by rental companies can be attributed to the following factors:

1. Ensuring compliance with minimum value requirements.
2. Maintaining an adequate claim capital to paid-up capital ratio.
3. Achieving the required capital proportions.
4. Poor internal communication.

Effective internal communication ensures employees remain informed and aligned with organizational objectives. It builds a shared understanding of the company's goals, values, and rules. Internal communication is essential to keep employees informed about the company's latest initiatives. Effective internal communication offers numerous benefits, such as fostering employee recognition. It enhances trust between employees and their employer. As a result, employees become more motivated and interested in their work. It also boosts brand advocacy. According to CNBC Indonesia, 12 debt firms, including vehicle lessors, declared bankruptcy last year. In this era of globalization, competition in the financial sector is one of the most affected by technological innovation. Public Relations has tried to improve the company's image, often supporting marketing activities and maintaining positive relationships with consumers (Anggraeni et al., 2014). Recent changes in finance can motivate companies to improve their internal communications. Organizations must recognize how industry trends affect their image. Additionally, they must acknowledge the importance of effective communication. Many factors can cause dissatisfaction among employees in the company.

According to BIFA 2021: The Financial Sector Faces These Challenges in the Last 2 Years advancements in digital technology necessitate, Indonesia's financial firms must innovate. They need to update their business practices. Among these factors, communication emerges as a critical challenge. For a long time, researchers have studied how communication creates a positive company atmosphere. Public relations aim to create, maintain, and improve a good public image for the company. It must adapt to public conditions and find ways to enhance that image (Yulianita, 2007). A positive company image fosters cooperation with the public. This helps the company achieve its goals. Today, in many companies, public relations (PR) handle internal communications. Many experts believe a management function exists in public relations. Open relations involve managing, evaluating, and enhancing an organization's reputation to foster mutually beneficial relationships while advancing its mission and vision (Heath & Coombs, 2006).

Internal public relations activities focus on engaging employees within an organization/company. Employees constitute essential components whose coordinated efforts significantly influence a company's success. Workers are expected to fulfill organizational needs through PR activities. A positive working environment emerges from harmonious relationships among various parties in the company. This harmony ensures uninterrupted operational activities within the company (Miranda & Hadi, 2021). Internal PR extends beyond mere communication between management and employees. Its scope includes fostering employee loyalty and commitment to the company. An open, transparent relationship will make employees feel more valued. Such practices also promote employee inclusion in decision-making. It can boost motivation and foster a sense of belonging. Consequently, it enhances productivity and reduce employee turnover. So, good internal relations are vital. Such relations contribute to a positive work environment and promote sustainable organizational growth. Internal communication is key to the company's interactions with stakeholders. At its core, internal communication involves the exchange of ideas and information within the organization (Sukoco, 56:2007).

Fostering good relations between employees and company leaders, as well as among employees, is crucial for maintaining a harmonious work environment. Employee relation activities aim not only to provide services and organize collaboration but also to establish effective internal communication within the organization (Bonar, 1973: 56). In order to foster these relationships, the implementation of Employee Relations activities is committed to providing daily work, good working conditions, fair competition, opportunities to develop self-competence, recognition of achievements, good supervision, opportunities to express oneself and provide benefits that suit the employees (Moore, 1981: 27).

Horizontal communication is defined as the exchange of information among individuals of equal authority within an organization. According to Effendy (Ruliana, 2016: 101), internal organizational communication itself occurs in an organization that concerns the internal public. The internal public itself is all individuals inside a company or organization. Smith & Mounter (2005) emphasize the importance of internal communication staff in achieving organizational success. Effective communication ensures that all employees understand the company's objectives and the strategic direction it aims to pursue. PT BFI Finance Indonesia Tbk, a company in the financing sector, was recognized at the 'Open Relations Indonesia Awards (PRIA)' for two consecutive years, 2019 and 2020.

The company earned a gold award in the Annual Report subcategory and a silver award in the Corporate Public Relations subcategory, showcasing its excellence in public relations across Indonesia.

PT BFI Finance Indonesia Tbk (BFI Finance) was founded in 1982 under the name of PT Manufacturers Hanover Leasing Indonesia, a company jointly owned by the shareholders of Manufacturers Hanover Leasing Corporation holders. BFI Finance is the longest-operating financing company in Indonesia and at once became the first financing company to register its shares on the Jakarta Stock Exchange and the Stock Exchange. In 2001, following the debt restructuring process resulting from the financial crisis, BFI Finance officially changed its name to PT BFI Finance Indonesia Tbk. BFI Finance offers three types of financing: working capital financing, investment, and multipurpose financing. These financing options cater to both productive needs, including working capital, investment, and business development, as well as consumptive needs such as wedding expenses, home renovations, and similar costs.

Building on the previous explanation, the researcher examines the employees of PT BFI Finance Indonesia. BFI Indonesia has employees who demonstrate strong work discipline. However, some employees violate company rules, such as failing to complete tasks assigned by their superiors, missing deadlines, and struggling with internal communication. Effective communication requires subordinates to share ideas, obstacles, and feedback with their superiors. To address these issues, the company provides refresher training programs for internal employees in the PR unit, aiming to improve overall company performance. BFI Finance provides refresher training for all employees. This training helps employees meet performance targets and company standards. The company provides refresher training for both existing and new employees. Refresher training ensures that the company meets its need for suitable human resources aligned with its standards and criteria.

An involvement in a suboptimal training method can negatively impact success. Researchers need to study the refresher training methods they have applied multiple times to ensure its relevance and effectiveness in the context of internal PR work. Therefore, the researcher has titled this study "INTERNAL PUBLIC RELATIONS STRATEGY TO IMPROVE EMPLOYEE PERFORMANCE IN PT BFI FINANCE INDONESIA."

This study offers novelty compared to previous research on internal public relations and employee performance. Unlike earlier studies that emphasized traditional methods such as face-to-face communication and formal training, this research highlights new elements rarely

addressed in the literature, including the use of M-Beat as a digital learning platform, the role of WhatsApp groups as an internal communication channel, and the impact of generational differences on employee engagement. These findings reflect how internal PR strategies at PT BFI Finance Indonesia adapt to technological change and workforce diversity, thereby providing both theoretical and practical contributions to understanding the link between internal PR and employee performance.



Figure 1.1 Bfi Website

1.1 Research Questions

- a. How are internal public relations strategies implemented to enhance employee performance at PT BFI Finance Indonesia?
- b. How are the challenges in implementing internal public relations strategies reflected in employee performance at PT BFI Finance Indonesia?

1.2 Research Purposes

- a. To identify and describe the implementation of internal public relations strategies that aim to enhance employee performance at PT BFI Finance Indonesia.
- b. To analyze the challenges encountered in implementing internal public relations strategies and how these challenges affect employee performance at PT BFI Finance Indonesia.

1.3 Research Benefit

- ❖ Academic Benefit

This research aims to improve theories of internal communication. It focuses on employee development to increase work influence.

❖ Practice Benefit

This research aims to bridge theoretical knowledge acquired during academic studies with practical applications in employee policy-making, particularly within the internal PR unit. Additionally, it seeks to provide insights into policy development during challenges or crises.

1.4 Previous Studies

For this study, the researcher has identified prior studies with similar topics and findings. The first study, titled, “Analisis Teori Public Relations Terhadap Kinerja Customer Service Pada Bank BTN Syariah KCPS Madiun” was submitted as part of the Bachelor of Economics degree in Sharia Banking Science written by Prasanti, Septiana Eka in 2020. This research covers several topics, including customer service performance, customer service communication, and the impacts of bilingual communication on the image of Bank BTN Syariah Madiun Syariah Sub-Branch Office. This study uses qualitative research methods, utilizing interviews, observation, and documentation as the primary data collection techniques. The data analysis indicates that customer service at Bank BTN Syariah Madiun Syariah Sub-Branch Office has been influenced by the bank's efforts to improve customer satisfaction. This includes service quality, friendliness, and information delivery.

The second study, titled “Peran Public Relations Dalam Meningkatkan Citra Positif Hotel Santika Premier Dyandra Medan” was submitted to fulfill the requirements for a Bachelor's Degree in Communication, Faculty of Social and Political Sciences, Dharmawangsa College Medan, written by Maria Ulfa Batoebara and Domitila Zebua. This Research aims to investigate the role of Public Relations in enhancing Santika Debut Inn Dyandra Medan's image. It employs a qualitative descriptive approach. Data collection methods included perception, interviews, and documentation. The researchers conducted interviews with three employees of the Lodging Santika Debut Dyandra Medan, specifically the Sales Chief, PR Chief, and HRD. The results of this research indicate that Public Relations at Santika Debut Dyandra Medan contributes to improving its positive image through Issue Definition, Program and Planning, Activity & Communication, Program Assessment. The role of Public Relations includes other procedures such as Corporate Social Responsibility and Media Relations. The

effective implementation of these techniques has been observed at Santika Debut Dyandra Medan, where open communication with other departments is well-established. This is achieved by integrating the public relations program with other internal and external initiatives, both inside and outside the company. The current study shares similarities with this research, both of which utilize methods, including interviews and surveys to gather data.

The third study, titled, “Peranan Public Relations Dalam Meningkatkan Brand Image Badan Penyelenggara Jaminan Sosial Cabang Makassar” was submitted to fulfill the requirements for a bachelor’s degree in communication sciences at the Faculty of Da’wah and Communication, UIN Alauddin Makassar, written by Rezky Amaliah. The aim of this research is to discuss the role of public relations in improving the Brand Image of BPJS Health Makassar. This research employs a descriptive qualitative approach. Data collection included observation, in-depth interviews, and documentation. The findings indicate that the role of public relations in improving the brand image of BPJS Health Makassar branch involves several key activities.

1.5 Theoretical Framework

1.5.1 Public Relations as Internal and External Communication

The function of internal public relations and external public relations involves the relationship established by public relations, which concerns the connections between stakeholders and company owners or shareholders. The established relationship aims to create a conducive work environment, where fostering close connections between stakeholders and company owners is prioritized. The aim is to foster cohesiveness and establish cooperation within the company. A collaborative and comfortable work environment enhances morale and promotes enthusiasm. With cohesion in a team, it can influence the work results and progress of a company and give rise to fresh ideas. Meanwhile, external public relations relate to relationships between customers, society, community, government, mass media, and parties involved with the company. Establishing relationships with external parties enables the company to introduce itself more effectively, maintain established cooperation, and create positive public opinion.

1.5.1.1 Internal Public Relations

According to Oemi Abdurachman, internal public relations activities involve disseminating information about the company's operations or activities to all employees.

through written communication media, printed media in magazines, bulletins, news releases, and print media formats. Griswold in Oemi Abdurachman (Abdurachman, 2001) states that the purpose of internal public relations is to "engage employees and foster enthusiasm for their work."

According to Oemi Abdurachman, several key aspects of internal public relations, including the following:

1. **Internal communication:** this aspect highlights the importance of effective communication between various levels and departments within the organization. Good internal communication helps in conveying information, building a common understanding, and creating a bond between employees and management.
2. **Organizational Culture Development.** This aspect includes efforts to build a positive and supportive organizational culture, where all members of the organization understand and instill company values. Internal public relations can help strengthen an organizational culture that promotes collaboration, innovation, and integrity.
3. **Education and Training:** This aspect highlights the importance of education and training to improve employee skills and knowledge. Internal public relations can help relevant education and training programs increase employee competency in various fields.
4. **Conflict management** involves handling conflict within the organization in a way that promotes resolution and collaboration. Internal public relations can play a role in mitigating conflict, facilitating dialogue, and creating a harmonious work Environment.

In their book, *Public Relations*, Glenn and Denny Griswold state that PR activities have existed for centuries. In the Neolithic era, people bartered for life's necessities, which inherently required communication between two parties. In simple terms, these activities must include the PR method, which has two goals: to build mutual confidence and to attract attention.

The process of passing messages is known as communication. It involves sending symbols from the communicator to the communicant. The communicator is the person who conveys the message, and the communicant is the person who receives it. This means that the meaning of a message is a fundamental aspect of the communication process. PR concepts and practices are in greater demand today. Institutional Public Relations refers to PR agencies operating within an organizational institution that carries out duties related to the organizational

structure. There are two systems in institutional PR:

- a. Companies usually put in place this system when they centralize their PR activities. PR practitioners report to the corporate secretary. Some are in marketing. In this system, the Public Relations Officer (PRO) acts as a "communications technician."
- b. Decentralized System: This system empowers the PR division to design work programs that align with organizational goals. Usually, PR agencies in this system sit at the top level. This means that PR agencies are able to play a real role at various levels of management.

Soemirat and Ardianto (2004) divide public identity in PR into several categories, including:

1. Internal and external publics: The internal public of a company includes directors, shareholders, managers, employees, and executives. In contrast, the external public consists of groups such as the government, media, academia, businesses, communities, and suppliers.
2. Primary, secondary, and marginal publics: Publics can either be active or passive in their engagement. The traditional public consists of employees and customers, while the mass public includes students, researchers, potential customers, lecturers, and government officials.

1.5.1.2 Public Relations Objectives are Based on Internal Activities Relations

1. Analyze how the public perceives and reacts to general information regarding the company, with a focus on the policies of the current company.
2. Review and improve existing decisions to ensure they align with the company's goals while considering the public's interest.
3. Inform the general public about employee objective company policies relating to various regular work processes of the company and explain their development. It is expected that public servants will stay informed during the next phase.
4. Make plans to train efficient staff to perform internal public relations duties, ensuring that the team is competent in handling PR tasks within the company.

To achieve and maintain a positive public image, PR, of course, you must go beyond that goal and become more professional. While the aim of public relations is to keep an

organization's relationship with the public positive, through PR, an organization can show that it is "not deaf" and "not blind" to the aspirations of its audience and can also provide adequate information to the public. The public recognizes the role of PR as a communication tool. As long as there is communication between an organization and its audience, there will always be similarities in interests and goals, as well as mutual understanding between the organization and its audience.

1.5.1.3 Distinction between Human Resources (HR) and Internal Public Relations (Internal PR)

Differentiating the functions of Human Resources (HR) and Internal Public Relations (Internal PR) is essential for understanding how organizations manage and engage employees. Although both functions work closely with employees, their responsibilities are distinct. According to Cutlip, Center, and Broom (2013), internal PR focuses on building mutual understanding and communication between management and employees, while Dessler (2020) emphasizes that HR primarily handles administrative and structural matters such as payroll, recruitment, contracts, and performance evaluation.

In contrast, internal PR aims to foster communication, engagement, and relationship building within the organization. For instance, internal PR develops communication strategies to motivate employees to participate in organizational activities, while HR may be responsible for organizing and managing the technical aspects of such programs. As Grunig and Hunt (1984) explain, effective internal PR helps shape a two-way communication flow that enhances employee trust and involvement.

This collaboration between HR and internal PR is essential for fostering a positive workplace culture and ensuring that employees feel valued and informed. A strong partnership between these two departments enhances operational efficiency and cultivates a sense of belonging among employees. This sense of community leads to higher morale and productivity, as individuals feel connected to the organization's mission and values (Ruck & Welch, 2012).

Ultimately, when HR and internal PR align their goals, organizations can create a cohesive environment that supports both employee satisfaction and organizational success. Internal PR contributes by organizing gatherings, publishing newsletters, and utilizing digital platforms such as M-Beat to strengthen motivation and loyalty. In this way, internal PR serves as a communication bridge that enhances organizational culture and engagement, while HR functions as the administrator of employee management (Welch, 2011).

1.5.1.4 The Function of Public Relations in Internal Units

Internal relations is a special part of public relations that builds and maintains strong, mutually beneficial connections between supervisors and employees, which are essential for the organization's success. Since employees are vital to the organization's performance, company leaders continuously attempt to create an "organizational culture" that can attract and hold beneficial employees.

Public relations officers design and implement programs for internal communication with the aim of keeping employees informed, motivated, and creating an organizational culture. Public relations officers work closely with the HRD department to communicate various news, training, and employment matters, including during employment contract negotiations and the termination of employment.

Internal staff also work closely with external relations staff to coordinate messages so the company can put forward statements with "one voice." The company strives to build strong relationships, effective communication processes, and a positive work environment to retain productive employees. This fosters effective collaboration between employees and the organization/company in achieving goals that have been set.

1.5.2 Employee performance

According to Anwar Prabu Mangkunegara (2009: 67), 'Performance is the result of work in terms of quality and quantity accomplished by a worker in carrying out his obligations in accordance with the duties assigned to him. According to Sedarmayanti (2011), 'Performance is an interpretation that refers to the results of the work of a laborer, a management process or an organization as a whole. These results must be demonstrated through concrete and quantifiable proof (compared to foreordained benchmarks)." Sedarmayanti (2011) aligns with John Miner (in Sutarto, 2009), who states, "Performance is the level of success a worker achieves in carrying out their duties". to Kinicki and Kreitner (2014), performance is an ongoing cycle of improvement, criticism, and training, as well as rewards and positive reinforcement. Fahmi (2014) defines performance as both a science and an art, integrating management concepts and agent flexibility to achieve the company's vision and mission, utilizing the full potential of individuals within the organization.

According to Mangkunegara (2013), there are two factors that influence performance:

1. Mental capacity comprises both potential capacity (IQ) and reality capacity. This implies that workers with an IQ between 110-120, who have received adequate training for their position and possess relevant skills, will find it easier to achieve the expected performance. Therefore, workers should be placed in roles that align with their skills and abilities (the right person in the right job).
2. Motivational variables are shaped by an employee's attitude toward work situations. Employees who have a positive attitude toward their work are more likely to exhibit high motivation, while the opposite is true for those with a negative attitude.

Dimensions or performance indicators are aspects that are used as measurements for assessing performance. Miner (1988) suggests that there are four dimensions that can be used as benchmarks in assessing performance, namely:

1. Quality, defined by the level of errors, damage, and accuracy.
2. Quantity, referring to the volume of work produced.
3. Time management, including absenteeism, tardiness, effective working time/lost working hours.

1.5.3 Interpersonal Communication

According to William J. Seller, as cited by Irma Sari M in her book *Communication*, communication is a process in which verbal and non-verbal symbols are sent and received and given meaning. It can be concluded that communication is the process of conveying information, whether in the form of messages, thoughts, or ideas conveyed to other people. Usually, this communication activity is carried out verbally or through non-verbal means, making it easier for both parties to understand each other.

There are many types of communication, one of which is interpersonal communication. Baskin and Aronoff, as cited by Yosol Iriantara in his book *Interpersonal Communication*, define interpersonal communication as the exchange of messages between individuals with the aim of building a common meaning.

Interpersonal communication is derived from two words: communication and interpersonal. Communication can simply be interpreted as the process of exchanging messages between the communicator and the communicant to achieve certain goals. Meanwhile, interpersonal can be defined as relating to or involving personal or social relationships that develop systems of shared expectations, patterns of emotional attachment, and ways of social adjustment. Interpersonal communication can be understood as a process of exchanging

messages between the communicator and the communicant to develop a system of shared expectations, patterns of emotional attachment, and ways of social adjustment.

The communication process can occur if the source (the communicator) intends to convey ideas, such as information, suggestions, and requests, to the recipient for a specific purpose. The communicator translates these ideas into symbols (encoding), which form messages (messages). The message is conveyed through certain channels, for example, face-to-face, telephone, letter, and so on. After the message reaches the recipient, they respond. The response is directed at the sender's message. A special form of this interpersonal communication is dyadic communication, which involves just two people, like a husband, wife, two colleagues, two close friends, a teacher, and a student, and so on. The characteristics of dyadic communication are that the communicating parties are in close proximity, the communicating parties send and receive messages simultaneously and spontaneously, both verbally and non-verbally. The success of communication is the responsibility of the communication participants. The closeness of their relationship is reflected in the sorts of messages or non-verbal reactions they get, such as touching, expressive eye contact, and exceptionally close physical separation. Indeed, in spite of the fact that everybody in interpersonal communication is free to alter the subject of discussion, in reality, interpersonal communication is often dominated by one party (Mulyana, 2010).

Interpersonal communication facilitates the exchange of messages, including thoughts, truths, considerations, and feelings. Therefore, interpersonal communication could be a bridge for each person, where they can share sentiments, information, and strengthen connections between individual people within the community in their environment. Interpersonal communication fosters mutual understanding and influence between one person and another (Djamadin, 2004: 17). Interpersonal communication is the only frame of communication that is considered the most successful for a communicator to impact the communication.

The context of interpersonal communication is usually about playing strategies, motivation, criticism, and targets. As such, the coaches and players have a mutually beneficial relationship. Players want to achieve good performance and meet targets, while coaches demonstrate their credibility by guiding players to success. The behavior of human resources (employees) in the company (work) environment must be developed through harmonious, healthy, and open communication. With healthy communication, employee relationships with superiors can be maintained. Baharum et al. (2005:2) say that communication is an important aspect and element in the functioning of an organization; it is a process of channeling information, both from within and from outside the organization in a reciprocal manner.

Effective communication ensures the precise and efficient delivery of messages, instructions, and feedback from subordinates, while also verifying that messages can be understood and well received by their subordinates. Effective employee communication will contribute to employee performance, improving the achievement of work results and company goals. Openness brings significant benefits, enabling employees to gain knowledge and become more productive. When employees dedicate more time and effort to their tasks, they contribute more effectively to the company's success.

1.5.4 Education and Training

According to Dessler, as cited in Wirotomo & Pasaribu (2015:468), education and training involve teaching employees the skills necessary to perform their jobs. According to Mumus (2013:1005), education and training (Diklat) are methods measuring the competence of government authorities.

In essence, education and training share the same goal: to develop the workforce. Training focuses on skill development, while education provides knowledge to help employees perform effectively within the company. Training is conducted to bridge the gap between an individual's knowledge, skills, attitudes, and understanding and the demands of their work or responsibilities.

According to Siswanto, as cited in the Mumus & Kota Journal (2013:1005), education and training methods are systematic approaches designed to develop cognitive, affective, and psychomotor aspects. Education and training methods provide frameworks for implementing and managing training programs. These methods should align with job requirements, taking into account factors such as duration, participant numbers, educational background, and prior experience.

1.5.4.1 Training components

In training programs, several interrelated components influence their quality and effectiveness. According to Sudjana (as cited in Kalmi, 2012), training components are variables that influence the quality and effectiveness of training and are essential for designing a training program.

1. Instrumental inputs, includes all sources and facilities that support learning activities.
2. Facility input includes the curriculum, training objectives, learning resources, learning facilities, costs required, and training managers.
3. Raw input refers to training participants with various characteristics, such as knowledge,

skills and expertise, gender, education, learning needs, socio-cultural background, economic background, and background of study habits.

4. Environmental input, which includes environmental factors that support the implementation of training activities, such as the training location.
5. Process refers to educational interaction activities that occur within the implementation of training activities between learning resources and training participants.
6. Output refers to graduates who have undergone the process of training and learning. Other outputs encompass, namely the supporting capacity of training implementation, such as marketing, employment, information, and developing socio-cultural situations.
7. Impact relates to the learning outcomes achieved by training participants, includes increasing living standards, activities to teach other people further, and enhanced skills.

1.5.4.2 Training principles

The principle of training will work well if the principles and practices of training are implemented properly and aligned with best practices. According to Dale Yoder (in Nurlaila: 2014), there are nine principles that apply to training activities as follows:

1. Individual differences. In planning, education and training must be aware of the differences in the potential of each participant. Because differences in education, experience, talents, and interests are things that need to be taken into account when planning training programs.
2. Relationship to job analysis. Every job must specify the knowledge and skills are needed by a worker to be able to do their job well. Therefore, the material that will be provided in education and training must be in accordance with what is needed.
3. Motivation. An education and training plan must be based on the enthusiasm of the participants. For this reason, it is necessary to provide motivation to training participants so that they are active in learning.
4. Active participation. In training, participants must be given encouragement to be active in discussions, such as expressing their opinions, suggestions, or questions, so that two-way communication occurs.
5. Selection of trainees (selection of trainees). To avoid significant differences among participants in terms of background and experience, trainees should be carefully selected. Participants should be selected based on similar educational backgrounds, talents, interests, and experiences to ensure effective training.
6. Selection of trainers (trainers of training). Teaching staff should be carefully selected,

as their competence significantly impacts the effectiveness of education and training programs.

7. Training for trainers (training methods). A common misconception is that individuals with strong theoretical and practical knowledge can effectively teach others. This assumption is not entirely true; therefore, trainers still need to receive special training.
8. Training methods. The success of a training program depends not only on the abilities of the trainer, the abilities of the participants, and the training facilities, but also on the methods used. Therefore, the training methods determined must be in accordance with the training provided.

1.5.4.3 Gatherings

A gathering is an activity organized for large families, communities, or companies, held at a specific time and location, either indoors or outdoors, in order to strengthen relationships and kinship. The Family Gathering or Employee Gathering activity is carrying out an activity for all employees and their families (in the case of Family Gatherings) or solely for employees (in the case of Employee Gatherings). These events also recognize individuals within the company who have contributed significantly to its progress. These gatherings aim to provide a break from daily routines, allowing participants to relax and rejuvenate while fostering stronger bonds between the company and its employees, among employees themselves, and between employees and their families. Meanwhile, Customer Gatherings are usually held by companies once a year to show appreciation and strengthen relationships with company customers (customer loyalty). In general, the event held during a customer gathering is a meal together, followed by entertainment for loyal customers or partners who often help the company achieve its annual targets.

1.5.5 Conflict Management

Conflict management is an important component in the realm of internal public relations, particularly in efforts to enhance employee performance. Internal PR activities are designed to maintain a harmonious work environment, improve communication, and foster a positive organizational culture. Effective conflict management strategies can help resolve disputes, reduce workplace stress, and improve overall employee satisfaction and performance. This theoretical framework will explore the relationship between conflict management, internal PR strategies, and employee performance. Conflict can occur between individuals, groups, or organizations. When two individuals or groups hold opposing views or interests, conflict is likely to arise. Therefore, for conflict to yield positive outcomes, it must be managed effectively

to benefit the individuals or groups involved (Handoko, 2001).

According to Ross (1993), conflict management involves steps taken by individuals or third parties to direct disputes toward specific outcomes, which may or may not result in resolution. These outcomes can range from peaceful, positive, and creative agreements to more forceful resolutions. Conflict management can involve self-help, collaborative problem-solving (with or without third-party assistance), or decision-making by a third party. A process-oriented approach to conflict management focuses on the communication patterns (including behavior) of individuals and how they influence interactions and interpretations of the conflict."

As highlighted in Sri Wartini's research (2015), conflict management strategies are needed for individuals and groups as an effort to improve interpersonal relationships and enhance work performance. According to Kwantes et al. (2008), it takes five strategies to manage conflict, namely obliging, integrating, avoiding, dominating, and sacrificing, and they have an impact on personal performance and group performance.

Another important thing in managing conflict involves avoiding unnecessary disagreements and maintaining communication with relevant parties. This process is integrated across work units to ensure the company's goals are achieved effectively and efficiently. These results are in line with the opinion of Eisenhardt et al. in De Dreu and Weingart (2003), who argue that maintaining individual and group performance within an organization requires a conflict management strategy through five activities such as avoiding, accommodating, compromising, competing, and collaborating.

1. (Avoiding) Individuals or organizations may avoid conflict by steering clear of sensitive issues that could potentially escalate into open disputes.
2. (Accommodating) Group members must acknowledge and accommodate the perspectives and interests of all parties involved in the conflict, seeking solutions that prioritize others' needs based on gathered input.
3. (Compromising) conflict resolution by negotiating with the conflicting parties, so as to produce a solution (middle ground) to the conflict that is equally satisfying (lose-lose solution).
4. (Competing) Conflicting parties compete with each other to win the conflict, and in the end there must be parties who are willing to sacrifice (defeat) their interests in order to achieve the interests of other stronger or more powerful parties (win-lose solution).

5. (Collaborating) Conflicting parties collaborate synergistically to understand issues while respecting each other's interests, ultimately achieving a mutually beneficial outcome (win-win solution).

1.6 Research Method

1.6.1 Types of Research

The research method for this study is a qualitative method. One of the recommended methods for qualitative research is the use of case studies and observation. According to Yin (2003) in *Case Study Research: Design and Methods*, case studies are an empirical research paradigm that examines real-life phenomena using various data sources. A qualitative approach is carried out to gather insights, deepen understanding, and facilitate discovery. Qualitative research is a methodology that focuses on understanding social phenomena and individual experiences.

This research uses a qualitative approach with a case study research type. The case study was chosen because it allows researchers to conduct an in-depth exploration of the phenomena occurring at PT BFI Finance Indonesia related to Internal Public Relations activities and their impact on employee performance. Qualitative research aims to understand phenomena in a specific context and gain a deep understanding through descriptive data.

The approach used in this research is a phenomenological approach. Phenomenology enables researcher to explore the experiences of research subjects in depth by exploring their perceptions and understanding of internal PR activities in the company.

1.6.2 Research Subject and Object

The research was conducted at PT BFI Finance Indonesia, a finance company operating in Indonesia. The research subjects included employees from various departments and management levels who interact with the company's internal PR activities. Respondents were selected using a purposive sampling method to ensure adequate representation from various departments and management levels. Purposive sampling is a non-probability sampling technique where participants are selected based on specific criteria relevant to the study. According to Dana P. Turner (2020), purposive sampling is utilized when researchers aim to select individuals with specific characteristics relevant to the study. In purposive sampling, researchers use their knowledge and judgment to select participants who are most likely to provide the data needed to address the research questions.

1.6.3 Data Collection

The data collection for this research were collected using methods such as interviews, observations, and case studies. Researchers conducted interviews, namely conversations with a specific purpose. The interviews involved two parties: the interviewer, who asked questions, and the interviewee, who provided answers.

- 1) Interviews: While the interview method can be time-consuming, researchers must carefully plan its implementation. Distributing questionnaires to respondents and asking for written answers are easier than collecting direct responses from respondents (Suharsimi, 2006). This technique involves direct question and answer between the researcher and the respondent to gather in-depth information about internal public relations activities and their influence on employee performance. Interviews can be semi-structured or unstructured to gain deeper insights. Interviews were conducted with several employees and managers at PT BFI Finance Indonesia to understand their views on internal PR activities and how these activities affect their performance. This interview procedure, which involved both offline and online sessions, took place over three days, from the 22nd to the 24th. The BFI Finance Tower in BSD City served as the location for the offline interviews. There, the researcher was able to take pictures of the building and the working environment and witness the office atmosphere firsthand. As a result, the operating climate of the organization was contextualized. A Human Capital Specialist from the Organizational Development Team, a Human Capital Specialist from the People Development Team, and a Staff Corporate Communication member were among the important individuals interviewed. Participants' flexibility and accessibility were guaranteed by the combination of offline and online methods, which allowed for in-depth conversations regarding their opinions and experiences with internal PR initiatives. A comprehensive understanding of how internal PR activities are integrated into the company was obtained by combining these interactions with observations of workspace dynamics, including collaboration areas, employee interactions, and the overall work culture.
- 2) Observation: This technique involves direct observation of internal Public Relations activities conducted by the company. Researchers can observe interactions, internal events, and employee communication to gain deeper insights into internal PR practices. Researchers made direct observations of internal PR activities carried out by the company to obtain authentic and in-depth data on the implementation of these activities.
- 3) Documentation: As part of the case study approach, the researcher may use a combination of the above techniques to comprehensively analyze internal PR activities and their impact on

employee performance at PT BFI Finance Indonesia. Observations revealed that employee interactions were well-structured, reflecting a professional and well-organized workplace culture. The researcher also observed that staff members at the BFI Finance office were highly disciplined and followed clear work procedures, which helped to create a productive and effective work environment. These results are consistent with the organization's focus on upholding high standards for employee performance and internal communication.

1.6.4 Data Validity (Source Triangulation)

According to Zulfadrial (2012:89), data validity is equivalent to the concepts of validity and reliability in quantitative research but adjusted to the qualitative paradigm, knowledge, and criteria. Data validity refers to the degree of credibility or truth of the research findings. Lincoln and Guba (1985) in Wijaya (2018) state that in qualitative research, reality is plural and dynamic, so consistency cannot always be repeated in the same way. To ensure the credibility of data, the researcher used the triangulation method. According to Sugiyono (2015:83), data triangulation is a technique of collecting data by combining various existing data and sources. Meanwhile, Wijaya (2018:120–121) explains that triangulation is conducted to verify data from different sources, by using various techniques and at different times.

In this study, the researcher applied source triangulation, which is a process of validating information by comparing and cross-checking data from different informants who are involved in the same phenomenon, the implementation of internal public relations to improve employee performance at PT BFI Finance Indonesia.

Source triangulation aims to obtain a comprehensive understanding from various perspectives. In this research, the data were collected from three main informants within the Human Capital Division, who are directly involved in internal communication and engagement programs:

- a) Talent Acquisition Specialist – responsible for recruitment and internal communication related to company branding and employee engagement.
- b) Employer Branding Staff – focuses on internal and external campaigns that shape the company's image and employee connection.
- c) People Development Staff – involved in employee training, feedback programs, and development through digital platforms like M-Beat.

By comparing information from these three informants, the researcher could understand the same phenomenon (internal PR activities) from different perspectives. This method helps strengthen the validity of the data and ensures that the research findings reflect the real conditions at BFI Finance Indonesia.

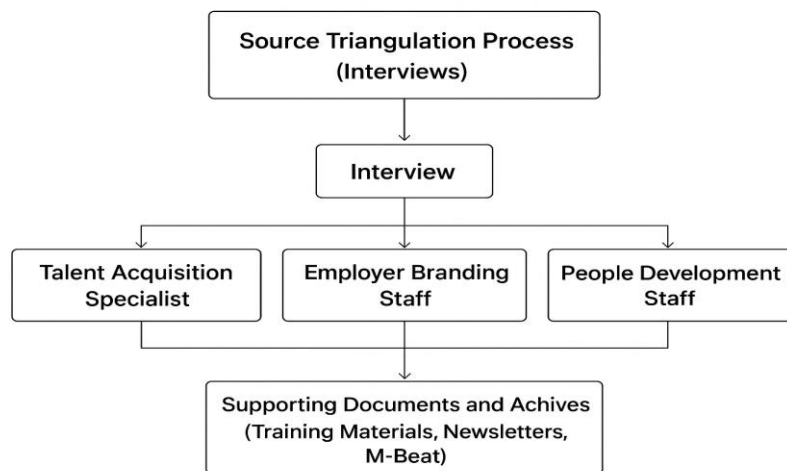


Figure 1.2 Triangulation

1.6.5 Data Analysis

Data analysis was conducted continuously throughout the research process, employing methods such as those proposed by Miles and Huberman, both in the field and outside the field.

a. Data reduction

Data reduction involves summarizing, selecting key things, and focusing on things related to research. This process includes identifying themes and patterns while eliminating irrelevant data. In reducing data, researchers will be guided and focused on the research objectives. Researchers identified various internal PR activities conducted by PT BFI Finance Indonesia, such as internal newsletters, employee training, team-building activities, and other internal communications. Interviews were conducted with both management and employees to gather their views on the influence of internal PR activities on their performance.

b. Data presentation (Data display)

After data reduction, the data will be presented through data presentation. This systematic presentation ensures that the reduced data is clear and easy to interpret. Based on the collected data, researchers draw preliminary conclusions, which are tentative and not yet definitive. To reach definitive conclusions, researchers must gather additional data for testing conclusions on

the analysis of internal activities within the public relations unit at PT. BFI Finance Indonesia.

b. Verification (Conclusion drawing)

All collected data are analyzed to form temporary conclusions. These conclusions are considered credible if supported by valid and consistent evidence upon further research. Such conclusions are deemed credible and reliable.

CHAPTER II

THE RESEARCH OBJECT

2. GENERAL DESCRIPTION

Based on data obtained by the author from the history of the company, PT BFI Finance Indonesia Tbk was established in 1982 in cooperation with an American manufacturer, Hanover Leasing Corporation. BFI is one of the oldest financial companies in Indonesia. In 1986, the ownership of the manufacturer, Hanover Leasing Corporation, was acquired by PT Bank Usaha Nasional and Essompark Ltd. Hong Kong. In 1990, the company changed its operating license to run a multi-finance business to PT Bunas Finance Indonesia.

After passing through the Asian financial crisis in 1997, PT BFI Finance Company successfully restructured its debt in 2001 and changed its name to PT BFI Finance Indonesia Tbk, based on Notarial Deed No. 116 made before Aulia Taufani, S.H., substitute of Sutjipto, S.H., Notary in Jakarta dated June 27, 2001, approved by the Minister of Law and Human Rights of the Republic of Indonesia dated July 24, 2001, and announced in the State Gazette No. 35 dated April 30, 2002, Supplement No. 4195.

Another focus of BFI's business activities is the financing of four-wheeled and two-wheeled vehicles targeting the middle and lower-middle economic groups. The company also finances heavy equipment through finance leases. Geographically, the company's operations are spread across Indonesia, making it one of the most diversified financial companies in the country.

Then, on February 20, 2006, the Minister of Finance of the Republic of Indonesia amended the company's business license to apply the business license previously granted to PT Bunas Finance Indonesia Tbk since the date of approval of the company's name change to PT BFI Finance Indonesia Tbk through the decree of the Minister of Law and Human Rights of the Republic of Indonesia.

BFI Finance has a wide network and product coverage supported by 9,884 employees in 218 branch offices and 124 outlets spread throughout Indonesia. BFI received many awards in 2017, including the title of 'Multi-finance Company with Excellent Financial Performance'

from InfoBank magazine for twelve consecutive years (2006-2017). Since 2013, the company's head office has been officially located at BFI Tower, Sunburst CBD Lot 1.2, Jl. Kapt. Soebijanto Djojohadikusumo, BSD City, South Tangerang, Banten Province. (BFI Finance 2018)

In essence, BFI Finance offers three different forms of financing. The first is working capital, investment, and multipurpose financing, which is intended to meet both consumptive demands like wedding expenses, house improvements, and others, as well as productive needs like working capital, investment, and business development. The second is sales and lease-back financing, which is funding for the acquisition of heavy machinery and equipment, both new and used, to boost business efficiency, beginning with heavy equipment. Third, there is uncollateralized funding for travel, education, and the growth of micro, small, and medium-sized businesses (MSMEs).

2.1 Company Principle Values

As a corporate culture, PT BFI Finance Indonesia's key principles must be fully recognized and respected. "GREAT" stands for Grow and Improve Continuously, Respect and Care, Excellent Service, Absolute Integrity, and Trust and Team Spirit, and these are the essential ideals. The idea behind "Grow and Improve Continuously" is to always improve oneself in order to benefit the business. Learning, creativity, and initiative are the three primary behaviors that embody the Grow and Improve Continuously value. Respect and Care is defined as cultivating an attitude of care and respect for one another in order to preserve a productive workplace. The Respect and Care value is translated into three main behaviors, namely respect, positive solutions, and care. The definition of Excellent Service is providing the best service for internal and external customer satisfaction. The Excellent Service value is translated into three main behaviors, namely a positive attitude, responsiveness, and professionalism. The definition of Absolute Integrity is always prioritizing integrity in every action to maintain a professional reputation for yourself and the company. The Absolute Integrity value is translated into three main behaviors, namely honesty, consistency, and obedience. Understanding and compliance with corporate culture are very important to maintain the growth and development of the company in order to achieve the goals of every activity in the company. (BFI Finance, 2023)



Figure 2.1 BFI logo's

2.2 Vision and Mision PT BFI Finance Indonesia Tbk

Vision

"Being a trusted financial solutions partner that contributes to improving the standard of living in the community."

Mission

1. Provide reliable and effective financial solutions to our customers.
2. Achieving a superior rate of return on capital creates a positive ambition in the capital markets.
3. Providing a conducive, fair, and challenging workplace that encourages the best potential in employees.
4. Building a long-term partnership with our business partners based on mutual trust and profit.
5. Make a positive contribution to the community in which we operate.

2.3 Company Organizational Structure

Each company certainly has an organizational structure, which clarifies the position of the components within the company. The positions held within the company are portrayed

within the organizational structure. Who the company pioneers are, who the company supervisors are, and what the divisions are within the organizational structure is clarified.

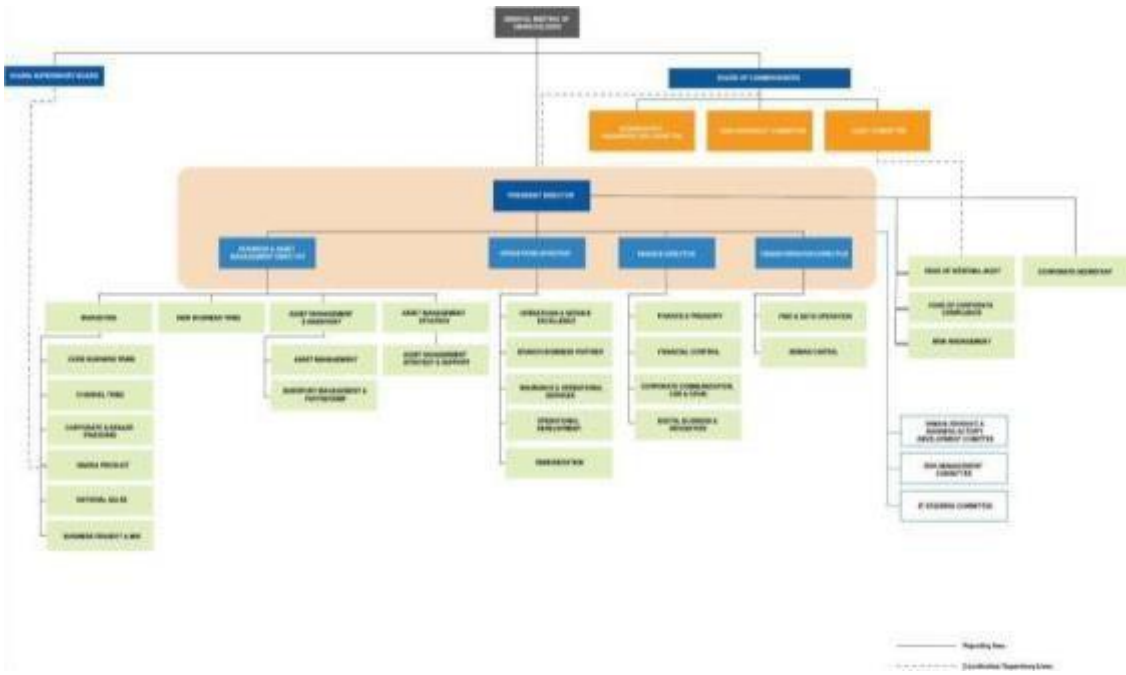


Figure 2.2

In analyzing the organizational structure of BFI Finance Indonesia Company, it is seen that the governance model follows a hierarchical system. The General Meeting of Shareholders holds the highest authority, whereas the Board of Commissioners plays a critical part in supervision, particularly through special committees such as the Risk Monitoring Committee and the Audit Committee. A few primary directorates isolate the operational structure: Trade & Resource Administration, Operations, Finance, and Transformation, and each directorate oversees different business functions. This organizational stream appears to be a clear division of duties, guaranteeing that each office is aligned with the company's key targets while keeping up viable corporate governance. This structure highlights the company's center on operational excellence, risk management, and innovation through digital and transformation initiative.

2.4 Products of PT. BFI Finance Indonesia

PT. BFI Finance Indonesia Tbk is one of the leading financing companies in Indonesia that provides various financing products to meet the wants of buyers. BFI Finance's main products incorporate motor vehicle financing, both for unused and utilized cars, as well as overwhelming hardware and engine financing. In expansion, BFI too gives domestic financing products, such as renegotiating, where consumers can get advances with collateral domestic certificates. One of the points of interest of BFI items is the adaptability inside a period of time and installments that are in understanding with the wants and capacities of shoppers. These items are outlined to supply budgetary arrangements that are effortlessly open to different sections of the community, counting people and enterprises. In its operations, BFI Fund is committed to providing excellent and transparent services, as well as utilizing innovation to quicken the method of submitting and endorsement of financing, so as to extend client fulfillment and reinforce their dependability to the company. (BFI Finance 2024).



Figure 2.3

2.5 The Role of Human Capital (HC) as Internal Public Relations at PT BFI Finance Indonesia

Differentiating the functions of Human Resources (HR) and Internal Public Relations (Internal PR) is essential for understanding how organizations manage and engage employees. Although both functions work closely with employees, their responsibilities are distinct.

According to Cutlip, Center, and Broom (2013), internal PR focuses on building mutual understanding and communication between management and employees, while Dessler (2020) emphasizes that HR primarily handles administrative and structural matters such as payroll, recruitment, contracts, and performance evaluation. In contrast, internal PR aims to foster communication, engagement, and relationship building within the organization. For instance, internal PR develops communication strategies to motivate employees to participate in organizational activities, while HR may be responsible for organizing and managing the technical aspects of such programs. As Grunig and Hunt (1984) explain, effective internal PR helps shape a two-way communication flow that enhances employee trust and involvement.

This collaboration between HR and internal PR is essential for fostering a positive workplace culture and ensuring that employees feel valued and informed. A strong partnership between these two departments enhances operational efficiency and cultivates a sense of belonging among employees. This sense of community leads to higher morale and productivity, as individuals feel connected to the organization's mission and values (Ruck & Welch, 2012).

Ultimately, when HR and internal PR align their goals, organizations can create a cohesive environment that supports both employee satisfaction and organizational success. Internal PR contributes by organizing gatherings, publishing newsletters, and utilizing digital platforms such as M-Beat to strengthen motivation and loyalty. In this way, internal PR serves as a communication bridge that enhances organizational culture and engagement, while HR functions as the administrator of employee management (Welch, 2011).

2.6 Overview of Internal Public Relations (Human Capital team) in PT. BFI Finance Indonesia

The Human Capital (HC) team at BFI Finance is responsible for the management and development of human resources within the company. The team's primary assignments incorporate enrollment, abilities development, performance administration, and progressing representative welfare and work fulfillment. The HC team aims to create a work environment that supports employees' professional and individual development through preparing, career development programs, and inside communication techniques. At BFI, HC too has an Employee Relation work to draw in potential ability, counting through social media and collaboration with other divisions to upgrade the employee experience as an alluring work environment and a good communicative relationship.



Figure 2.4

One of the keys to success in business transformation is to focus on the development of human resources (people). That's what PT BFI Finance Indonesia Tbk is doing. The commerce portfolio of this multifinance company is overwhelmed by conventional funds, particularly car, overwhelming gear, and cruiser financing. As of late, BFI Finance has begun to enter modern items by fortifying the presence of its different unused items, to be specific Sharia Trade Unit, property, education, and recreation.

In terms of Human Capital (HC) methodology, BFI executes it based on five columns, with the definitions of: (1) organization and people strategy; (2) people contracting and nurturing; (3) culture, leadership, and engagement; (4) performance and rewards; and (5) credible human capital business partner and excellent human capital services. Markers of BFI's success in employee management are the Employee Effectiveness Index, which is currently at 82.5, and People Productivity (BFI Finance 2022).

2.7 Human Capital (HC) Achievements



Figure 2.5

Figure 2.6

As we enter the second half of 2023, PT BFI Finance Indonesia Tbk (BFI Finance) has won four awards at the 2023 Human Capital Resilience Excellence Award (HCREA), per its website. First Indonesia Magazine hosted the awards in Jakarta on July 5, 2023. This accomplishment strengthens the reputation of BFI Finance as a top human resource (HR) management organization.

BFI Finance won three awards in one go for the corporate company category: Excellence in HC Change Management & Communication Strategy, The Best Teamwork, and The Best Recruitment. Additionally, a special award was handed to Andrew Adiwijanto, who was designated the recipient of the Best Leadership Development Focus on HC award. Adiwijanto is the Director of Operations and HR at BFI Finance. Hundreds of businesses from a wide range of industries, including global corporations, national private enterprises, BUMN, and BUMD, attended this award. After a rigorous evaluation process, BFI Finance was found to be able to adjust to the times, particularly in the areas of business resilience and digital transformation. Furthermore, BFI was seen as successful in developing creative approaches to human resource management.

The capacity of BFI Finance to develop outstanding executives from within the company is another acknowledged benefit. This demonstrates the company's dedication to developing top-notch human capital and enhancing its competitiveness in the face of today's business obstacles. In addition to demonstrating exceptional adaptability and innovation, BFI Finance excels at fostering an environment at work that encourages staff growth. Through a strategic approach to hiring and team management, BFI guarantees that each person has the chance to reach their full potential. The company's success in luring, keeping, and empowering the top talent in the sector is demonstrated by the prizes it received for The Best Teamwork and The Best Recruitment.

Furthermore, BFI Finance's dedication to meeting the challenges of change is demonstrated by the Excellence in HC Change Management & Communication Strategy award. In order to preserve cordial management-employee interactions during the transformation process, the organization is able to create an efficient communication plan. In order to be relevant and competitive in the ever-changing financial sector, BFI Finance is working to develop an innovative and inclusive work culture with the help of a strong HR management system and visionary leadership. (BFI Finance, 2023).



Figure 2.7

CHAPTER III

FINDING & ANALYSIS

3. FINDING & ANALYSIS

In this chapter, the researcher will present the results of the research conducted on “Analysis of Internal Public Relation Activities to Improve Employee Performance,” which was conducted in the Internal Public Relations (Human Capital) section at PT BFI Finance Indonesia. The data were collected based on qualitative data collection stages, which include direct observation at the Tower BFI Finance research location, interviews with relevant resource persons, Human Capital Specialists, and documentation. The results of the research will be presented clearly and completely in Chapter III.

This research involved three interrelated informants. The primary data for this research were taken from interviews with BFI Corporate Communication (Public Relations) staff, Human Capital Specialist Organizational Development Team, and Human Capital Specialist People Development Team. All the interviewees were selected based on the needs in accordance with the research title, including:

Full Name of informants	Position in the company/institution	Date of interviews
Septian Lestari <i>Bachelor of Management</i> (<i>B.M</i>)	Staff Corporate Communication BFI Finance	22, oct 2024
Melati Alia Putri <i>Bachelor of Psychology</i> (<i>B.Psy</i>)	Human Capital Specialist Organizational Development Team. Talent Acquisition Unit	23, oct 2024
Novia Yuliana <i>Bachelor of Social Sciences</i> (<i>B.S.S</i>)	Human Capital Specialist People Development Team Employee Relation Unit	24, oct 2024

Table 1. List of Informants

3.1 Findings

3.1.2 Position of Human Capital at PT BFI Finance

Human Capital (HC) has an important role in spreading the information to the PT BFI Finance employees. It ensures that human resources and employees are managed in such a way that aligns with the vision and mission of the company. Human Capital (HC) is no longer just the custodian of day-to-day activities but a strategic partner helping the company realize long-term objectives. Human Capital takes the initiative to develop skills, promote professional development, and establish a workplace environment driven by systematic and transparent internal communication, resulting in maximum employee engagement.

According to an interview conducted by the researcher with HC's BFI Finance team, to attain these objectives, the company's HC Department is divided into two parts, which are People Development and Organizational Development. Every division has a dedicated team that can manage different facets of BFI's internal staff. Teams that handle internal employee development, corporate culture, and internal employee relations are part of People Development, while the Talent Acquisition team, which concentrates on employer branding and the hiring process, is part of Organizational Development. This section allows each team to focus on improving employee productivity and well-being by providing them with a designated workspace. Additionally, HC's reputation at BFI is enhanced by cross-team collaboration. This is true both within the HC division and with other departments like the IT Department, Public Relations (Corporate Communication), and Marketing, which work together to draw in candidates by developing projects that highlight the experiences and impressions of new hires. In order for external audiences to see the appeal of working at BFI, particularly for roles that can be viewed as tough, the cross-departmental partnership uses social media to showcase the company's positive and appealing work environment.

“Because the employee environment at BFI is quite big too. So sometimes even though we are HC, we don't really know each other. Because there are internal activities for these employees. We get to know each other, so we know one of them better.”

(Interview result with informant Melati Alia Putri B.Psy as part of the Organizational Development team on October 23, 2024)

Serving as an intermediary between the demands of the business and the objectives of its workers, HC backs a range of projects, including marketing, employee branding, and training, while ensuring that they consistently align with BFI Finance's mission and vision. This

makes HC one of the main foundations in maintaining and cultivating a positive work culture for the BFI Finance internal team.

To support employee development, the Human Capital (HC) team must also be skilled in effective communication. Communication is essential since the HC team often engages with individuals from diverse backgrounds. Communication and managerial skills are equally important for the HC team, especially for those in the head office (HO). Organizing, overseeing, and completing a range of duties involving multiple BFI Finance employees is the responsibility of the HC team. An essential skill to ensure program implementation success is effective activity planning, which includes developing training plans or events that cater to staff needs.

“For example, according to the wishes of the superiors, sometimes at the top there are also messages, so make this like this. Well, that's our homework. How can we bridge the gap between the superiors and all employees, so communication and management are important skills that must be possessed”

(Interview result with informant Melati Alia Putri B.Psy as the Organizational Development team on 23 October 2024)

Internal employee activities are not given as much emphasis as they could be due to a number of factors, even though human capital (HC) plays a crucial role in fostering employee engagement and performance development. Sometimes, businesses concentrate more on reaching important goals, such as customer service and product development. As a result, certain internal staff programs, like non-technical training, team-building exercises, and company culture development, receive less attention.

“For now, the hope is maybe once a month. But we also see the state of the company. So, for example, yesterday, what is the term, we need to focus on the business first. So it's like we don't have any activities yet. But the hope is that even though we want to focus on the business, we can still carry out this activity.”

(Interview result with informant Melati Alia Putri B. Psy as the Organizational Development team on 23 October 2024)

The company's attention has switched to market strategies and corporate interests, which is a necessary strategic step, particularly given the competition in the industry. A decrease in employee performance and participation in different internal tasks, however, may result from this. Consequently, there is less-than-ideal potential to build better working relationships and a

positive work environment. Employee productivity and loyalty to the organization may suffer over time if their well-being and engagement are neglected.

At PT BFI Finance, human capital plays a crucial role in informing staff members by effectively managing personnel and human resources in order to support the company's vision and objectives. In addition to managing day-to-day operations, human capital (HC) also serves as a strategic partner to assist the business in achieving its long-term objectives. In order to maximize employee engagement, HC is in charge of making sure that each worker has access to professional growth, skill development, a positive work environment, and open internal communication.

3.1.2 Synergy Between Human Capital (HC) and Public Relations (Corporate Comm) Through Employee Branding

The researcher's findings show that one of the correlations between Public Relations (Corporate Comm) and Human Capital (HC) is its ability to build the company's positive reputation by forming collaborations through social media platforms such as Instagram @lifeatbfi. Through this platform, the business not only disseminates information about outside events but also demonstrates how BFI Finance's work culture fosters employee growth and promotes involvement in a range of initiatives. This demonstrates how internal strategies and outward communication may work together to create a powerful business image.

“So, maybe there is certain information that we can share on social media @LiveatBFI if on Instagram @LiveatBFI. Well, that happens to be me who holds it because I am the employer branding, so it's like I have to make the branding there. We also use social media as a medium of communication between HC and employees as well.”

(Interview result with informant Melati Alia Putri B.Psy as the Organizational Development team on 23 October 2024)



Figure 3.1 @lifeatbfi Instagram account

“Although our focus is on external communication, we also collaborate with the internal Human Capital (HC) team in the area of Employee Branding to support the company.” For example, in the employee branding section, we have a social media platform, @lifeatbfi, which shows that BFI has many activities related to the external, where the company's image can make people interested in joining as employees at BFI Finance. Now the form will be like we promote the company's activities or corporate culture. It is not possible to remove the adverb.

(Result of an interview with Septian Lestari B.M., a BFI Finance Corporate Communication staff member, on October 23, 2024.)

Social media platforms are used to promote a wide range of events, from training and career development programs to company holidays and CSR activities. By highlighting these initiatives, BFI Finance encourages staff members to be pleased to work with the company while also giving the public a forward-thinking impression of it. This uplifting story highlights the company's worth as a place to work that encourages a healthy balance between career and personal growth.



Figure 3.2

One of BFI Finance's techniques for promoting its CSR program is the image above. This approach will help BFI Finance's employees and the business in the long run by collaborating with the Employee Branding team. The company's great culture is one of the main reasons why potential workers choose to work for BFI Finance. In the meantime, internal staff members feel more invested in the business as a result of their participation in this promotion.

"In my opinion, it affects employee motivation and performance, productivity as well, because these activities make us involved, especially if they are posted on social media; we feel like we are part of the company and this division, so we have to make a good contribution as well."

(Results of the interview with informant Septian Lestari B.M. as Corporate Communication Staff of BFI Finance on October 23, 2024)

This synergy between external and internal communication not only strengthens the company's reputation outside but also builds a solid foundation of loyalty within.

3.1.3 Human Capital (HC) activities enhance interdepartmental collaboration and employee relations to increase employee engagement

The researcher's interview with informant Novia Yuliana B.S.S., a member of the People Development Team in the Employee Relations Unit of BFI Finance, reveals that Employee Relations plays a crucial role in the People Development Team of BFI Finance by fostering a

more positive work environment through various activities that support the balance between daily tasks at work and the need for refreshment for employee performance. According to the results of the interviews, cooperation between the Human Capital (HC) division and other internal teams is crucial to the execution of significant business events at BFI Finance. The BFI Run program is one instance of this kind of cooperation, where employees participate to enhance their physical and mental well-being.

Additionally, there is broader cooperation in events with cultural and national remembrance themes, like National Batik Day and Youth Pledge Day. These gatherings are intended to foster creativity and increase teamwork among employees in addition to celebrating the holidays. The synchronic activity, which blends multiple cultural components into a single sequence of events, is one of the creative activities that were discussed. This task entails working with the Service Excellence team, which has a unique role in ensuring that staff members continue to offer the greatest customer and inter-employee service.

The cross-team collaboration demonstrates how a dynamic working environment may be created by the synergy between the company's divisions and functions. Events such as these not only strengthen the company's cultural values but also boost employees' sense of ownership and engagement in activities that promote optimal performance on both an individual and group level.

“Based on my experience, the existence of employee relations also helps to motivate Or maybe improve employee performance, because it's impossible for us to just work. Every day, surely employees also need some kind of refreshments in the form of, for example, events such as yesterday, the seven belasan event, and batik day at that time, or maybe as simple as promoting other activities.”

(Result of the interview with informant Novia Yuliana B.S.S. as People Development Team in Employee Relation Unit of BFI Finance on October 24, 2024)



Figure 3.3



Figure 3.4

Additionally, promoting the company's cultural values to employees is another strategic role of employee relations. Employee engagement has increased and the workplace culture has been strengthened as a direct result of the initiatives that were started, like togetherness activities. This contributes to the development of a work environment at BFI that fosters employee productivity and makes workers feel valued for their emotional and social as well as professional well-being.

Employee performance can be positively impacted by employee relations activities. Maintaining employee morale and lowering boredom in the workplace can be achieved through internal activities that take place outside of regular business hours. One example of how BFI is being used to boost employee engagement is by planning unique events for staff members based on their strong interests. This step demonstrates that, in addition to planning events, the business is taking into account the wants and needs of its workers as part of its plan to boost employee engagement. This encourages greater levels of involvement by making the planned activities more pertinent and in accordance with the goals of the employees.

“Well, if here, for example, the way to promote it is like, we first look at what the interests of the employees here are? This is an example of yesterday's activities. What are the interests like, then it turns out that after seeing it, oh it turns out that they are mostly interested in running. We will make a big event for employees and collaborate. So, we look, so we don't just make whatever we want, but we also see what the interest is. Then from there we design it together with the employee relations team.”

(Interview result with informant Novia Yuliana B.S.S as People Development Team in the Employee Relation Unit of BFI Finance on October 24, 2024)

The Human Capital (HC) division's Employee Relations team oversaw the execution of this effort with assistance from other departments. A special committee was established to manage the technical and administrative facets of the massive event in order to guarantee its seamless operation. This activity was supplemented by a celebratory ending event that included entertainment and art performances for all employees at the head office (BFI Tower), in addition to the internal employee event. In addition to improving relationships among coworkers, this endeavor made the workplace happier and more enjoyable.

3.1.4 Using Learning Refreshment with BFI M-BEAT to Boost Employee Engagement

BFI uses an internal portal as a learning medium (website) for staff members as part of its learning refreshment program. Employees will be able to view educational videos on the rules that are in line with the "GREAT" program through this site. GREAT is the company value of "Grow and Improve Continuously," which encourages employees to continue learning and developing, especially in a dynamic environment. The second value, "Respect and Care" emphasizes the importance of respecting each other and helping colleagues in need.

The value of "Excellent Service" emphasizes the importance of providing the best service, both to fellow employees and customers, without neglecting responsibility. In addition, "Absolute Integrity" requires employees to be honest and maintain the confidentiality of company data and not to misuse information for personal gain. Finally, "Trust and Team Spirit" encourages collaboration and mutual trust between team members. Once the material is delivered to employees, they are required to take a quiz to ensure their understanding of the material. This program aims to remind employees of the company's rules while strengthening their understanding.

"For learning refreshment, we usually have an internal portal where we are asked to do quizzes, and then we watch the video again so there is learning."

(Interview result with informant Novia Yuliana B.S.S as People Development Team in Employee Relation Unit of BFI Finance on October 24, 2024)

Additionally, the business frequently hosts refreshment workshops with the goal of reaffirming BFI Finance's basic principles. Employees are encouraged to refresh their knowledge of the company's values during these workshops.

Learning updates about the company's standard operating procedures (SOPs) and decrees (SKs) are also included in learning refreshers. The purpose of this program is to make sure that staff members have comprehended critical information that underpins BFI Finance's business operations. The organization aims to enhance workers' competencies through these upgrades and training while making sure they are consistently in line with corporate regulations.

“Then besides that, we also try to make SOPs and SKs, which are clear between units, so when what we do has, for example, a standard, it will definitely make us work better.”

(Interview result with informant Novia Yuliana B.S.S as People Development Team in Employee Relations Unit of BFI Finance on October 24, 2024)

BFI Finance, a sizable and well-established corporate organization, keeps up with the times by regularly conducting a variety of employee development programs. One of the primary efforts to enhance staff capabilities is the implementation of learning and training programs. This guarantees that all staff members may readily access and take part in learning initiatives that suit their requirements.

“From the learning and training program, then information through the internal portal, then from the existing work environment and culture. Even though we are a corporate BFI that has been established for a long time, we still try to keep up with the times so it's not too rigid, so the work environment is supportive.”

(Interview result with informant Novia Yuliana B.S.S as People Development Team in Employee Relations Unit of BFI Finance on October 24, 2024)

This strategy fosters a flexible work environment for staff members in addition to encouraging the development of individual skills. Employees are more inclined to contribute to the success of the organization when development programs are integrated with the appropriate work culture.

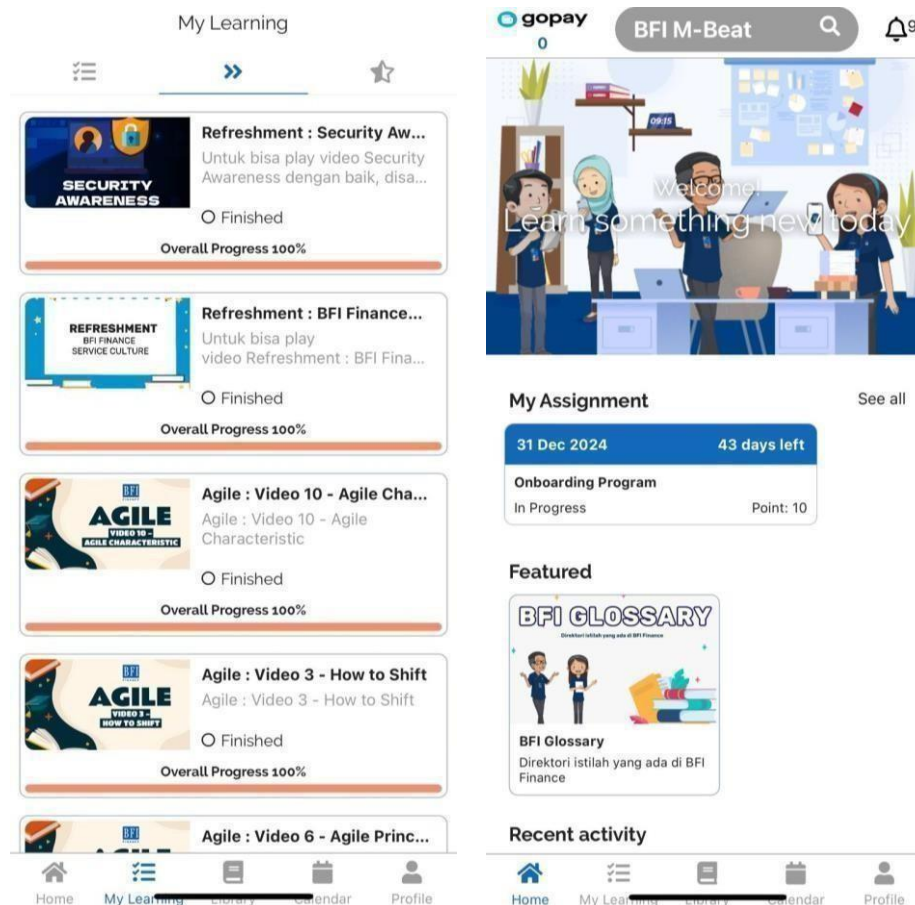


Figure 3.5

Training internal staff members via the application-specific platform BFI M-BEAT is one of the primary goals of the learning team at BFI Finance. Based on departmental and employee-level training requirements, this platform is designed to meet those demands. The training offered includes a wide range of topics, from developing technical skills to abilities specific to each job desk role, and has a number of unique functionalities. This illustrates the company's efforts to guarantee that each worker has access to pertinent training that aids in the development of their competencies.

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“So there is special training for employees here. Well, what is the point of the training? The training is that later, if you pass the training, the employees here can level up, or maybe can go to a position that requires higher qualifications.”

(Interview result with informant Novia Yuliana B.S.S as People Development Team in Employee Relation Unit of BFI Finance on October 24, 2024)

Furthermore, the company's dedication to fostering a culture of lifelong learning is demonstrated by the implementation of this training program. A technology-based system makes the training more quantifiable and effective. Training materials are readily available to staff members at any time and from any location, and the business can track their progress online. This improves organizational performance overall and fosters a synergy between personal growth and the needs of the business.

Key performance indicators (KPI) are used by BFI as an assessment standard in every division to evaluate the efficacy of employees' work. Additionally, an assessment program is conducted by the People Development unit to gauge how comfortable and satisfied workers are at work. This program examines employees' hobbies in addition to their current working conditions in order to determine whether there are any untapped potentials beyond their primary responsibilities as employees. By using this method, the business, in the context of competency development, a learning refreshment program that meets the needs of the organization and its employees will be designed using the assessment findings from employees that are available in BFI M BEAT. In addition to helping employees gain technical and management abilities, this program acts as a learning platform that gives them the chance to surpass their previous professional goals. BFI Finance ensures that each development program is in line with the company's goals and employees' needs by incorporating evaluation results and feedback from employees.

“For example, like the effectiveness of work, right here we also have KPIs, every place must have KPIs that are also assessed. Besides that, we also have a kind of assessment too, every assessment is to know whether the employees here are comfortable with working at Bfi Finance.”

(Result of interview with informant Novia Yuliana B.S.S as People Development Team in Employee Relations Unit of BFI Finance on October 24, 2024)

3.1.5 Maintaining Employee Engagement through Effective Internal Communication (Internal Newspaper)

According to the analyst, BFI Finance has trouble communicating with management and staff in various geographical areas. Despite the fact that information has been distributed nationwide, to ensure consistent understanding across the organization, some regions may require a more thorough explanation. This demonstrates the value of an adaptable communication plan that can successfully reach any employee. Careful time management is one strategy used by BFI's Human Capital team to account for time zone changes, particularly in eastern Indonesia. Employee convenience and work schedules in different locations are taken into consideration when scheduling meetings and communication sessions. For instance, making sure that workers in the eastern region don't have to depart late in order to adhere to the head office's schedule. This endeavor demonstrates the company's consideration for the requirements of workers in various geographical areas. BFI Finance is able to foster more inclusive communication with its staff by putting collective agreements and equitable time adjustments into place. This not only helps to maintain a positive working relationship between management and staff, but it also ensures that all information is accepted without endangering the welfare of the workforce. The organization's attempts to improve internal communication among staff members nationwide include this concept as a key component.

The organization uses email blasts and the Internal Newspaper as a means of internal communication in addition to the team's internal portal to notify staff members of important information. Activities that are enjoyable and enhance employee well-being are also included in the informational medium. Examples include religious events, like a walk of the cross for Catholic employees, and other internal programs that engage staff members by bringing in supporting facilities. The organization offers a broad and inclusive internal communication plan that covers topics including employee welfare, company policies, and education, as demonstrated by the team's internal portal, email blasts, and internal newspaper. This helps to establish a peaceful and effective work atmosphere.

Additionally, BFI Finance uses a particular technique to gauge the success of internal communications, which entails a comprehensive assessment following the launch of a significant campaign or communication. An assessment meeting between the Human Capital and Corporate Communication teams is how this procedure is carried out. In this meeting, the effectiveness of the established communication plan is evaluated through the analysis of data from multiple sources, including employee surveys, employee engagement levels, and employee feedback. This action demonstrates the company's dedication to internal staff members by ensuring that every message is received and comprehended by every BFI Finance employee.

“After a big campaign or communication, the team from Corporate Communication and Human Capital has an evaluation meeting to assess the success of the communication strategy, which is based on survey data, engagement, and employee feedback. This is quite helpful in adjusting the communication approach in the future”

Interview result with informant Septian Lestari B.M as Corporate Communication Staff of BFI Finance on October 23, 2024)

One of the primary instruments used in the assessment process was the survey data. Employers can use the survey to get opinions from staff members about the campaign's efficacy, the message's suitability, and how the communication affected their comprehension. Furthermore, a significant measure is the degree of engagement, as demonstrated by the involvement of employees in communication-related activities. Employees' direct input will offer more information about what needs to be changed or enhanced for future communication effectiveness.

“So far, we usually have surveys and like we have a portal for us to vote or follow suggestions and criticisms, usually so we know what employees want. The form is like a platform so that the internal platform we can fill in there will be addressed to whom, including from, for example, HC itself or to outside units or outside departments as well.”

(Interview result with informant Novia Yuliana B.S.S as People Development Team in Employee Relations Unit of BFI Finance on October 24, 2024)

This assessment procedure assists in determining both the communication strategy's advantages and disadvantages. The Corporate Communication and Human Capital teams can collaborate to create suggestions for enhancing internal communications in the future by thoroughly examining the data. To better meet the requirements and preferences of workers in various locations, this may entail changing the medium used, the timing of campaigns, or even the structure of communications sent to staff members. BFI Finance's attempts to produce dynamic and pertinent internal communications are reflected in this data-driven strategy. The organization can enhance its relationship with employees and communication with coworkers by regularly reviewing and modifying its communication strategy. This will also increase the efficacy of message delivery. In the end, this helps to establish a more open, cooperative workplace that encourages worker productivity at all organizational levels.

3.1.6 Employee Performance and the Impact of Employee Gatherings

According to the research findings, the Human Capital (HC) section of BFI Finance has implemented a number of internal programs aimed at enhancing staff performance and camaraderie. Human Capital (HC) at BFI is the owner of the Gathering Session program, which is one of the internal events that are regularly held for employees. Among the events are the Ramadan edition of the Potluck Dinner and the Afternoon Session. At BFI Finance, gathering activities are crucial to raising employee performance. As a corporation that values unity and teamwork as part of its work culture, the event not only provides a form of leisure but also a way to improve communication among staff members from different departments. Employees get the chance to engage in more casual interactions, develop stronger bonds, and boost mutual trust through this activity. In the end, this promotes the development of a more peaceful and effective workplace, which enhances both individual and group performance.

1.3.6.1 The Human Capital Program Planning and Approval Process

The Human Capital (HC) section of BFI Finance starts the program planning process with a proposal from the appropriate team. This proposal contains specific concepts or requirements deemed necessary to support the planned topic. Making a memo or proposal as a supporting document comes next once the original idea has been developed. Details of the program's goals, means of implementation, and anticipated advantages are included in the proposal. After that, this plan is thoroughly put together to give a clear image of the program that will be put into action. Technical information, including implementation time, budget, target participants, and performance indicators are all included in the document. The secret to ensuring that every event program is planned to function effectively and in line with the organization's needs is a well-structured proposal.

The approval procedure is the following step after the proposal is complete. The HC Head receives the proposal for review and approval. This phase entails deliberations and any necessary modifications to guarantee that the suggested program aligns with the organization's vision and strategy. Programs can only move on to the execution phase after receiving permission from the HC Head. This procedure highlights the value of thorough preparation and assessment prior to program implementation. Every program that is conducted with this method has a solid basis and the full backing of management, guaranteeing that it is carried out as planned and yields the best possible outcomes for both the firm and its personnel.

“For the process, usually it starts from the very beginning, it usually starts with a proposal. Then we usually make a kind of memo or proposal first, what the purpose is later, how to implement it. We make the proposal first, then we check the approval to our HC head so that it is possible to be implemented.”

(Interview result with informant Novia Yuliana B.S.S as People Development Team in Employee Relation Unit of BFI Finance on October 24, 2024)

1.3.6.2 Afternoon Session

The results of this study showed that the Afternoon Session is one of the regular activities that the Human Capital team at BFI Finance does at the internal employee gathering. The purpose of this exercise, which takes place at the start of every month, is to improve connections among staff members and refresh their knowledge of the company's basic principles. A separate team, like Talent Acquisition, serves as the Person in Charge for each session. This gives every team the chance to collaborate on creating engaging and pertinent activities for participants.

The theme of the Afternoon Session is created with the goals and objectives of the business for that particular month in mind. Refreshing the company's or BFI Finance's basic principles is one example of a concept that is frequently brought up. Employees are encouraged to reconsider the significance of these principles in their daily work lives in order to raise awareness of the company's intended work culture. Afternoon Sessions involve engaging activities like games and meals with coworkers in addition to instructional gathering sessions. These games are meant to improve teamwork and cohesiveness in addition to providing entertainment.

"Afternoon sessions are usually held once a month. Later for... we will roll it out, for example from talent acquisition who becomes the PIC, we will have a theme, then we will have refreshments about BFI's core values, so later we will make that session, then we will have a games gathering or a meal together."

(Results of an interview with informant Novia Yuliana B.S.S as the People Development Team in the Employee Relation Unit BFI Finance on October 24, 2024)

Santos et al. (2024) assert that job satisfaction and staff motivation are directly impacted by efficient internal communication. In addition to facilitating information flow, internal communication helps foster a pleasant workplace culture, which can enhance worker performance. One effective internal communication technique is the use of events like the Afternoon Session, where employees from different departments and locations can participate to increase their involvement and support organizational objectives. Furthermore, this gathering serves as a platform for the casual delivery of significant messages, which are frequently more

palatable than official correspondence. In general, staff engagement and performance are positively impacted by afternoon sessions. This activity, which combines education, games, and camaraderie, not only lessens work-related stress but also fosters employee passion and brand loyalty. These results imply that internal initiatives like Afternoon Sessions can be a useful tactic for establishing a workplace that promotes worker well-being



Figure 3.6

As part of BFI Finance's internal program implementation, the afternoon session is a regular activity that strives to celebrate diversity and foster a sense of unity in the workplace. Among the topics discussed is "Harmony in Diversity," which encourages staff members to value cultural, ethnic, and viewpoint variations in the workplace. The business highlights the value of fostering a welcoming and peaceful workplace with this subject. Typically, this activity includes a variety of participatory exercises like games, experience-sharing sessions, and group discussions. Employees can learn more about one another, recognize differences, and discover methods to collaborate more successfully with this method. The company's ideals of fostering unity among staff members from different departments are further reinforced by this celebration of variety.

This momentum encourages staff members to keep helping to accomplish shared objectives by serving as a platform for introspection as well as pleasure. BFI Finance has been successful in

creating a work environment that is inclusive, cohesive, and productive through initiatives like these. Employee soft skills are also developed during morning sessions. Time management, teamwork, and communication skills have come up in a number of sessions. Employees can acquire these skills in a laid-back setting with an engaging and entertaining structure, which facilitates internalization and application in day-to-day work.



Figure 3.7

In the documentation of the Afternoon Session on February 23, 2024, for example, the Maumere Gymnastics together, the activities normally start with an engaging opening session. This workshop, which is led by Mrs. Ayu Lembayung, the Employee Benefit Head, aims to boost staff morale and excitement prior to the event's main program. These vivacious and upbeat gymnastics routines were successful in fostering a positive environment and enhancing unity. Another advantage of Maumere Gymnastics is that it helps workers decompress after their regular tasks. Because everyone is involved, this session serves as a great way to unwind before the main event in addition to being a place to work out. With great excitement, staff members from different departments took part, demonstrating their support for internal initiatives that put physical and mental health first. As the gymnastics leader, Mrs. Ayu Lembayung's presence added a human touch that improved the rapport between staff and management. BFI Finance showed its dedication

to fostering an inclusive workplace and considering the physical and mental well-being of all its workers with this action.



Figure 3.8

After that, all Human Capital staff will be split up into four groups—L, O, V, and E—for the following session in an effort to foster more interaction and unity. Through a series of planned games, this division hopes to foster a positive competitive environment and improve connections among staff members. Through a variety of games, each group demonstrates its inventiveness and unity. Every activity, from strategy games to physical challenges, is made to actively include every participant. Employees can enhance their cooperation skills, which are critical for supporting daily tasks in the workplace, by playing games. Additionally, the dynamic between enthusiastic groups creates a happy and enjoyable mood during the event. The company's values, such as cooperation and solidarity, are reinforced by this activity and are applied in day-to-day operations. By means of initiatives such as these, BFI Finance keeps promoting a peaceful and welcoming workplace atmosphere.

The researchers' conclusions indicate that the Afternoon Session activity serves as a vehicle for creating a pleasant and healthy workplace culture. The significance of preserving a balance between one's personal and professional lives (work-life balance) is one of the subjects covered in several sessions. Additionally, by organizing games and communal meals, the Morning Session contributes to a positive work environment, which might enhance employees' mental health. Furthermore, the Afternoon Session can provide new hires a chance to become more accustomed to the workplace culture more rapidly. They can learn about the values and conventions that apply at BFI Finance and get to know coworkers from different divisions by taking part in this activity. This speeds up the process of integrating them into the workplace so that they feel more comfortable and motivated to contribute optimally.

1.3.6.3 Ramadhan Potluck Dinner

The researcher's findings indicate that the Ramadan Potluck Dinner with internal staff is one of the regular events that is always held once a year. The BFI Finance Human Capital Department celebrates the holy month of Ramadan with an annual internal event called the Ramadan Potluck Dinner. This is a significant occasion for all staff members to come together and commemorate the start of the auspicious month. By hosting this potluck dinner, the business not only improves relationships among staff members but also promotes a sense of community that is consistent with Ramadan principles.

Additionally, this exercise can foster a warm and welcoming environment where staff members from different departments can interact and build relationships. Furthermore, as demonstrated by the March 6, 2024, potluck dinner, this event embodies the virtues of mutual aid and generosity, which are highly pertinent to the spirit of Ramadan. The Human Capital & Operations Director, Mr. Andrew Adiwijanto, often gives a speech to kick off the first event. Mr. Andrew introduces the staff, known as Great People, and offers motivation throughout his speech. He underlines how crucial it is to continue working with zeal and unity throughout the month of Ramadan. Following the speech, all staff members were reminded of the company's principles and the significance of fostering cordial working relationships during a period of collective contemplation.



Figure 3.9

Following the speaker, there was a shared prayer to continue the celebration. The purpose of this activity was to give Muslim workers a place to pray for blessings and peace

throughout the month of Ramadan. Joint prayer fosters a serious and significant environment and is a sign of unity and thankfulness. Support was also given by staff members of different religious backgrounds, demonstrating the inclusion and diversity that are important to BFI Finance's culture.



Figure 3.10

Everyone on [redacted] that marked the end of the event. This dinner hour is eagerly awaited since, in addition to savoring the meal, staff members can engage in informal conversation, exchange anecdotes, and deepen personal bonds. In addition to fostering camaraderie inside the workplace, such events give workers a break from the hectic schedule of office labor.



Figure 3.11

In the literature on organizational management and social psychology, the idea of a potluck dinner as a gathering that improves connections among team members has been extensively explored. A potluck meal is a type of informal activity that attempts to foster a more amicable work environment, according to Robbins and Judge (2017). By giving team members a chance to engage outside of the official work environment, these activities foster a stronger sense of camaraderie and emotional bonding. In a corporate setting, a potluck meal enables staff members to learn more about one another on a personal and professional level, enhancing teamwork. According to Robbins and Judge, this kind of unstructured exercise can enhance team communication (Robbins & Judge, 2017).

Potluck dinners are crucial for creating a positive and healthy workplace culture in addition to fostering stronger interpersonal ties. In addition to raising awareness of the significance of maintaining a healthy balance between work and personal life, this activity exemplifies the ideals of cooperation and respect among team members. Based on observations and interviews conducted on October 24, 2024, researchers found that potluck dinners also serve as a way to lessen work-related stress. Employees can more readily relieve tension brought on by work demands in a more laid-back and casual setting, which can also provide for a pleasant experience and give them a chance to temporarily forget about work pressure. This enhances the general well-being of the workforce.

"One of the influential activities, in my opinion, is the potluck dinner because with the potluck dinner at BFI, especially for internal employees, we don't have to work all the time; the event is enjoyable and from there we get to know the employees personally, so our relationship with fellow employees becomes closer."

(Results of an interview with informant Novia Yuliana B.S.S. as the People Development Team in the Employee Relations Unit BFI Finance on October 24, 2024)

Apart from its social and emotional advantages, potluck dinners have the potential to foster innovation. Employees are more inclined to think freely and exchange ideas when they feel comfortable in a less formal setting. Employee performance shows a positive correlation with potluck dinners in the office, along with their beneficial social effects. Employees are more likely to feel inspired and dedicated to their work when they take part in casual gatherings like potluck dinners and feel valued and connected to their coworkers. Employees may feel more

comfortable exchanging ideas and working together in a more laid-back and stress-free environment, which can improve the team's ability to achieve shared objectives.

1.3.7 Initiative to Improve Welfare via Programs for Employee Education and Health

Enhancing internal workers' physical and mental health, as well as their skills and knowledge in the workplace is the aim of BFI Finance's well-being enhancement program, which is carried out through the Employee Health and Employee Education programs. The wellness programs that have been implemented aim to improve the quality of life of employees by providing them with a variety of health services, including fitness classes, free routine health exams, and medical consultations. This also means providing strategies that support work-life balance, such as flexible scheduling and help with stress management.

Employee education programs, on the other hand, concentrate on enhancing performance at work and cultivating the abilities required for professional advancement. This covers instruction and training that promotes career advancement and improves workers' capacity for their jobs. In order to prepare them for upcoming work problems, employees will typically have the chance to participate in training on a range of job-related topics. In order to boost self-esteem and drive for work, the program also offers professional.

BFI Finance aims to establish a work environment that fosters high productivity in addition to demonstrating its dedication to employee welfare through this Employee Health and Employee Education Program. It is anticipated that the enhanced physical and mental health of employees will lead to better overall performance and job satisfaction. By giving workers the chance to further their careers and take care of their health, the organization fosters a more positive and productive work environment, which eventually helps the company reach its objectives.

BFI Finance's Employee Health and Employee Education programs, which aim to improve employee welfare, have a solid foundation in human resource management philosophy. Employee health programs emphasize the balance between physical, mental, and social well-being, which has an effect on raising productivity and job satisfaction, according to Armstrong's Handbook of Human Resource Management Practice (Armstrong, 2009). Furthermore, in accordance with research by Noe (2016) in his book "Employee Training and Development," the educational program seeks to support the development of employee skills

pertinent to dynamic changes in the workplace.

Through activities that involve encouraging a healthy lifestyle, BFI Finance's Employee Health program aims to improve the quality of life for its employees. A thorough health program can lower medical expenses, boost staff morale, and eventually enhance productivity. In this regard, BFI Finance assists staff members by giving them access to medical services that can support their continued emotional and physical well-being. Employee education, on the other hand, is centered on acquiring the information and abilities that enable workers to adjust to change and increase their ability to accomplish both individual and organizational objectives. The organization aims to establish a work environment that promotes productivity and general well-being by taking a comprehensive approach to employee health and education. In the following section, the researcher will present the results of the data analysis of the conducted observations and interviews. These findings address a number of topics pertinent to the study's goals, particularly those pertaining to how internal efforts and programs affect BFI Finance employees' performance. A clearer picture of how the company's efforts to enhance employee welfare and development can directly affect their productivity and quality of work will be provided by all of these findings.

According to the researcher's findings, BFI Finance's employee health and education initiatives are crucial in fostering a positive work atmosphere. The results of the study also demonstrate that these activities promote unity within the company and improve relationships between coworkers. All of this is a component of the company's strategic plan to foster a pleasant workplace culture and enhance employee welfare. The significance of giving workers the chance to advance their education and physical well-being will also be emphasized by this study. It is believed that these results will reveal pertinent tendencies that other businesses wishing to launch comparable initiatives can use as a guide.

1.3.7.1 *“Small changes make a big impact, prevent diabetes” (Program for Employee Health)*

As part of the Employee Health program at BFI Finance, the researcher discovered that the "Small Changes with Big Impacts, Prevent Diabetes" activity on Wednesday, March 6, 2024, was one of the employee health events for BFI internal staff. The purpose of this program is to raise staff understanding of the value of leading a healthy lifestyle in preventing conditions like diabetes. Additionally, this program aims to demonstrate how minor dietary and exercise

adjustments can have a big influence on long-term health. Employees are informed about easy strategies to lower their risk of diabetes through workshops and instructional sessions, such as cutting back on sugar, getting more exercise, and maintaining a healthy weight.



Figure 3.12

Participants in this activity also have the chance to routinely check their blood sugar levels using company-provided health checks. The significance of a balanced diet that consists of fruits, vegetables, and low-fat foods is also covered in these sessions. In order to maintain good blood sugar levels and avoid obesity, which is a risk factor for diabetes, employees are also encouraged to be more active. Examples of this include walking or enrolling in mild exercise courses.

“There was also a time when there was a Small Changes Have a Big Impact event, preventing diabetes just yesterday. We also held that so that employees could focus on their physical health; companies would rather pay for us to prevent than for companies to have to pay for their employees' medical expenses.”

(Results of an interview with informant Novia Yuliana B.S.S as the People Development Team in the Employee Relation Unit BFI Finance on October 24, 2024)

According to research titled "Moving Diabetes Prevention to the Workplace" on the Annals of Family Medicine website, Diabetes Prevention Programs (DPPs) have been effectively incorporated into the workplace, giving staff members the resources and assistance

they require to maintain their diabetes. Employers may create a healthy workforce by providing programs that promote lifestyle modifications like more exercise and better nutrition. This will not only enhance employee well-being but also lower absenteeism and boost productivity.

Employees are more likely to engage in and benefit from wellness interventions when they receive continuous encouragement and have access to resources like professional guidance, according to the study, which emphasizes the significance of organizational support and employee engagement in the success of these programs. This is especially pertinent to BFI Finance's Employee Wellness Program, where raising awareness and providing workable solutions to avoid health problems like diabetes can have a long-term effect on worker productivity and the company's overall well-being.



Figure 3.13

By giving employees the information and resources they need to take care of their health, BFI Finance hopes to enhance their quality of life in addition to lowering long-term health expenses. The organization wants to strengthen the workplace health culture, which can lead to better job satisfaction and employee performance, by encouraging staff members to adopt minor lifestyle adjustments.

This program shows how an educational component can be included in a company's employee health efforts. Apart from offering tangible advantages, the activities also enhance workers' comprehension of health, giving them the information and abilities to embrace a long-term, healthy way of living. This program serves as a practical illustration of how a comprehensive and inclusive strategy can enhance employee well-being.

1.3.7.2 Deals Career & Networking Expo (Employee Education Program)

Employee health and education initiatives at BFI Finance are aimed at enhancing employee welfare by promoting the mental and physical growth of staff members in order to promote peak productivity. The purpose of the Employee Health program is to encourage a healthy lifestyle among staff members through a variety of initiatives, including regular health examinations, dietary counseling, and physical fitness-promoting sports. By using this strategy, BFI Finance guarantees that the physical well-being of its employees is a top priority, which will boost the company's excitement and productivity.

In light of this, employee education plays a crucial role in this endeavor. BFI Finance offers a range of job-related training and educational programs that help employees enhance their technical and soft skills while also enhancing their proficiency and talents. Because better-educated and talented workers can contribute more to company objectives, this not only promotes individual career progress but also raises added value for BFI. Such initiatives foster a more favorable work atmosphere by empowering and valuing individuals. Employees are more engaged and driven to produce greater work when given the chance to grow personally. The Employee Education program can also reduce turnover rates because employees tend to be more loyal to companies that pay attention to their career development. Programs like this create a mutually beneficial relationship between the company and employees.

The Employee Education program is another way that BFI Finance demonstrates its dedication to fostering a productive and healthy work environment where staff members can advance both professionally and personally. One important element that contributes to a company's long-term success is employee well-being. Businesses can build stronger teams, boost productivity, and accomplish more strategic objectives by ensuring workers feel empowered and healthy.



Figure 3.14 (The Dealls Career & Networking Fair Vol. 5) event held on February 22, 2024

"Employee education is one of the HC programs that can improve the careers of its employees in my opinion, because employees do need lessons to stay smart and useful for the company, and so that we are not behind the times, right?"

(Results of an interview with informant Novia Yuliana B.S.S as the People Development Team in the Employee Relation Unit BFI Finance on October 24, 2024)

The Dealls Career & Networking Fair Vol. 5 event held on February 22, 2024, was a collaboration between Dealls and BFI Finance to provide participants with new insights into the world of careers. This event was held online via the Zoom platform and themed "How to Impress HR and Users during an Interview in less than 5 Minutes." This theme is very relevant in helping participants understand how to perform optimally during a job interview, especially in a short time, which is often a challenge.

MC Lydia Dameria from BFI Finance's Corporate & Employer Branding presented the first session's attendees with an overview of BFI Finance's business domains, location, atmosphere, and amenities. In addition to preparing them for the impending selection process, this provided participants with a vivid image of life at BFI Finance. Lydia also gave insight into the business culture that fosters employee development by revealing a number of

fascinating events that are frequently hosted at BFI Finance.



Figure 1.15 The speaker of the event

This event gives attendees the chance to learn more about the business and the career options it offers, in addition to providing information regarding employment interviews. BFI Finance aims to establish stronger connections with prospective talent candidates and give them helpful information to help them become ready for the workforce through events such as these. Participants also gain additional benefits from this event since they can observe directly how the business runs and encourages professional growth.

By including internal staff in this event, BFI Finance further demonstrates its dedication to education and professional advancement for potential hires. This generates an opportunity that benefits the organization and its employees, where potential workers can learn more in-depth information, and BFI Finance can draw in the top personnel eager to advance the business. The company's attempts to enhance employer branding and broaden professional networks also include events such as these.

1.3.8 Implementation of Internal Public Relations Strategies at PT BFI Finance Indonesia

The findings of this study reveal that PT BFI Finance Indonesia has implemented several internal public relations (PR) strategies designed to foster engagement, improve communication, and enhance employee performance. These strategies are developed and managed by the Human Capital (HC) division, which at BFI serves not only as the human resources administrator but also as the internal communication facilitator. This dual function

aligns with Cutlip, Center, and Broom's (2013) definition of internal public relations as a management function that establishes and maintains mutually beneficial relationships between an organization and its internal publics. In this case, the HC division acts as a communication bridge between management and employees, ensuring that both sides understand each other's goals, expectations, and challenges.

The implementation of internal PR strategies at BFI can be categorized into four major areas: employee development programs, digital learning through M-Beat, employee engagement activities, and internal communication channels. Each of these strategies contributes differently to strengthening motivation, collaboration, and overall employee performance.

a. Training and Development Programs

Training and development have become the core of BFI's internal PR initiatives. The company organizes various training sessions ranging from onboarding programs for new hires to refresher training for existing employees to improve both technical and interpersonal competencies. These training sessions are intended not only to enhance knowledge but also to build a sense of belonging and appreciation among employees. When employees feel that the company invests in their personal growth, they develop stronger motivation and loyalty, which directly affect their job performance.

This approach reflects Mangkunegara's (2015) theory, which emphasizes that performance is a function of an employee's ability and motivation. By providing continuous training, BFI increases employees' abilities while simultaneously motivating them to achieve better results. Moreover, the presence of refresher training helps ensure that employees stay updated with the latest company standards, operational procedures, and market trends strengthening both efficiency and service quality. Interviews with several participants revealed that these programs not only improved their work skills but also made them feel recognized and supported by the organization.

b. Digital Learning through M-Beat Application

In response to technological advancement and the need for accessible learning, BFI developed a digital learning platform known as M-Beat. This application serves as a

medium for e-learning, internal announcements, and updates related to corporate programs. Employees can access learning modules, take quizzes, and review materials anytime via their smartphones. The use of M-Beat demonstrates how BFI integrates innovation into its internal communication and education systems. It creates flexibility for employees to manage their learning schedules without interrupting daily tasks.

The implementation of M-Beat also aligns with Kahn's (1990) theory of employee engagement, which highlights the importance of psychological meaningfulness and availability. By enabling self-paced learning, M-Beat allows employees to engage in professional development that feels personally valuable and manageable. This fosters a sense of autonomy and responsibility for self-improvement, which in turn contributes to stronger engagement and performance. In addition, M-Beat supports BFI's internal PR goals by connecting employees across different branches, ensuring that everyone receives consistent communication and learning opportunities despite geographical boundaries.

c. Internal Communication Channels: Newsletters and WhatsApp Groups

Another vital component of BFI's internal PR strategy is its multi-channel internal communication system. The company employs newsletters, WhatsApp groups, and internal emails to ensure that messages from management reach employees effectively. Newsletters include company updates, success stories, and motivational messages, while WhatsApp groups facilitate daily coordination and feedback sharing. This combination of formal and informal communication tools creates a balance between information dissemination and interpersonal connection.

According to Cutlip et al. (2013), two-way communication is essential in public relations, as it promotes understanding, trust, and cooperation. BFI's use of digital communication channels reflects this principle, as it allows employees to both receive and provide feedback in real time. Effective communication not only keeps employees informed but also builds transparency and trust two key factors identified by Mangkunegara (2015) as determinants of job performance. The communication initiatives also help prevent misinformation and ensure alignment between employees' daily work and the company's broader objectives.

d. Employee Gatherings and Team-Building Activities

Beyond training and digital learning, BFI also organizes various employee gatherings, team-building events, and social activities. These initiatives are designed to strengthen interpersonal relationships, improve teamwork, and build a sense of community within the company. Examples include the annual employee gathering, division-based outings, and group celebrations such as the company anniversary. These programs create informal spaces where employees and management can interact more openly, fostering trust and mutual understanding.

Such activities reflect the concept proposed by Cutlip et al. (2013), which states that internal PR should focus on building cooperation and shared identity within the organization. Team-building and social events enhance emotional connections, which are essential for developing what Kahn (1990) refers to as psychological safety a condition where employees feel secure expressing themselves without fear of negative consequences. When employees experience this sense of safety and connection, they are more likely to engage fully in their work and contribute positively to team performance.

The findings suggest that employees who participate actively in these programs demonstrate greater motivation, loyalty, and productivity. However, the success of these initiatives also depends on consistent communication and inclusivity across all employee groups. When internal PR strategies are implemented effectively, they create a sense of belonging and purpose an essential foundation for sustained high performance and a positive organizational culture.

1.3.9 Obstacles in the Human Capital (HC) practice of tasks related to employee performance

The management of complex and varied human resources is frequently linked to difficulties in the practice of human capital (HC) activities. Finding and keeping the top talent is one of the biggest problems. In a world where there is fierce competition for skilled workers, BFI Finance needs to create efficient hiring practices and enhance staff retention with pertinent initiatives like continuous training and employee welfare programs.

Despite the well-structured internal PR programs, several obstacles emerged during implementation.

a) *Uneven Employee Participation*

The findings reveal that some employees only join internal activities because of incentives, not genuine interest. This weakens the motivational goal of internal PR. In Kahn's (1990) view, real engagement arises when employees find personal meaning in their work, not just extrinsic rewards.

b) *Generational Gap*

Younger employees are more responsive to digital communication, while senior employees prefer face-to-face interaction. This gap affects consistency in engagement levels. It reflects Cutlip et al. (2013)'s principle that communication must be tailored to audience characteristics for it to be effective.

c) *Workload and Time Constraints*

Many employees experience heavy workloads that prevent full participation in training or engagement events. This limits the potential impact of internal PR programs on performance.

d) *Limited Feedback Channels*

Employees express that their feedback is not always considered by management, causing communication gaps. According to Cutlip et al. (2013), effective internal PR requires reciprocal communication messages should flow both upward and downward within the organization.

"Actually, the most obvious challenge is because the BFI organization is very large and not only in the head office, while the employees are from all over Indonesia, there are BFI employees everywhere, while our task here is one, how to improve the welfare of our employees."

(Results of an interview with informant Melati Alia Putri B.Psy as the Organizational Development team on October 23, 2024)

Additionally, time-related difficulties should not be undervalued, particularly when attempting to coordinate all stakeholders. According to Becker and Huselid (2006), large businesses can boost operational performance and productivity through proper and efficient time management. This is crucial to ensure that failures in time coordination or scheduling conflicts between units do not interrupt any component of the process. BFI Finance can reduce these risks and guarantee that all activities involving a large number of people can proceed as planned with early planning.

According to the findings of the interview with Novia Septiana, who serves as the Employee Relations Unit's People Development Team, planning events with a large number of participants at BFI Finance generally presents difficulties that call for sound time management, task distribution, and inter-unit coordination plans. The business can guarantee that every program or event operates smoothly and without producing issues with time or resources by employing a methodical and planned strategy.

"The most difficult challenge is probably time, we almost gathered 80 people at one time, it was quite difficult to load each person's work. So sometimes we really have to prepare it well in advance. For example, two months in advance or pregnant a month before, it has to be prepared later. "

(Results of an interview with informant Novia Yuliana B.S.S as the People Development Team in the Employee Relation Unit BFI Finance on October 24, 2024)

All things considered, BFI Finance's difficulties in planning large-scale events necessitate a sound plan for time management, task distribution, and inter-unit coordination. The business can guarantee that every program or event works smoothly and without resulting in time or resource conflicts by employing a methodical and planned strategy.

From the researcher's observations, it can be inferred that managing a huge organization that is dispersed throughout Indonesia is one of the most difficult tasks. In order to develop efficient policies and programs to enhance employee welfare and performance, HC must strike a balance between the demands of workers in different branches and head offices with varying expectations. Overcoming this obstacle requires careful preparation, effective coordination, and program modifications based on the unique needs of each unit. Time and human resource management issues also have a significant impact. Planning a big event with lots of staff from different departments involves a lot of advance planning, which frequently gets in the way of reaching the intended outcomes. To ensure that activities may proceed without interfering with regular business, the HC team must have a flexible structure in place for planning, assigning tasks, and setting up schedules.

Overall, time, program execution, and coordination all have a significant impact on the difficulties in HC activity practices. As a result, in order to improve employee performance and well-being, businesses must constantly assess and modify their HC initiatives.

CHAPTER IV

DISCUSSION AND CONCLUSION

4. Discussion

Before the structured implementation of internal public relations strategies at PT BFI Finance Indonesia, several issues were evident. Employee participation in internal programs was limited, discipline in attendance was inconsistent, generational differences affected engagement, and communication gaps occasionally caused misunderstandings. These problems weakened motivation and created inconsistency in employee performance.

After the introduction of internal PR strategies, noticeable improvements occurred. Training programs and digital learning through the M-Beat application enhanced employee skills and knowledge, leading to higher quality performance. Employee gatherings and team-building activities built stronger interpersonal relationships, which increased cooperation and task-sharing, thereby supporting quantity of output. Internal communication channels such as WhatsApp groups and newsletters facilitated faster coordination and feedback, contributing to timeliness in completing assignments. Although obstacles remain, such as employees joining programs mainly for incentives and varying levels of participation across generations, the overall findings indicate that internal PR strategies have improved employee motivation, loyalty, and productivity. This confirms that internal PR plays a significant role in enhancing the quality, quantity, and timeliness of employee performance at PT BFI Finance Indonesia.

4.1 Conclusion

The results of this study demonstrate that PT BFI Finance Indonesia's internal public relations (PR) strategies are multifaceted and significantly influence employee performance. The study aimed to investigate the types of internal PR strategies employed, identify implementation challenges, and evaluate the relationship between these strategies and employee job satisfaction.

The findings reveal that PT BFI Finance Indonesia uses a variety of internal PR strategies, including team-building exercises, internal newsletters, staff training programs, and feedback mechanisms to gauge employee satisfaction. These programs are essential for improving employee engagement and productivity, building a positive work atmosphere, and encouraging good communication within the company. The research identified several

challenges that hinder the effective implementation of internal PR strategies. Key barriers include low employee participation and inconsistent communication across departments. These challenges underscore the need for continuous improvement in communication processes and PR strategies to better meet the changing needs of employees. The study discovered a strong positive correlation between employee job satisfaction and internal PR tactics. Effective internal communication and engagement programs not only boost employee morale but also enhance productivity and organizational loyalty. the critical role of internal PR in fostering a motivated and satisfied workforce.

In conclusion, this study shows that a well-organized internal public relations strategy significantly enhances employee performance at PT BFI Finance Indonesia. The business can enhance its internal environment and increase organizational success by addressing current issues and maximizing communication and engagement efforts.

4.2 Limitations of the Research

1. The limited scope of respondents, restricted to BFI Finance employees, may affect the generalizability of the research results. This study did not involve respondents from other companies or from different departments other than the HC and Corporate Communication Department, so the results found may only apply to BFI Finance's internal context and cannot be widely applied to other organizations with different characteristics.
2. The data collection process in this study was conducted only in a relatively short period of time, which may affect the depth and diversity of the data collected. The limited time also has the potential to limit the number of respondents who can be interviewed or involved in observation activities, which in turn may affect the representation of the population as a whole.
3. The methods in this study—interviews and observations—while providing in-depth insights into the phenomenon, also have inherent limitations. Under study, also have weaknesses. Interviews are subjective and depend on individual interpretations, while observations can be influenced by researcher bias in assessing employee behavior and interactions. This limitation can affect the objectivity of the research results.
4. The study faced resource limitations. The researcher was limited to the access provided by the company, as well as the resources to analyze large amounts of data. This limits the ability to conduct a more comprehensive and in-depth analysis of all factors that

may influence the relationship between human capital activities and employee performance at BFI Finance.

4.3 Recommendations

1. **Enhance Employee Participation.** The organization should explore strategies to make internal PR initiatives more engaging and relevant to employees to address the issue of low participation. Offering rewards for active involvement, gamifying training and team-building activities, or conducting surveys on a regular basis to learn about employee preferences are a few examples of how to do this.
2. **Improve communication consistency across departments.** PT BFI Finance Indonesia should standardize corporate communication procedures in order to address communication inconsistencies. Enhancing existing tools or implementing a centralized communication platform can ensure that all employees receive accurate and timely information. Better coordination and comprehension can also be promoted through cross-functional teams or regular interdepartmental meetings.
3. **Expand and innovate internal PR activities.** While current strategies are effective, exploring innovative approaches can further enhance employee engagement. For instance, implementing wellness programs, mentorship programs, or innovative campaigns like "Employee of the Month" can enhance the internal PR strategy and fortify ties between the company and its employees.
4. **Monitor and Evaluate PR Strategies Continuously.** Internal PR initiatives should include regular evaluations and feedback gathering. By analyzing employee feedback and performance metrics, the organization can identify areas for improvement and adjust strategies to better meet workforce needs. Data-driven insights will ensure the ongoing success and impact of internal PR campaigns.
5. **Provide training for internal communication teams.** The professional development of communication and human capital teams is crucial for the continuous and successful implementation of internal PR initiatives. Training sessions focusing on technology adoption, communication skills, and best practices for employee engagement can enhance their ability to execute impactful initiatives.

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ATTACHMENTS

3.2 List of Informants:

Full Name of informants	Position in the company/institution	Date of interviews	Location of interview (if offline)
Septian Lestari <i>Bachelor of Management (B.M)</i>	Staff Corporate Communication BFI Finance	22, oct 2024	PT BFI Finance Office Tower and zoom
Melati Alia Putri <i>Bachelor of Psychology</i> (B.Psy)	Human Capital (HC) Organizational Development team => Talent Acquisiton Unit <i>(focusing on Employee Branding)</i>	23, 0ct 2024	PT BFI Finance Office Tower and zoom
Novia Yuliana <i>Bachelor of Social Sciences (B.S.S)</i>	Human Capital Specialist People Development Employee Relation Unit	24, oct 2024	PT BFI Finance Office Tower

Table 2. List of Informants

3.3 Questions apply for all informants:

Corporate Communication Staff

1. What are your main responsibilities as a Public Relations (Corp Comm) Officer?

- Answer: In general, the PR Officer is responsible for delivering important and up-to-date information to employees and organizing activities aimed at increasing employee engagement. especially in relation to internal Public Relations?

2. What do you think is the difference between internal public relations and external public relations?

- Answer: Internal Public Relations (PR) acts as the main foundation of the company. Its main focus is to build and maintain solid relationships with internal parties, such as employees, shareholders, and the board of directors. here our Public Relations is called Corporate comm, then for internal relations, this function is usually carried out by the Human

Capital (HC) department and we usually call it Human Capital (HC), which is divided into three main units: Employee Relations part of (People development), Culture part of (People development), and Employee Branding part of (Talent Acquisition), all of which focus on internal company relations. Meanwhile, external PR, or commonly called Corporate Communication, is more aimed at building a positive image of the company in the eyes of the public, with main targets such as mass media, customers, business partners, communities, governments, and investors.

3. What are the main responsibilities of the Corporate Communication team in supporting internal communications at BFI?

- Answer: although our focus is on external communication, we work closely with the internal Human Capital (HC) and Employer Branding teams to support internal communication channels such as email, intranet, and internal social media. This ensures that key information delivered to employees is aligned with the company's external messaging.

4. How does Corporate Communication support Human Capital in delivering important information to all employees?

- Answer: When there is a campaign that involves communication to external parties, we work closely with HC and Employer Branding so that the messages conveyed are aligned and can be applied in internal communication. This is important so that all employees feel informed about ongoing initiatives and future company goals.

5. How was BFI's internal communication strategy developed? Who plays a role in designing it?

- Answer: BFI's internal communication strategy is developed through cross-team collaboration within the Human Capital (HC) division, specifically the Employer Branding and People Development teams, with support from the Corporate Communication team. The goal is to create a transparent, effective, and employee engagement-oriented communication flow.

6. How does Corporate Communication customize messages to be relevant to different departments or divisions?

- Answer: The Corporate Communication team collaborates with Human Capital (HC) to understand the specific communication needs of each division. This is done by identifying each division's focus and priorities, such as employee development for People Development or recruitment for Talent Acquisition. We also customize the language and tone of the message according to the characteristics of each division. For example, communications aimed at the IT team may be more technical, while messages for the Marketing team may be more creative and oriented towards branding ideas. This is so that the message feels relevant and easily understood by different audiences.

7. What are the main media used by Corporate Communication to communicate internally?

- Answer: We use email as a formal channel to send important announcements, new

policies, and official company information that all employees should reach.

8. Is there a specific method used to measure the effectiveness of internal communication?

- Answer: After a major campaign or communication, the Corporate Communication and Human Capital teams conduct an evaluation meeting to assess the success of the communication strategy based on survey data, engagement, and employee feedback. This helps in adjusting future communication approaches.

9. How do you ensure that communication reaches all employees, including those working remotely or in operational roles?

- Answer: We regularly hold virtual team meetings to discuss project progress, provide feedback, and strengthen relationships between teams. We also utilize internal social media platforms for informal discussions, idea sharing, and community building. In addition, formal communication is usually done via email to convey important information, while WhatsApp groups are used by high managerial levels as a forum to share updates quickly and efficiently.

HUMAN CAPITAL SPECIALIST (HC) Organizational Development =>Talent Acquisition

Employee Branding

1. What are your main responsibilities as a Human Capital Specialist at PT BFI Finance?

- Answer: "I work as part of employer branding, the team that handles organizational development. From this team, there are divisions/units that are responsible, namely talent acquisition which acts as a recruiter and employee branding, for recruiters to maintain the standards and qualifications needed, then of course must maintain the quality of the

candidates sought and also maintain user satisfaction, then for employee branding the goal is to build a company image to attract prospective employees who want to join to be part of BFI Finance and also. We are also responsible for promoting the company's activities and work culture."

2. Can you explain further how each region functions in Human Capital and the role of each sub-team both in Organizational Development and in People Development?

- Answer: In Human Capital (HC) there are 2 regions, namely organizational development and people development, then in each region there are other teams, such as in organizational development there is a talent acquisition team which is divided into 2 units, namely the employee branding unit and recruiters, then for people development it is divided into 4 teams, namely the learning and assessment team, training / refreshment, culture and employee relations, in each team there are units responsible, such as mentoring events and promotion of event activities.

3. What activities are there within PT BFI Finance's internal employees? Especially in the Organizational Development team

- Answer: "We also regularly hold a gathering session called morning session, usually once a month. In this session, the responsibility as PIC takes turns, from the Talent Acquisition team, which determines the theme of the event. This activity includes updates on BFI's core values, as well as activities such as games or eating together to strengthen togetherness. In addition, we organize *learning refreshment* sessions that focus on understanding BFI's SOPs or SKs, as well as important learning for business needs. This program includes training updates and gathering opportunities, which support employee togetherness and learning."

4. How does the Human Capital region organizational development team work with the Human Capital region People development team to align employee performance goals?

- Answer: Regarding internal employee communication, there is a function or position in people development called the Employee Relations unit. Their job is to build engagement and communicate information related to company developments and updates to employees and work closely with the talent acquisition team.

5. How do you design and implement internal communication strategies at PT BFI Finance?

- Answer: We always consider employees' interests first. For example, in previous events, we saw high interest in sports such as badminton and ping pong. With this approach, we don't just create events according to our views, but based on the interests and needs of the employee community. From this mapping, we designed the event together with the employee relations team. Because the scale was large, this activity involved cross-unit collaboration in Human Capital (HC) with the formation of a special committee. In addition to the competition, we also added a festive closing activity with various performances, where we gathered all employees at the Head Office, which is at BFI Tower.

6. Can you give an example of an initiative where Human Capital region organizational development collaborated with people development to improve employee performance?

- Answer: "Initiatives that can be held are the development of more interesting internal learning and development programs, such as training and workshops, or varied socialization. These programs should be relevant to current conditions and support BFI's core values and vision and mission. That way, these activities not only enrich employees' knowledge but also support the company's long-term goals."

7. How do you ensure that the company's values and culture are effectively communicated to employees through within the Human Capital department?

- Answer: "Through learning and training programs, information delivered through internal portals and emails, as well as the existing work culture, BFI as a long- established corporate company continues to adapt to the times. This creates a more dynamic and less rigid work environment, which still supports the creation of a supportive work atmosphere for employees."

8. How do the activities of the HC department affect the level of collaboration or teamwork in the company? Examples of teams collaborating with external HC teams?

- Answer: “For example, the Talent Acquisition team collaborates with the IT and marketing departments to attract candidates by creating projects that showcase the impressions and experiences of IT employees who have joined BFI. Through social media, we showcase the positive and fun work environment at BFI, so that external audiences can see the attractive side of working here, especially for positions that may be considered challenging such as IT. This strategy aims to attract more candidates to apply.”

9. Do you think HC activities can help create a more positive work environment? Why or why not?

- Answer: “As an Employee Branding team in HC, I believe that HC activities have an important role in creating a more positive work environment. HC activities such as training, employee events, and engagement programs greatly contribute to employee morale and satisfaction. Through training programs, for example, employees feel supported in developing their skills, which directly increases motivation and confidence. In addition, events organized by HC also play an important role in building relationships between employees and strengthening the company culture. When employees feel involved and valued, they are more likely to feel a sense of community, which in turn creates a more positive working atmosphere.”

10. What is the role of internal public relations in shaping employee experience from orientation to career development at PT BFI Finance?

- Answer: “In this company, especially for employee development, the Human Capital division has a People Development section, which includes a Learning team. This team is tasked with providing various types of training, tailored to the function, department, and level of the employee. The training is designed to provide opportunities for employees to grow, and after successfully completing the training, they have the opportunity to level up or move to positions that require higher qualifications.”

11. How do you measure the effectiveness of internal communication in relation to employee performance outcomes?

- Answer: “To assess work effectiveness, here we have KPIs as assessment standards that are applied in each section. In addition, we also conduct assessments (within the people development unit) to understand more about employees' comfort in working at BFI Finance. This assessment also includes analyzing employees' interests, to see if they have other interests outside of their current main job. With this approach, we can identify employees' needs and aspirations, which supports their overall development.”

12. How do you collect and incorporate feedback from employees on internal communication and overall satisfaction?

- Answer: "So far, we usually conduct surveys and provide a special portal that allows employees to vote and submit suggestions and criticisms that are usually assigned by the assessment team in people development. This way, we can gather useful feedback from all employees in a transparent and interactive manner."

13. How does HC affect your morale or productivity personally?

- Answer: "The activities make us feel more involved and play an active role, as if we are part of this division, thus motivating us to make maximum contributions."

14. Why do you think collaboration between Human Capital organizational development and people development teams is very important to improve employee performance at PT BFI Finance?

- Answer: "Of course, we collaborate and work together with the employee relations team in people development and training, especially in organizing events. Especially in the Talent Acquisition unit, which also manages employer branding, we support activities related to event publication on social media. Thus, we can help each other in promoting the company's activities effectively."

15. How do you see the role of Human Capital evolving in its collaboration with other teams to improve employee performance in the future?

- Answer: "Of course, there are great expectations because the role of Human Capital is very important in a company, especially in today's era that continues to evolve with technology and digital transformation. The demand for skills will continue to increase and vary, so Human Capital has a crucial role in empowering and developing human resources. With this role, Human Capital can ensure that employees have relevant skills and can adapt to change."

HUMAN CAPITAL SPECIALIST (HC) People Development

Employee Relation

1. What are your main responsibilities as a Human Capital Specialist at PT BFI Finance?

- Answer: "I am assigned as part of the people development team of the employee relations unit, which develops and improves the skills and welfare of employees in the internal communication section of BFI Finance's employees. From the people development team, there are divisions/units that are responsible for culture and then the training (refreshment) team, there is also my own employee relations team, responsible for ensuring internal communication runs smoothly and finally the learning and assessment team."

2. What motivated you to pursue a career in Human Capital, and how does this relate to your interest in internal Public Relations?

- Answer: "In my department, the main motivation is to make sure that the activities are in line with my function, which is to promote the activities and make sure that the internal communication is clear for the employees. We try to make sure that every activity is well-run and known by the employees, because without proper promotion, not many might participate. Therefore, we often collaborate with various teams to keep the activities running smoothly and get the expected participation."

3. How do you see the role of internal communication or activities in improving employee performance within the organization?

- Answer: "In my opinion, the people development team at BFI acts as one of the main gateways, especially in meeting human resource needs. This division ensures that recruited employees meet the expected qualifications and are in line with BFI's vision, mission, and work culture."

4. What specific internal activity initiatives have you participated in or observed that aim to improve employee engagement?

- Answer: "For learning refreshment activities, we use an internal portal where employees are asked to watch a learning video first and then take a quiz. This is designed so that employees can repeat and recall the rules at BFI. In addition, it is also common to conduct email blasts containing important information and basic learning relevant to employees. The information sent not only includes learning, but also more leisurely activities, such as announcements of religious events for Catholic employees, such as the month of Mary, which is followed by a walk of the cross to the Grotto of Mary. In addition, to support healthy lifestyles, we also organize 'healthy classes' with exercise schedules, as well as bring in the necessary facilities. All of this is included in the internal communication through email blasts."

5. What internal culture or activities characterize it?

- Answer: BFI has core values (GREAT) that serve as guidelines for the company's

culture. GREAT is the first value “Grow and Improve Continuously,” which encourages employees to continue learning and developing, especially in a dynamic environment. The second value, “Respect and Care,” emphasizes the importance of respecting each other and helping colleagues in need. The value of “Excellent Service” emphasizes the importance of providing the best service, both to fellow employees and customers, without neglecting our responsibilities. In addition, “Absolute Integrity” requires employees to be honest and maintain the confidentiality of company data and not to misuse information for personal gain. Finally, “Trust and Team Spirit” encourages collaboration and mutual trust between team members.

6. What is the role of internal human capital in aligning employees with the company's vision and goals?

- Answer: “The company's goal is to have employees who work optimally and productively. However, without programs such as refreshments or other supporting activities, employees can experience boredom. This is the role of me and the Human Capital team, to ensure that their motivation is maintained. The way we do this may not be as direct as encouraging employees one by one, but rather through specially designed programs and content, such as experience sharing or employee-to-employee sharing sessions. This approach aims to create an environment that supports productivity, which in turn also has a positive impact on the company.”

7. How do you handle communication breakdowns between management and employees, and what role does Public Relations play in resolving these issues?

- Answer: “Usually, we need to convey information widely to all employees. Sometimes, even though the information has been disseminated nationwide, there are some areas that require a more detailed explanation to ensure the same understanding. In this case, time management becomes very important. We have to consider time zone differences, such as in the eastern region, so that colleagues there do not have to leave late just to fit in with our meeting schedule. Therefore, time adjustments and mutual agreements are necessary to ensure all parties can participate without sacrificing convenience.”

8. How does the Human Capital team collaborate with other teams from different departments or units across employees to align communication strategies?

- Objective: “To convey certain information to all employees, we usually use email through Outlook. Through email, we can share information related to activities or events that will be held. However, we also realize that not everyone reads emails, so we utilize social media as an alternative to disseminate shareable information. On Instagram, we have an account called 'Live at BFI,' which I manage as part of our employer branding efforts. Through this platform, we use social media as a means of communication between the Human Capital (HC) division, especially the employee relations unit, and employees, so that information can be more easily accessed and seen by everyone.”

9. What challenges have you observed in implementing the internal activities strategy, and how can they be overcome?

- Answer: "Maybe for the gathering theme, it is important for us to make sure that the event is not just a get-together without a clear purpose. Every gathering should have a specific purpose and information to convey. We try to combine professional and fun elements in the event. For example, we can include learning sessions on refreshments related to BFI's core values, so that employees not only get a social experience, but also valuable information. This way, we can maintain a balance between a serious atmosphere and relaxed moments, creating a fun yet productive experience."

10. In your experience, how does internal employee communication affect employee engagement and motivation?

- Answer: "Based on my experience, the employee relations team is very helpful in motivating and improving employee performance. This is achieved by providing various forms of refreshment activities, because of course employees need activities outside the daily work routine. For example, through events such as Independence Day celebrations or other simple activities, such as the promotion of cultural activities, for example wearing batik together. With effective communication in the form of these activities, employee relations provide additional motivation for employees in supporting their daily work."

11. How do you think feedback from employees is gathered regarding internal communications, and how is it used to improve these initiatives?

- Answer: "After major events, we usually provide feedback forms for employees. For example, after the August 17 celebration, we shared a link to a feedback form where employees could provide their comments and feedback on the event. This helps us understand how the event was received and find out what can be improved in the future."

12. What skills do you think are very important for someone in Human Capital to effectively improve internal Public Relations?

- Answer: "The most important skill is communication, considering that the main task of this team is to interact and manage various types of employees with diverse backgrounds. The ability to understand different communication styles is very important so that messages can be conveyed effectively. In addition, management skills are also very necessary, especially for teams in the head office. These skills include not only time management, but also management of activities and events. Given the large number of employees, the team must be able to plan and manage events that are relevant and in accordance with employee needs, so that each activity can run smoothly and achieve the desired goals."

13. In your opinion, do you feel that there is an increase in employee motivation and performance after participating in the activities held at the internal HC? If yes, in what aspects?

- Answer: "In my opinion, these activities are very helpful in increasing engagement. I feel more involved and get to know more coworkers, from the communication aspect which makes communication between employees more open. Given the large number of BFI employees, these activities help us get to know each other, even within one HC division itself."

14. What are the challenges in coordinating between Human Capital People Development team and Internal employees to ensure consistent communication across the company?

- Answer: "The biggest challenge we face is the size of BFI's organization, with employees spread across Indonesia, not just at the head office. Our job is to ensure employee welfare with different expectations according to their position and location. Given the vast scale of the company, we cannot just focus on the head office; we also need to develop and implement relevant welfare programs and activities across all branches. This requires a consistent yet flexible approach to be adaptable across locations."

15. How do you envision the role of internal Public Relations evolving in the future, especially in relation to employee performance?

- Answer: "In the future, the role of technology will be increasingly significant in supporting communication and program management aimed at improving employee performance. Technology allows us, who are in the head office, to hold activities that can be easily accessed by colleagues outside the regions, such as in Sumatra or Kalimantan. With the development of technology, we can run programs more effectively and convey information consistently, so that all employees can understand the company's vision and goals with an aligned perspective, regardless of their location."

16. What initiatives do you think the HC team can take in the future to strengthen the relationship between HC and employees? What are they?

- Answer: The hope for the future is that every month there will be a program or activity that can bring employees together, although it does not have to be a big event. This kind of activity can increase employee engagement because direct interaction is very important. However, we also need to consider the company's circumstances; for example, when the main focus is on business, activities may not always run. However, it is hoped that we can still run this activity even though there is currently no regular schedule every month, and its implementation depends on the opportunities that exist.

3.4 Research permission letter



FAKULTAS
PSIKOLOGI &
ILMU SOSIAL BUDAYA

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Tanggal : 14 Oktober 2024
Nomor : 2495/DEK/70/DAA/X/2024
Hal : Permohonan Izin Pengambilan Data Skripsi

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Assalamualaikum Wr. Wb

Dalam rangka mempersiapkan mahasiswa untuk menempuh ujian, bagi setiap mahasiswa diwajibkan membuat skripsi/tugas akhir.

Sehubungan dengan hal tersebut diperlukan data, baik dari Instansi Pemerintah maupun Swasta. Selanjutnya kami mohon izin penelitian/pengambilan data mahasiswa Fakultas Psikologi dan Ilmu Sosial Budaya Universitas Islam Indonesia tersebut dibawah ini:

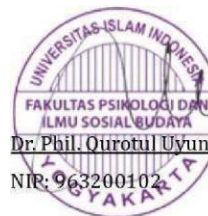
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Pembimbing : Dr. rer. Soc. Masduki, S.Ag., M.Si.
Judul Skripsi

ANALYSIS OF INTERNAL PUBLIC RELATIONS ACTIVITIES TO IMPROVE EMPLOYEE PERFORMANCE STUDY CASE: PT. BFI FINANCE INDONESIA

Dernikian permohonan karni, atas perhatian dan bantuan Bapak/Ibu/Saudara/i karni ucapkan terimakasih.

Wassalamualaikum Wr. Wb

Dekan Fakultas Psikologi dan Ilmu Sosial Budaya
Universitas Islam Indonesia



[Signature]
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