

The Company Practice Strategy In Developing Work Relationships With Employees At PT. Bakrie North Sumatra Plantations Asahan District

Nurul Putri Tantina¹, Muhammad Alfikri²

^{1,2}Department of Social Science, Universitas Islam Negeri Sumatera Utara, Medan

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ABSTRACT

The purpose of this research is to determine the effectiveness of the company's public relations strategy in fostering working relationships with employees at PT. Bakrie Sumatera Utara Plantations in Asahan Regency. In this study, the author employs Thomas L. Harris's theory of communication strategy from his book Crisis Public Relations, which proposes that public relations strategies include publications, events, news and information or image, lobbying and negotiations, and social responsibility. The descriptive qualitative research method was used. The findings revealed that PT. Bakrie Sumatera Utara Plantations' Public Relations had implemented communication strategies such as communicating and accommodating all employee complaints and appealing to all employees to help each other, holding entertainment, awards, and social events, and collaborating with both electronic and print media as media. a location for developing positive relationships with both internal and external parties

ABSTRAK

Penelitian ini bertujuan untuk mengetahui bagaimana strategi humas perusahaan dalam membina hubungan kerja dengan karyawan di PT. Bakrie Sumatera Utara Plantations Kabupaten Asahan. Pada penelitian ini penulis menggunakan teori komunikasi Thomas L. Harris, dalam bukunya Crisis Public Relations yang mengemukakan Strategi public relations adalah publishing, event, news dan inform or image, lobbying and negosiasi, sosial responsibility. Metode penelitian yang digunakan adalah deskriptif kualitatif. Hasil penelitian menunjukkan bahwa humas PT. Bakrie Sumatera Utara Plantations melakukan strategi komunikasi, seperti berkomunikasi dan menampung seluruh keluhan kepada seluruh karyawan untuk saling membantu, mengadakan acara hiburan, penghargaan dan sosial, berbagi dengan media baik elektronik maupun cetak sebagai media yang tempat untuk menjalin hubungan baik dengan pihak internal maupun eksternal.

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Corresponding Author:

Nurul Putri Tantina,
Department of Social Science
Universitas Islam Negeri Sumatera Utara, Medan,
Jalan William Iskandar Pasar V, Kota Medan, Sumatera Utara, Indonesia
Email: tnurulputri@gmail.com

I. INTRODUCTION

Employees are the most important asset in a company that must be properly maintained and managed; they are also one of the company's greatest strengths. Companies usually hold various activities to reduce fatigue at work in order to maintain good relations with their employees (Rahman, 2020).

PT. Bakrie Sumatera Utara Plantations, a private company engaged in oil palm and rubber plantations, is one of the many companies. PT Bakrie Sumatera Utara Plantations, as a plantation

company, not only meets market demand, but also strives to foster good working relationships with its employees.

Along with the passage of time, the existence of public relations cannot be separated from the existence and success of a government or private agency. Public relations is a type of communication that can be used by both commercial and non-profit organizations. Until now, public relations has been used in a variety of agencies or businesses (Hamsah, 2018). In addition to developing a strategy, the presence of public relations is critical to a company's success in implementing a new program. Because one of the tasks of public relations is to create a two-way combination of information and communication dissemination to both internal and external companies. Public Relations at PT. Bakrie Sumatera Utara Plantations is critical to developing positive working relationships with all employees.

Strategy is not merely a road map that shows how the tactics are implemented. According to Ahmad S. Adnan, public relations strategy is the initial guide of planning and management that will and has been planned through organizational or agency policies to achieve a goal. As a result, a public relations strategy is required to achieve the company's objectives. Incorporating the public relations strategy into the process of cultivating working relationships with all employees (Ilaf, 2022).

As a result, PT. Bakrie Sumatera Utara Plantations' Public Relations, which has duties and functions as the company's Public Relations in establishing good communication for the internal and external public, must also be able to maintain employee morale and loyalty. Creating a good relationship with communication is absolutely necessary in a company, especially corporate communication with employees, so that the message to be conveyed is right on target and there is no miss communication, the creation of a good working atmosphere to create loyal and competent employees, and the creation of a good company reputation.

Based on the explanation above, the formulation of the problem in this study is as follows: a.) How effective is PT. Bakrie Sumatera Utara Plantations' public relations strategy in fostering working relationships with employees? and b.) What are the challenges that PT. Bakrie Sumatera Utara Plantations' public relations department faces in fostering working relationships with employees?

Communication Strategy, Strategy is a guide for communication planning and management. This strategy must be able to demonstrate how its operations should be carried out practically, in the sense that the approach can change at any time depending on the situation and conditions (Lestari, 2020).

In general, public relations has three strategic components: First, consider the Strategy Implementation Elements. Members or employees of an institution or organization appointed in their capacity as members are the implementation elements in this case. Second, there is Strategy Programming. The preparation of a planning program in an institution is very important, so that a systematic compiler will produce significant results. Third, the overall strategy goal is to avoid or anticipate all types of failure that may occur by taking these possibilities into account; this necessitates all professional management (Oktarina, 2019).

It is necessary to go through several stages in the process when carrying out the strategy; in general, the strategy goes through three stages, namely: First, develop a strategy. The first step is to develop a strategy that will be implemented, which includes developing objectives, considering internal opportunities and threats, implementing objectivity, developing alternative strategies, and selecting strategies to be implemented. Second, there is strategy implementation. Following the formulation and selection of a predetermined strategy, the next step is to put the strategy into action. In the implementation phase, the chosen strategy requires commitment and cooperation in order to be implemented; otherwise, the process of strategy formulation and analysis will be a distant dream. Strategy implementation is based on the allocation and organization of resources through the placement of organizational structures and leadership mechanisms that are aligned

with the corporate culture of the organization. Third, evaluate your strategy. The strategy's final stage is strategy implementation evaluation. Strategy evaluation is required because the success of an organization can be measured by the strategies that will be re-implemented, and evaluation is required to ensure that the stated goals have been met (Niswaty, 2018).

Public relations is a specific field or function that is required by all organizations, whether commercial (company) or non-commercial (organization). Public relations is required by foundations, universities, military service, government institutions, and even Islamic boarding schools and communities. According to Frank Jefkins, "Public Relations is something that describes the overall communication, both internal and external, between an organization and all its audiences, in order to achieve specific goals based on mutual understanding" (Anengsih, 2007).

According to Harlow, public relations is a distinct management function that supports the development and maintenance of common lines between the organization and its publics, entails communication, understanding, acceptance, and cooperation activities, involves management in dealing with problems/problems, assists management in responding to public opinion, and supports management in effectively following and utilizing change, acting as an early warning system in anticipation of overcoming trends in the use of research and healthy and ethical communication techniques as the primary means of communication (Anengsih, 2007).

The function of public relations, according to Cutlip & Center and Canfield International Public Relations experts, can be stated as follows. 1) Assisting management's main activities in achieving common goals (functions related to the institution's/management) organization's 2) Promoting a harmonious relationship between the agency/organization and its target audience. 3) List everything related to the public's perception and reaction to the agency/organization it represents, or vice versa. 4) Serve the public's wishes and advise management leadership for the sake of common goals and benefits. 5) Establishing reciprocal two-way communication and controlling the flow of information, publications, and messages from the agency/organization to the public or vice versa in order to maintain a positive image for both parties (Herlambang, 2019).

The role of PT. Bakrie Sumatera Utara Plantations Public Relations as a communication facilitator who acts as a communicator to assist management in disseminating messages to employees, so that communication can create mutual understanding of trust, respect, support, and good tolerance from both parties. Public relations has main duties in carrying out its duties, and the main tasks of daily public relations are: a.) Organizing and being accountable for the delivery of information to the public, either orally, in writing, or through pictures (visuals), so that the public has a correct understanding of the organization or company. b.) Monitor, record, and evaluate community responses and public opinion. c.) Enhancing the company's image d.) Social responsibility (social responsibility) public relations is a tool that is accountable to all groups that are entitled to this accountability, particularly internal public groups, external publics, and the press. d.) Communication and public relations practice to influence the public, one of which is the extent to which they are aware of and are aware of the activities of the represented institution or organization. In theory, public relations functions as communicators, mediators, and organizers when carrying out operational tasks (Hamsah, 2018).

Firsan Nova quotes Thomas L. Harris's theory in his book *Crisis Public Relations*, which suggests the following public relations strategy: Publications are a form of public relations in which information, ideas, or concepts are disseminated to the public. The function and task of public relations is to organize publications or disseminate information about the activities or activities of companies or organizations that deserve to be known to the public through various media. An event is any type of activity carried out by public relations in the process of disseminating information to the public, such as public relations campaigns, exhibitions, product launches, CSR (corporate social responsibility), charity, and others. Public relations is in charge of creating an event or program that will introduce the company's products and services, bring the company closer to the public, and influence public opinion. News (Generating News) is information that is communicated

to the public, either directly or indirectly. The information presented is intended to be accepted by the audience and to elicit a positive response image. Public relations (PR) Attempts to generate news through the use of press releases, news letters, bulletins, and other methods. As a result, a public relations officer must be able to write in order to generate publicity. Community involvement (community concern) One of a public relations person's daily tasks is to maintain good relations (community relations / human relations) with the organization or institution it represents by making social contact with certain community groups. Inform or image (company image) Is the audience's perspective on all business activities carried out in a company. The formed image can be either positive or negative. It is dependent on the efforts made by a company to create and maintain a positive image for the sake of the company's sustainability. Lobbying and negotiation (lobbying and negotiation techniques) A public relations plan that is both long-term and short-term in order to prepare the necessary budget. With careful planning, the activities that have been planned will run smoothly and will reduce failure. A public relations officer must have the ability to lobby through a personal approach as well as the ability to negotiate. Lobbying is used to reach an agreement or gain support from individuals and institutions so that mutual benefits can be realized. Social Accountability (social responsibility) Corporate social responsibility (CSR) is a new concept in the world of business or corporations. This discourse is used by the company to take on a role in carrying out its activities in order to benefit the surrounding community (Rahman, 2020).

II. RESEARCH METHOD

This study employs descriptive qualitative methods. Qualitative research is a type of research that yields results that cannot be obtained through statistical or other quantification methods. a research method in which data is collected in the form of words, pictures, and not numbers Interviews, field notes, photos, video tapes, personal documentation, notes or memos, and other documentation can all be used to obtain this information. Patilima (2007)

PT. Bakrie Sumatera Utara Plantations, Jalan Ir. Juanda, East Kisaran Village, East Kisaran City District, Asahan Regency, North Sumatra 21222, Tel. +62-623 414 34 Fax. +62-623 410 66, conducted this research. The data sources in this study were of two types: primary data and secondary data. For primary data, researchers obtained data directly through observations and interviews with the PR of PT. Bakrie Sumatera Utara Plantations, while for secondary data, researchers obtained data from journals, books, and articles related to this research. Dodi Yoanda Lubis, Public Relations of PT. Bakrie North Sumatra Plantations, served as an informant in this study.

This study's data collection techniques are divided into three categories: observation, interviews, and documentation. Observation is a data collection technique that uses observation to understand, seek answers, and gather evidence of phenomena, events, events, or realities studied in the form of specific behaviors, circumstances, objects, or symbols. Space (place), behavior, object activities, actions or events, time, and feelings are some of the observations made at PT. Bakrie North Sumatra Plantations. Interview The process of gathering information for research purposes through question and answer between the interviewer and the informant is known as an interview. Interviews are used as a data collection technique if you want to conduct a preliminary study to identify problems that need to be investigated, but also if you want to learn more about the respondents' issues in depth. Researchers conducted direct interviews with PT. Bakrie North Sumatra Plantations' public relations department. Documentation is accomplished by gathering secondary data sources related to current research problems. This documentation contains PT. Bakrie Sumatera Utara Plantations' historical data in the form of photos, a website, and an Instagram account.

The researcher will use the Narrative Analysis technique in this study, namely writing in the form of a series of events from time to time that are described from the beginning, middle, and end. Furthermore, the researcher will employ the Narrative Analysis approach in the form of reading and

writing, with the goal of organizing and presenting research data in the form of descriptive or stories, and reading to interpret the meaning of the data in the form of narratives.

III. RESULT AND DISCUSSION

PT. Bakrie Sumatra Plantations Tbk is one of Indonesia's oldest plantation companies. Bakrie and Brothers purchased the company in 1986 and renamed it PT Bakrie Sumatra Plantations. The shares of the company will then be traded on the Jakarta Stock Exchange (JSX) and the Surabaya Stock Exchange (BES). Since its inception as a rubber plantation company in 1990, PT. Bakrie Sumatra Plantations Tbk has grown to become one of Indonesia's leading producers of natural rubber and CPO. The company managed approximately 100,000 hectares of oil palm and rubber plantations as of December 7. The majority of his plantations are now on the Indonesian island of Sumatra. In early 2007, the company began expanding into Central Kalimantan, where it is currently developing green field plantations.

History In 1911, PT Bakrie Sumatra Plantations Tbk (BSP) began construction on NV Hollandsch Americananase Plantage Maatschapij, a rubber plantation. In 1986, PT Bakrie & Brothers purchased the shares and renamed the company Uniroyal Sumatra Plantations. Because of the public listing of shares, the company's name was changed to PT Bakrie Sumatra Plantations Tbk. Bakrie Sumatra Plantations established the Greenfield project in 1990 to investigate the palm oil business. BSP managed a total of 90,643 hectares of oil palm, including ARBV, and 18,827 hectares of rubber by the end of 2008. To become the number one and most respected integrated company in Indonesia, BSP has production that includes a palm oil processing plant with a total capacity of 390 tons of FFB/hour (including ARBV) and a rubber processing plant with a total capacity of 81,340 tons/year. The mission of the company is to nurture and sustain Indonesia's wealth by extracting maximum value from environmentally friendly operations and leveraging expertise in global operations and multi-planting.

The company has been in business since it was founded in Kisaran, and its headquarters are on Jl. H. Juanda, Kisaran 21202, Asahan Regency, North Sumatra, with a total of 7,633 employees, while its plantations and factories are also in Kisaran, Asahan Regency, North Sumatra. Mountains are fertile natural areas that allow for the production of a variety of high-quality agricultural and plantation commodities. Rubber, cocoa, and oil palm are the most well-known plantations. Kisaran is a major producer of rubber and palm oil in Indonesia. PT. Sumatran Bakry Plantation, Tbk. is one of 40 large state-owned and private plantation companies working on Asahan Regency's land.

Kisaran is a private plantation company owned by Kisaran. Because many people work in Kisaran, the general public is familiar with this company. The majority of Kisaran's land is occupied by PT. Bakries Matera Plantation, Tbk. We outsource the processing of palm oil to a third party because we do not have our own mill. Plantation crops of all kinds PT. Bakries Matera Plantation, Tbk. Its scope extends across several departments. Cerbangan Gardens, Seibare Gardens, Grachbatu, Tanaraja, Kwarapiasa, Akesarabat, and Aerjoman are among them. All crops are transported to a factory in Bunat, Kisalan.

According to the study's findings, PT. Bakrie Sumatra Utara Plantations' Public Relations has several strategies for fostering working relationships with employees, including:

Bakrie Sumatra Utara Plantations communicates to all employees regardless of position, in addition to the PR of PT. Bakrie Sumatra Utara Plantations also accommodates all aspirations and complaints from its employees, and the PR of PT. Bakrie Sumatra Utara Plantations also encourages all employees to help each other between departments, as stated in an interview by Dodi Yoanda Lubi. In terms of the company or work, it means that this relationship is between subordinates, that there is a peer relationship, and that this must be separated so that people do not mistakenly believe that the relationship between coworkers and superiors is the same, that it is different because there is a structure within the company. So that the PR department of PT. Bakrie Sumatra Utara Plantations can continue to maintain good working relationships, improve skills,

and get along with employees, and thus contribute to other departments. For example, there is a payment department that requires data from the licensing department, and the PR of PT Bakrie Sumatera Utara Plantations, Dodi Yoanda, urges them to assist with licensing and conveys the problem. So, Dodi Yoanda, as the PR of PT. Bakrie Sumatera Utara Plantations, basically builds good relationships with coworkers by communicating effectively and contributing what we can to our work.

According to the results of the interviews above, the PR of PT. Bakrie Sumatera Utara Plantations conducts effective communication with all employees, beginning with communicating regardless of position, accommodating all employee complaints, and giving orders to be able to contribute to fellow departments.

The second strategy used by PT. Bakrie North Sumatra PR to foster working relationships with employees is to organize events or activities. Public relations activities have a very positive impact on the company's relationship with its employees, not only because the events or activities held will make employees more enthusiastic about working and contributing to the company. In general, there are two types of events that are carried out: external events or activities that are carried out to create a positive image and establish cooperation with various company partners, and internal events or activities that are carried out to foster or build better employee performance. again.

According to the study's findings, PT. Bakrie Sumatera Utara Plantations' PR created internal events or activities to foster working relationships with employees while increasing employee contribution and quality. PT Bakrie Sumatera Utara Plantations' public relations activities include holding gatherings, gatherings, entertainment, social activities, and awarding health facilities. According to the results of the researcher's interview with Dodi Yoanda Lubis, the PR of PT. Bakrie Sumatera Utara Plantations, in building relationships with PR employees of PT. Bakrie Sumatera Utara Plantations tries to organize activities once a year so that employees don't get bored, such as holding gatherings or gatherings, giving awards to employees who are worth achieving, holding mass circumcision, and SBB or fostering a soccer school for children As a result, the company's contribution to employees in the form of health and entertainment facilities remains.

The third strategy used by PT. Bakrie North Sumatra PR to foster working relationships with employees is to select the appropriate media to communicate and create a positive image. Public relations in this case maintains direct or face-to-face relationships with both internal and external parties. If there is an appeal and activity, for example, the PR of PT Bakrie Sumatera Utara Plantations will hold a meeting. Meanwhile, PT. Bakrie chose electronic media such as print media and others for external public relations. According to the findings of interviews with public relations PT. Bakrie Sumatera Utara Plantations, the most effective media is still face-to-face. PT Bakrie Sumatera Utara Plantations prefers to meet with the community in person to explain the company's role. According to what was conveyed, PT Bakrie Sumatera Utara Plantations' public relations department conducted documentation and publication through electronic media such as print media and other media. Dodi Yoanda, a public relations officer for PT. Bakrie Sumatera Utara Plantations, believes that face-to-face contact will benefit the company by helping to build a positive image in the eyes of the community while also conveying (positively) what the company has done and clarifying issues raised. negative.

Meanwhile, Dodi Yoanda Lubis, the PR of PT. Bakrie Sumatera Utara Plantations, stated that there were several obstacles in developing a working relationship with the company's employees, such as the occurrence of miscommunication between superiors and subordinates and a lack of communication between leaders and subordinates, resulting in ineffective communication.

IV. CONCLUSION

Based on the explanation above, we can conclude that PT. Bakrie Sumatera Utara Plantations' PR strategy for fostering working relationships with its employees includes several strategies,

including: Public relations is the first strategy. PT. Bakrie Sumatera Utara Plantations communicates with employees of the public relations firm regardless of position. PT. Bakrie Sumatera Utara Plantations always accepts all employee complaints and obstacles. The PR of PT. Bakrie Sumatera Utara Plantations also appeals to all employees to contribute to each other across departments. The second strategy is to hold events or activities such as annual gatherings, entertainment, and awards. The third strategy is to use electronic, print, and face-to-face media to establish communication and relationships with employees. Meanwhile, the PR of PT. Bakrie Sumatera Utara Plantations has been hampered by miscommunication and a lack of information from leadership to subordinates.

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