

ACTIVITIES OF EMPLOYEE RELATIONS IN PT. HOLCIM INDONESIA CILACAP PLANT.

(Descriptive Qualitative Study of the Activities of Employee Relations at PT.
Holcim Indonesia Cilacap Plant to Improve Company Positive Image)

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Abstrack

This research is descriptive qualitative research about Employee Relations activities to increase positive image in the circle employees of PT. Holcim Indonesia Cilacap Plant. Employee Relations role in supporting the achievement of organization goals is important. The purpose of this research is, First is to know the employee relations programs. Second, to know the supporting factors and obstacle factors in carrying out of employee relation activities. Last, to know the image of PT. Holcim Indonesia Cilacap Plant among employee. Data analysed are from the result of the interview with the Manager GA & Comrel Department, Corporate Communication (Public Relations of PT. Holcim Indonesia Cilacap Plant), staff and contract employee of PT. Holcim Indonesia Cilacap Plant. The result of this research show PT. Holcim Indonesia Cilacap Plant have made several employee relation programs, that is education and training program, awarding program, healthy program, special event, togetherness of Holcim to establish employee trust in the company. Employee Relation Programs in PT. Holcim Indonesia Cilacap Plant can be said to be capable increase the positive image of company. Benefits obtained from the research are company will give more attention to fulfilling employee rights, can handle and push the issues about an organization which can cause employee doubts to organization and company can improve quality of employee relations between employee and management or employee to employee.

Keyword : Employee, Employee Relations, Image

Introduction

Communication in the world of organization has an important role. For Creating a comfortable work environment and increasing cooperation between individuals within an organization or company

requires good communication. Communicating with the public can influence the existence of the organization. Besides that, it creates an attitude of mutual understanding between the company and the public and also creates positive reciprocal

relationships. Communication that is formed in the scope of the organization helps the company to achieve company goals.

Communication science is also divided into several concentrations, one of which is *Public Relations*. At present, the development of *Public Relations* is very rapid and has a major influence on the reputation of an institution or organization. According to the *International Public Relations Association / IPRA* explained that, "*Public Relations* is a management function of planned and sustainable traits through organizations and private or public institutions to gain understanding, sympathy and support from those who are related or may have something to do with public opinion research among them."

In Indonesia, most companies both state-owned and private have *Public Relations* or *Public Relations* divisions. But basically, *Public Relations* and *Public Relations* have differences. PR is a division that seeks to foster a good relationship between the organization and its public in order to achieve organizational goals such as getting a positive image, improving marketing of related organizations and others. While public relations is part of public relations activities. *Public Relations* has the duty to provide information about a condition that occurs in the organization in the hope of gaining public confidence or trust.

The public in the organization is divided into two, namely Internal and External. Company internal public such as employees, laborers

and managers. One of the success of a company depends on the performance of human resources or also called employees. Currently employees have been considered as partners of the company. Although it does not have a major influence in the decision making process, employees are one of the driving factors for achieving goals within the company.

Employees are one of the elements that can determine the progress or withdrawal of a company. Employees as individuals have many interests and goals in carrying out their duties. In order to work effectively and be willing to carry out every activity and carry out their duties responsibly and have high loyalty to the company, employees must be respected and valued for their performance. Relationships that do not involve good communication will also result in employees feeling uncomfortable in their work environment so that their productivity and performance decreases which of course will harm the company.

PT. Holcim Indonesia is very attentive to its employees. This is evidenced by one of Holcim's successes in prioritizing worker safety. Based on data taken from the archives of the company PT. Holcim Indonesia Cilacap Factory, in 2016 with a total of approximately three million employees having a work accident of 0%. In addition to prioritizing safety, Holcim also strives to foster good relations between management and employees. This relationship is in the framework of formal employment.

Employee public / public employees are one of the internal public who are one of the targets of public relations activities in an effort to achieve organizational goals. They are a very meaningful potential in the organization, which potential can be developed better than before.

As the largest cement company in the world, Holcim strives to communicate well with employees. Many activities must be carried out so that an organization can be prepared or unprepared to carry out its programs. The existence of *Public Relations* in a management is very influential in providing solutions and handling of the implementation of *Employee Relations*.

Employee Relations communicates on creating harmonious *Employee Relations* and forming, attracting and retaining good employees. Effective employee communication can provide workers' *input* and creativity stimuli, encourage employee attitudes and morals, improve product quality and customer service and improve productivity (Lattimore, 2010: 406).

The importance of the *Employee Relations* program in an organization has been proven by several experts. According to Jefkins (2003: 171), each employee has the right to know information and understand the conditions of his company both in good and bad conditions. Through this information, it is expected that employees can consider the future they will choose for their company.

Communication activities in an organization are not only used as a tool to develop and communicate their vision and achievement targets, but also carry out internal communication between the leadership and employees, employees and employees, to companies with other companies. Lack of communication in an organization has the potential to cause problems or conflicts between management and employees. This can be avoided by the attitude of making an open communication system, so that the emergence of conflict factors can be minimized.

Problem Perm an associated of employees can not be avoided by the company. Failure to present information to employees about company policies and developments that affect their interests will lead to misunderstandings, false rumors and criticism. If not given clear and precise information, employees will make their own assumptions or seek information from other sources that may not be accurate. This confirms that the development of internal public relations (*Employee Relations*) is very important so that the programs delivered to employees can be successful and what becomes the company's goals can be achieved.

One example of the poor communication with employees that occurred at PT. Holcim Indonesia Cilacap Plant was reported as reported by www.yesfmcilacap.com February 6, 2015, Dozens of workers from 2 PT Holcim Indonesia contracting companies complained to the Dinsosakertrans in Cilacap city were also dismissed the company

concerned. They question whether their severance rights will be paid or not. In addition, hearings were also carried out by 36 workers with a Specific Time Work Agreement (PKWT) terminated by PT. True Eternal for a period of one month. But the workers doubted this because in that period of time work continued and empowered other workers.

In this case, it was clear that the employee relations that were established in the company were not going well. Issues and conflicts that arise due to poor communication in organizations make employees start not trusting the company. This certainly affects the company's image and reputation. Therefore, *Public Relations* PT. Holcim Indonesia or often referred to as *Corporate Communication* needs to restore and enhance the company's positive image.

Participation in organizations requires sacrifice (cost) and distribution of sacrifices and rewards (rewards). Rewards that individuals expect do not have to be immediate. At least he can get good things that can be felt for the future. This consideration is not free that each individual pursues resources. So, to pursue that, each individual will be interconnected and enter into the law of exchange.

The Social Exchange Theory is based on the idea that people view their relationships in an economic context and they calculate sacrifices and compare them with the rewards obtained by continuing that relationship. Sacrifice is an element of a relationship that has a negative

value from someone. Awards are elements in a relationship that have positive values (West & Turner, 2012: 216).

In social exchange theory emphasizes the existence of a consequence in the exchange of good in the form of *material* rewards, for example in the form of goods or praise. Peter M. Blau explained, in the simplest society, social exchange occurs in the form of *gifts* and *services*. *Gift* received is not given voluntarily, but is given under obligation. Something that is given not only in physical form but also in forms such as entertainment, politeness and others (Susilo, 2016: 267).

Companies in building relationships with employees can offer rewards. Giving rewards can strengthen social ties. According to Blau, social relations can be categorized into two general categories based on whether the reward exchanged is intrinsic or extrinsic. Reward that is intrinsic comes from the relationship itself. Meanwhile, extrinsic relations function as a tool for other rewards and not a reward for the relationship itself.

The basis of the image rooted in concrete values of trust is given individually and is a view or persuasion, and the accumulation process of these individuals will experience a process quickly or slowly to form a broader and abstract public opinion (Ruslan, 2014: 63).

Corporate Image (corporate image) is the impression or mental impression of an image of a company in the eyes of the audience that is formed based on their own experience (Jefkins, 2003: 352). The company's image is the last goal of Public Relations activities.

Corporate Image means the overall image of the organization. This image is formed by many things. The activity in this study aims to create or shape the image of the company itself through the activities of the *Employee Relations* that it has done.

This research will seek to find out *Corporate Communication* PT. Holcim Indonesia in enhancing the company's positive image by employing *Employee Relations* programs, looking at supporting factors and inhibiting factors when running the program.

Research Methods

This study uses qualitative research. According to Lexy J. Moleong (2012: 3) Qualitative research is a research procedure that produces descriptive data in the form of written or oral words from people and observed behavior. Observed phenomena such as behavior, perception, motivation, action holistically, using the method of description in the form of words and language in a special context that is

natural by utilizing scientific methods.

The type of research conducted is descriptive qualitative research. Qualitative research is descriptive research and tends to use analysis with an inductive approach, namely an analysis based on data obtained and subsequently developed. The process and meaning are more highlighted in qualitative research. The theoretical foundation is used as a marker so that the focus of the research is in accordance with the facts in the field. Besides that the theoretical foundation is also useful to provide an overview of the research setting.

This research took place at the PT. Holcim Indonesia Cilacap Plant, Jl. Ir. H. Juanda, Karangtalun, Cilacap Utara, Cilacap. The informants in this study were the *Manager of the Community Relations Department, Corporate Communication*, Permanent Employees and Contract Employees of PT. Holcim Indonesia Cilacap Plant. The technique of collecting data uses interviews, observation, library research and documentation. Test the validity of the data using the source triangulation technique. The data analysis technique used in the research is qualitative analysis which is a method of data analysis to draw conclusions from several events that are difficult to measure by numbers or quantitatively.

Result and Session

PT Holcim Indonesia Tbk Cilacap Plant is located at Jalan Ir.

Juanda Karang Talun Cilacap Tengah Village 53234 and is a cement subsidiary in the world, Holcim Ltd. (Switzerland). PT. Holcim Indonesia Tbk or previously known as PT. Semen Nusantara Tbk was established under the Law on Foreign Investment No. 1 of 1967 Jo Law No. 11 of 1970. The current President of the Republic of Indonesia through Decree No. B-76 / PRES 3/1974 dated March 4, 1974 .

On December 30, 2004, Holcim Participations Ltd., sold all of its shares to the holding company, Holderfin BV, the majority shareholder of PT. Semen Cibinong Tbk with ownership of 5,925,921,820 shares with a transaction value of Rp 2.5 Trillion (USD 256.48 million). The holderfin based in the Netherlands is the holding company and Holcim shareholder in Mauritius. Starting January 1, 2006, the name of PT. Semen Cibinong is officially replaced with the name of PT. Holcim Indonesia Tbk., In accordance with the decision of the meeting held on April 24, 2005. Furthermore, Holcim Indonesia became a member of the Indonesian Cement Association and as a business unit under the Holcim group, the company is active as a member of the *World Business Council for Sustainable Development* (WBCSI) and members founder of *Cement Sustainability Initiative* . With the support of more than 2,500 employees, Holcim Indonesia operates cement plants in Cilacap, Central Java, Narogong, West Java and Tuban, East Java. In 2016, Holcim joined Lafarge Group so that it is now Lafarge Holcim.

The role and function of Public Relations at PT. Holcim Indonesia The Cilacap plant is run by *Corporate Communication* . *Corporate Communication* is in the *Community Relations Department*, the division has different tasks and functions. *Corporate Communication* s not only establish relationships with the external public, but also with the internal public, manage crises, improve the image and maintain reputation.

"Relations between employees are very important. All of us, both employees and non-employees work together to improve Holcim. If it is not considered, employees will find it difficult to work together and be lazy to work so that the company's production decreases " , (Susi, *Corporate Communications Staff*).

Relationship programs between employees (*Employee Relations*) PT. Holcim Indonesia Cilacap plant established by the *Corporate Communication* s (Corcom). These activities can be followed by employees. In addition to aiming to fulfill the rights of employees, *Employee Relations* also aims to improve the company's image.

To support these expectation, the Employee Relations program is divided into several criteria, namely education and training programs, work motivation programs, career development programs, special day programs (special events), Holcim health and togetherness programs. The difference in working hours between office employees and

factory employees makes Corporate Communication need to make time efficiency in preparing a program. Bringing employees together in one program is a challenge for Corporate Communication.

Employee Relations activities that must be owned by every company, namely the Education and Training program This activity, known as the term training, aims to improve the abilities or skills of each employee. Capability can be seen from the quality and quantity of employees in carrying out the tasks assigned. PT. Holcim Indonesia The Cilacap factory realizes that educating employees helps maintain the company's credibility. Some of the activities included in the Education and Training program include, Business Briefing, Team Building, Forum Managers, Safety and Security Induction. and Holcim Academy. The activity is carried out routinely according to the schedule determined by Corporate Communication. This program was formed not only for new employees but also for old employees and contract workers.

Employee relations established by PT. Holcim Indonesia Cilacap Plant is also shown in the form of awards. The company calls it an achievement work motivation program. Awards given can be in the form of certificates, bonuses, promotions and others. This gift is expected to cause high loyalty to the company. The form of attention from the company is given every year so that employees are motivated to improve their performance. One of the awards given by PT. Holcim

Indonesia Cilacap Plant, namely, Best Employee Award. Deni Nuryandain explained: " *Best Employee Award* was formed with the aim of giving appreciation to employees who have worked well for the company. I see this program as a motivation for Holcim employees. Giving *Award* is also a form of Holcim's concrete manifestation in building trust in employees towards the company " .

Special event programs are held and designed outside of day-to-day work. The purpose of this event is intended as a way to increase the sense of intimacy and closeness between employees and employees with superiors. In addition to the Company's Birthday activities, several important days are also the agenda contained in the Special Program. One of the special events that is routinely conducted and involves outside parties from the company, namely Family Gathering. This method is a company effort in paying attention to employees so that employee trust returns by showing concern for the employee's family.

Holcim Indonesia has a special program for employees called Holcim Togetherness. Activities in this program include: Hobby / Sports Club, Coffee Together, Employee Relations and Pension Group, Religious Activities, Customer Day and others. Holcim's togetherness has not only become a medium in strengthening employee relations in the scope of PT. Holcim Indonesia Cilacap Factory, but this program is the main goal in achieving the company's goals, namely to establish

employees with integrity to the company.

The last 2 years, more than 500 movements occur in Holcim career. Career movements occur in the form of a lateral (changing positions at the same level) or vertical (rising positions). The data is taken from the Holcim archive. Holcim gives all career opportunities communicated openly and can be enjoyed by anyone in accordance with the requirements set by the company. Through this career development, it is expected that employees will not easily make a *resign* so that the company's productivity is not disturbed. Career development program at PT. Holcim Indonesia Cilacap Plant includes: Job Vacancies, Employee Exchange Program and Workday.

This activity is one proof that *Corporate Communication* pays attention to employee relations activities. This activity is also a tangible form that the company pays attention to employee rights. Employees have the right to get a good career opportunity. The things that have been done by employees will definitely get feedback from the company, either in the form of reward or praise. However, to get a promotion, employees need to improve the quality of their work and be able to be responsible for every job given by the company. The increase in position is also uncertain, like other *Employee Relations* programs. This depends on management, whether the employee is deemed appropriate to get a promotion.

The Employee Exchange Program can be attended by all Holcim employees who have criteria according to the conditions set by the company. Can this activity last for two years. Every employee can be placed at Holcim in the whole world. Employees can enroll in this program at any time. This program has benefits to add new insights and skills to employees. *Employee Exchange* is also used as a place to increase network among employees. Dimas said: "The *Employee Exchange Program* provides opportunities for employees to add new work experience. They can apply in Holcim offices throughout the world. So if we are lucky, we can move to Holcim in Switzerland."

As the largest cement company in the world, Holcim has more than three million employees spread throughout the world. Each employee has a different background in personality, education and culture. This is the background of activities that need to be related to employees. By creating *workday*, Holcim makes it easy for every employee spread across the world to connect with each other. *Workday* is an application formed by *Lafarge Holcim Group*. This application contains data about each company employee, company related information and company assignments for each employee that must be completed. Through the *workday* application, each employee gets the opportunity to improve his career or exchange information with Holcim employees around the world.

Public Relations in determining the effectiveness of a program conducting an evaluation.

The impact of the *Employee Relations* program can be seen after conducting an activity evaluation. The results of the evaluation can contribute greatly to a program. The manifestation of these results is a recommendation from the evaluator for decision making. In this *Employee Relations* program, which is assessed by the company is a positive *impact* of the program's objectives, namely employees. Kusdiharta as the management of the General Affairs and Community Relations Department stated: "The success of the rated Holcim about the program is that the program has IMPACT to target the program itself. From what I see, this *Employee Relations* program is good for returning employees' trust in the company."

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Evaluation of *Employee Relations* activities conducted by *Public Relations* PT. Holcim Indonesia Cilacap Plant is conducted every month, or referred to as a *monthly report*. The documentation and results obtained from the evaluation are then published by *Public Relations* through the company's internal media, namely *Berita Kita*, *Holcim SMS*, *Jendela Kita*, *Intranet* and *Holcim TV*.

The *Employee Relations* program at Holcim Cilacap is carried out in accordance with the needs of employees and the wishes of the management itself. Based on the activities that have been carried out, there are several activities of *Employee Relations* deemed necessary by employees. For example, employees are in need of a holiday atmosphere so *Corcom* will create an agenda for *Family Recreations* or *Family Gathering* to reduce work stress. Not only does *Corcom* determine the program, employees can also provide ideas about a program or activity that the company needs to do.

In implementing a program there are several factors that determine the success or failure of a program. The *Employee Relations* program carried out by the *department Corporate Communication* PT. Holcim Indonesia The Cilacap factory does not always run smoothly. Each program must find some obstacles. These obstacles can come from internal and external factors.

Overcoming this, in every program planning need a detailed discussion. The goal is that the factors that allow it to become a barrier can be reduced or avoided. Deni said: "Carrying out activities for employees is not always smooth. There are obstacles that our team faces. All programs that are formed must have barriers, so the task of the team is not only to seek support but to solve problems that prevent the smooth running of activities. The bias is that the obstacles are due to the budget, but not only that, the different busyness of each *department* is also an obstacle ". Execution of a career path that is quite slow makes employees more focused on improving their performance so there is no time for *Employee Relations* activities . The career path execution here means employees have target points to rise at the next level in the company. Meeting these points is not an easy one. Employees are required to work hard in achieving these points. The target assigned to employees has been determined by the company on the Workday of each employee.

PT. Holcim Indonesia Cilacap factory is an international scale company. The busyness of each *department* is one of the obstacles to implementing *Employee Relations* activities . The difference in working hours and the *deadlines* pursued by each *department* are reasons for not attending the activities held. Every event that is held is aimed at all *departments* at PT. Holcim Indonesia Cilacap Factory there must be some employees or *departments* who cannot attend the event. The problem

is the task of *Public Relations* to continue to strive so that employees can participate in activities carried out by the company.

In addition to the inhibiting factors, there are several factors supporting the *Employee Relations* program. Based on the results of interviews and observations of researchers,

First supporting factor is Planning and Programming, Program implementation and evaluation in the activities of *Employee Relations* at PT. Holcim Indonesia The Cilacap plant was carried out by Corporate Communication. This makes it easy for *Public Relations* to determine the right activities for employees and makes it easy to measure the success of the programs that have been implemented. Evaluation carried out by the Corporate Communication or *Public Relations* company, namely by providing evaluation results to Holcim's CEO who is in Switzerland. So, CEOs who are at the head office find it easier to find out whether the programs at each Holcim branch office in the whole world are working effectively or not.

Second, the time involved in preparing the program becomes more efficient because it is done through teamwork. The *Employee Relations* Program sometimes involves two or more *departments* . Furthermore, lingkungan supportive and comfortable work also be one contributing factor in implementing the program in the company's *Employee Relations*.

Third, the facilities provided by the company can increase work productivity of employees at PT. Holcim Indonesia Cilacap Factory. In addition, the facility also facilitates Public Relations in implementing the Employee Relations program.

And finally, Holcim has an active trade union to support its employees.

The Social Exchange Theory according to Blau said that Social exchange fulfills characters with two main functions.

First, the formation of friendships for parties who mutually agree, both on the same strata (layers) and on different strata. That is, in a work environment friendships will be created. Employees in a company are in a relationship because they are bound together despite different positions. For example, a manager who befriends his subordinates. Managers must establish connections with subordinates so that the company's goals can be realized. In addition, the relationship that exists can enhance teamwork that has a positive influence on the company. Employee Relations activities at PT. Holcim Indonesia The Cilacap Plant can run smoothly because the relationships between employees and the relationship between employees and managers are well formed.

Second, it affirms subordination or dominance, especially if the interaction is built on unequal strata. Examples of dominance occur in relationships

with strata that are not the same when the boss gives direction to subordinates or new employees. Interactions that occur between them will be dominated by superiors who are considered to be more understanding about certain things.

Blau also states that exchanges that occur are dynamic. Not all forms of cost-*reward* will be accepted as an *ever-after* relationship (forever) (Susilo, 2016: 269). PT. Holcim Indonesia The Cilacap plant will provide *rewards* to employees who have good performance. However, this does not guarantee that employees will continue with Holcim. In a company, of course there are cases of some employees who get awards but do *resign*. This is not because the work environment is uncomfortable or the rights are not fulfilled by the company, but because of personal matters or the employee wants to find new experiences.

In accordance with the Social Exchange theory, in *Employee Relations* emphasizes the existence of a consequence in the exchange of good material rewards, for example in the form of goods or praise. *Employee Relations* is an activity formed by the company to establish relationships with employees. The relationship created has a return in the form of goods or praise. For example, one employee helped increase sales of cement products at PT. Holcim Indonesia Cilacap Plant, the employee will get a prize in the form of bonuses and praise from superiors and fellow employees. The reward is one proof that employee relations in the company are going well.

Employee relations in terms of the theory of social exchange have requirements. The requirement for the occurrence of social exchange is

First, a behavior or action that must be oriented towards goals that can only be achieved through interaction with others. Such actions occur in an employee relationship. The goals to be achieved must be through interaction with others. In other words, *Public Relations of PT. Holcim Indonesia The Cilacap Plant* cannot run *Employee Relations* activities if there is no interaction with company employees. One example of an *Employee Relations* activity which requires interaction with other people, the Holcim Togetherness Program. The program will not run if employees do not interact with each other to realize the togetherness intended by the company.

Second, a behavior or action must aim to obtain the means for achieving the intended goals. The intended purpose can be in the form of intrinsic rewards or awards in the form of praise, affection, honor and others or extrinsic awards in the form of certain objects, money and services. This has been explained previously, namely about *Rewards*. Behavior or actions taken by employees to the company aim to get an award. The more praise, appreciation and evidence of good performance from an employee, the employee makes it easier for him to get on the job or get a salary. Through the activities of *Employee Relations*, PT. Holcim Indonesia The Cilacap factory provides hopes

that will be obtained if the company's goals are achieved.

Activities of Employee Relations conducted by Corporate Communication PT. Holcim Indonesia The Cilacap plant aims to restore internal public trust in the company. Reputation that are beginning to be threatened due to issues related to unilateral layoffs must begin to be addressed from the start by the company. Based on the results of interviews and observations of researchers in the field, PT. Holcim Indonesia The Cilacap factory received a positive rating. Some employees consider that the company has fulfilled the rights of each employee even though the issue of unilateral layoffs is still a concern for employees. The results of the observations also show that some employees are satisfied with programs related to employee relations so that trust in the company can be maintained. In addition, the *Employee Relations* program conducted by Holcim Cilacap helps employee relations with management or fellow employees to foster a sense of family and create a comfortable work atmosphere.

Maintaining the reputation of a company among employees is not an easy thing for a Public Relations. According to Shirley Harrison (Harrison, 2007: 71) in forming organizational image there are four elements first, namely, Personality. Personality is the overall organizational characteristics understood by the target public such as organizations that can be trusted, organizations that have social

responsibility. In this case Holcim Cilacap seeks to shape good personality by becoming a responsible organization. Holcim also strives to make employees trust the company. Through programs provided from management to employees, it will consciously lead to employee trust in the company. For example, giving health facilities, guaranteeing a good career path or reward and other bonuses will increase employee confidence in the company.

Besides personality, in building a company image Reputation is needed. This is what the organization has believed to be targeted by the public based on the experience of themselves and other parties. Establishing a good reputation is not easy. So, in accordance with the context of the research conducted, Holcim Cilacap strives to create a positive reputation among employees. Holcim strives to fulfill the rights of its employees so that employees will provide good value to the company. The value of these employees will form a good image in the internal public. A well-formed image will make the company's reputation good too. A good reputation will help companies survive and compete with other companies.

The third element is, Value is the values held by an organization in other words corporate culture, such as management's attitude that cares about customers and employees who are responsive to customer requests or complaints. In this case, the corporate culture of its employees is to provide opportunities for

employees to provide advice and criticism of the company. Holcim Cilacap tries its best to be a good listener for employees and does not ignore these complaints. The company's concern is not only intended for employees but also for the families of employees. Through this, the company hopes that the images obtained from the employees will be better than before.

The last is Corporate Identity. Components that facilitate the introduction of public goals towards organizations such as logos, colors and slogans. Holcim is famous for the slogan "Building Together". The slogan according to the author gives the impression that in carrying out a development the right partner is needed. Through the slogan of Building Together Holcim invites the public, both internal and external, to make Holcim a partner in development. The development in question is not just building a building, but making the development as a process of change towards a better direction.

Based on the observations of the researchers, employees gave a positive assessment of the activities of Employee Relations carried out by Corporate Communications PT. Holcim Indonesia The Cilacap plant can support the improvement of the company's image. Through the elements that are fulfilled in the formation of the company's image, Holcim Cilacap is considered to be better at paying attention to the rights of its employees. The creation of a sense of family plus good teamwork between employees creates a healthy work environment. Various

meetings, facilities and activities aimed at employees shape employee loyalty to the company. Although sometimes the Employee Relations activity is constrained by budget constraints, it does not affect the positive ratings provided by employees for PT. Holcim Indonesia Cilacap Plant.

Conclusion

Based on the results of research conducted at PT. Holcim Indonesia Cilacap Factory, and based on the description and discussion presented in the previous chapters, the conclusions that can be taken are, Employee Relations activities are important activities to be carried out by each company. Employee Relations is one of the internal activities of the Public Relations Officer. A harmonious relationship between employees and superiors as well as between employees and other employees is influenced by the effectiveness or lack of communication carried out within the company's environment. Thus, Employee Relations activities are very important in increasing company productivity.

Based on the results of observations in the field, Employee Relations activities create increasingly effective communication. Employee Relations activities carried out by Corporate Communications PT. Holcim Indonesia Cilacap Factory is not only a bridge to bring bosses closer to subordinates but also as employees' self-actualization. Through activities aimed at employees, cooperation between management and employees

or among fellow employees is better. This makes productivity in work increasingly so that the company grows. In addition, Employee Relations also provides entertainment to employees to reduce stress levels at work. Employee relations within the scope of PT. Holcim Indonesia Cilacap Factory also creates a familiar and comfortable work environment.

Employee Relations activities are a form of company attention to employees because they have given their best performance to the company. Definite career path at PT. Holcim Indonesia Cilacap plant makes most employees feel at home working in the company. In other words, the activity of Employee Relations fosters a high sense of belonging to employees towards the company so that the possibility of employees to apply for early retirement or fewer resigns.

The number of Employee Relations programs created by Corporate Communications PT. Holcim Indonesia Cilacap Factory does not guarantee that employees will fully trust the company. The fact is that many employees still feel worried about the problem of unilateral layoffs by the company. Establishing a company image has a Personality factor that must be considered by the company. Personality shows that the company can be trusted and responsible to the public both internally and externally. However, in shaping the image of PT. Holcim Indonesia Cilacap factory among employees, the company is still considered to be less trusted by some employees. This is

then the reason for the image of PT. is still not good enough.
Holcim Indonesia The Cilacap plant

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