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Employee Involvement in Internal Communication Activities PT. Pertamina Hulu Energi

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Abstract - Employee involvement is important for a company, where it shows how responsive employees are to the programs created by the company for its employees. How responsive employees are to an activity held by the company's internal communications is also a good record for the internal communications department. This research aims to examine employee involvement at PT. Pertamina Hulu Energi in programs held by the company's internal communications. The research was conducted using descriptive quantitative methods by distributing questionnaires to 470 employees spread throughout Indonesia and also from international branches. The research results show that employee involvement in activities held by the internal organization is very necessary to measure the efficiency and effectiveness of these activities. Communication channels also play a role in the effectiveness of delivering messages to reach employees. How to ensure that messages are well received by employees also requires a good strategy. By integrating internal communications strategies with employee engagement factors such as a participative culture, a supportive communications climate, and the quality of information flow, organizations can build a solid framework that strengthens consistency and synergy between internal communications and employee engagement.

Keywords: Employee involvement; Employee Engagement; Internal Communication; Organizational Communication

Introduction

In the current era of globalization where business competition is increasingly fierce, employee involvement is something that supports the key to a company's success. Employees who are actively involved tend to have high motivation and good productivity within the company. Therefore, many companies, through their internal communications section, try to increase employee involvement through various strategies, one of which is PT. Pertamina Hulu Energi.

PT. Pertamina Hulu Energi is part of PT. Pertamina (Persero) which is one of the largest energy companies in Indonesia. This company specializes in the exploration and production of oil and other natural resources and distributes them to the community. As a large company spread across Indonesia, PT. Pertamina Hulu Energi or commonly called PT. PHE needs to ensure that its employees remain enthusiastic in their involvement both in activities related to the company's business and other supporting activities. For this reason PT. PHE, through its internal communications, tries to reach out to employees and holds a series of activities so that employees are involved in it.

Internal communication within a company is something that must be maintained and improved because it encourages productivity. Successful internal communication is not only in the form of delivery from superiors (management) to subordinates, but more than that, it is hoped that there will be

feedback given by employees to superiors (management). This can be an input for superiors (management), whether the message was conveyed? How did his subordinates respond? Are there any ideas you would like to convey to complement the initial idea? Are there any innovations that will be implemented? And so forth.

Previous research conducted by researchers shows how the importance of internal communication in an organization influences the productivity of that organization, such as research conducted by Erlina & Kamariah (2022), Lumika & Sari (2022), Muzzammil (2020), Hasanti, (2019), Munthe & Tiorida (2017) and Febrian, Nuraeni & Aprianti (2016). As well as the importance of employee involvement in activities carried out by their organization, such as research conducted by Meirinhos et al (2022), Nugroho & Ratnawati (2021), Jaib & Patah (2021), also Laksmi & Adiarsi (2018).

Managing internal communications is not an easy thing, especially for large companies like PT. PHE. Where employees are spread across many branches throughout Indonesia and even abroad. Differences in geographical location, time differences, cultural differences, language and employee backgrounds are also things that need to be considered in internal communication. Apart from that, in the current era of globalization, advances in information and communication technology also provide opportunities to facilitate communication and at the same time provide new challenges in managing internal company communications.

This research was conducted to determine employee involvement in activities held by the internal communications section of PT. PHE and information sharing behavior carried out by its employees. Also for media used in internal communications.

From an academic perspective, it is hoped that this research can contribute to the development of communication science, especially organizational communication, especially in the realm of internal company communication. Apart from that, from a practical side, it is hoped that it can provide recommendations for PT. PHE to improve its internal communications. It can also be a benchmark for other companies in advancing internal communication to employees so that it becomes more effective.

Theoretical Framework
Theory of Internal Communication Organization
The theory of internal communication in organizations emphasizes the important role of communication in the efficient functioning and management of companies and is an active process in the exchange of information in organizations. Internal communication is emphasized as the basis for information exchange within an organization, which is important for development, management, and overall effectiveness (Zdravkovska and Haque 2023).

Effective internal organizational communication is associated with improved employee performance, motivation, and organizational outcomes, and leadership plays an important role in improving the communication process. The effectiveness of internal and external communication is critical to the successful operation of an organization, and the achievement of organizational goals requires special emphasis on the analysis and management of communication processes. In addition, maintaining open relationships through internal communication between supervisors and subordinates is critical to achieving organizational goals and fostering cohesion within the organization (Dhone and Sarwoko 2022; Salman et al. 2023).

Interpersonal communication is fundamental to human life and is considered an art and a science. Interpersonal communication aims to build relationships and influence human interactions that are influenced by culture, self-perception, verbal and nonverbal cues, emotions, listening skills, and other effective relationship dynamics. This concept highlights the need to increase communication skills, foster empathy, and build strong relationships based on understanding and respect. The complex dynamics of interpersonal communication interactions in the digital age will affect network interactions. Employee involvement in an organization can create good and regular performance and will actively participate in the completion of their work (Erlina and Kamariah 2022).

Through the use of information technology and other communication media, interpersonal communication has challenges and demands on each employee to manage networks, especially within an organization to be able to bridge online and offline interactions. Each employee must be able to adapt to the digital information age to create efficiency and innovation in individual interactions within the

organization. As social beings, humans need to communicate with their environment and enter into various interaction systems and networks (Poyraz 2020).

Network society theory presents the idea of a society characterized by electronically mediated communication networks. Network society theory explores the dissonance that arises from an image of network society, namely what is called the transformation of time and space. Employee engagement in an organizational network is a participatory process that utilizes all employee capacities and is designed to drive performance improvement for the success of the organization (Erlina and Kamariah 2022; Olivier 2022).

This internal communication helps to develop the participation and involvement of all employees in all organizational processes. Internal communication includes all communication actions that occur within the organization, on the instruments and functions carried out (Mazurek 2023). Through internal communication, the organization must be able to convey the corporate culture, namely its values, mission and vision, so that employees feel truly integrated and committed to the organization. The internal communication management process should not be limited to giving instructions from top management to employees, nor should it reduce the importance of their opinions on the running of the organization (Zafirah Jaib and Salwa Abdul Patah 2021).

Consistent messaging is essential to reinforce the organization's values, goals, and expectations across multiple communication channels. When employees receive consistent messages from multiple sources within the organization, it reduces confusion and ambiguity, leading to a more unified understanding of the organization's direction. Employee engagement fosters a sense of ownership and accountability because employees feel invested in the outcome of decisions. Organizations with a strong communication culture make it a priority to share information, solicit feedback and encourage dialogue at all levels. This creates an environment where employees feel empowered to communicate openly and contribute to the success of the organization, resulting in higher levels of engagement (Kimani 2024).

Employees with high levels of work engagement are reported to have strong feelings about the organization, to be committed, and to strive to help the organization succeed. They are more likely to talk about positive things in the organization and are loyal to work in the organization. The spirit of employee engagement tends to perform tasks beyond the time limit. Work engagement with positive thinking and satisfaction with work characterized by passion, dedication and adjustment. Work enthusiasm is defined as high mental stamina during work, perseverance, and willingness to devote effort to work even in the face of difficulties. Dedication is defined as a sense of passion, inspiration, and pride. Adjustment is defined as paying attention to work and enjoying work. Employees who have a high level of adaptation feel that time passes quickly while working and are reluctant to leave the work they are doing (Zafirah Jaib and Salwa Abdul Patah 2021).

Employee Involvement

Macey & Schneider (in Firdaus, 2023) stated that employee involvement is usually related to the commitment of each employee in the company to be able to achieve targets together. Bakker also said that employee involvement in the company or organization can make employees at work cooperative so they can continue to prioritize the interests of the company, so that they do not prioritize personal interests (in Firdaus, 2023).

Employee involvement, including employee participation, includes several forms of communication within the organization, namely communication carried out directly with subordinates, such as email, intranet, newsletter, or notice boards, then communication carried out in two directions directly such as meetings, socialization, and conveying various information according to with the organizational structure, the third form is the delivery of input and criticism including in each team in the organization solving problems, then there is direct financial involvement, and the last is indirect involvement such as the existence of employee committees and employee representative structures (Triantafillidou and Koutroukis, 2022).

In organizations and companies, employee involvement is an important aspect because it has a significant impact on employee productivity. The concept of employee involvement aims to be able to see the extent of employees' emotional, cognitive and behavioral attitudes towards their work and company. Lie (2018). Conveying that employees who continue to be actively involved can carry out the company's values and goals, including having strong motivation to complete their work. Apart from

that, employees also have a sense of being valued and their social relationships, as well as getting opportunities to develop in their work (in Chairunnisa, Aji, and Wijaya, 2023).

Lee et al (in Wajong, Irawan, Wylen, Bernardo, 2020) also said that employee involvement is also conveyed as work involvement which does not only focus on their presence at work, but also includes mental and psychological aspects, namely having positive work behavior, having tough nature and also carries out his work enthusiastically and makes the employee happy. So if employees can carry out their duties and responsibilities both physically, cognitively and emotionally, they will immediately be able to provide maximum energy to their work (Tong et al, 2019).

Material and Methodology

The methodology in this research uses a quantitative approach through a survey of Pertamina Hulu Energi employees. Distribution of questionnaires means respondents answer several statements or questions (Sugiyono, 2022). This research uses a 6-choice Likert scale; the quality of internal communication activities from Very Poor (1) to Very Good (6). A more complete explanation can be seen in the following table:

Table 1. Explanation of the Likert scale in this research

Resume	Explanation	Score
VG	Very Good	6
G	Good	5
A	Average	4
NG	Not Good	3
P	Poor	2

The total sample size was 470 respondents, using a disproportionate stratified random sampling technique, adjusting for several sub-divisions/departments and position levels at Pertamina Hulu Energi. The error rate used is (e) 0.045 or 4.5%.

This research also conducted a pretest on 30 respondents to test the instrument, namely testing validity and reliability. Validity test to test a statement that is said to be valid if the r value is > 0.30. Reliability testing is carried out to determine the extent to which a measuring instrument is reliable. Reliability is expressed through the correlation index (r) to obtain the reliability of the research instrument. Answers to a statement that are consistent and stable influence the level of reliability of a measuring instrument. Consistency in the instrument is shown if the construct reliability value is ≥ 0.70. Hair et al (in Utama and Komara, 2022), said that high reliability shows that indicators have high consistency in measuring latent variables.

Result and Discussion

The research carried out by the research team received a total of 470 respondents from various regions and demographic characteristics.
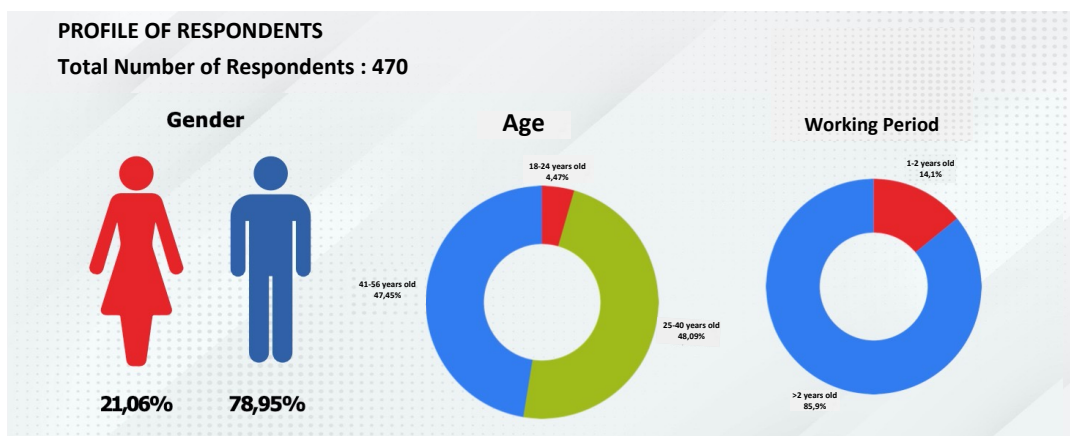

Figure 1. Respondent Profile
Source : Researcher, 2023

The profile of respondents based on gender can be seen in Figure 1. Where it can be seen that the participation level in filling out the questionnaire is predominantly male with a figure of 78.94%, so it can be assessed that male employees are more active and this will later be related to the interpretation of participation in the form of internal event activities. more from the perspective of male employees. Meanwhile, in terms of age, it appears that the assessment of the effectiveness of internal communication is mostly assessed by two age groups ranging from 25-40 years and 41-56 years. Where the assessment adequately describes the element of objectivity, whether in terms of quality, age of the assessor or in terms of experience in assessing based on having worked for the company for a long time.

Figure 2. Respondent's Work Location
Source : Researcher, 2023

Based on the distribution of locations in Figure 2, it shows that the highest regional respondents are in the Sumatra region with a frequency of 31.1%, and followed by the next highest data are Kalimantan, Central and Java. Several aspects can be analyzed, the first of which is that the level of activeness in providing assessments is actually outside the center, namely Sumatra and Kalimantan. Second, an assessment of the effectiveness of internal communication will later describe the meaning given by several of the highest regional clusters. This is also related to participation figures in terms of the real numbers from each region. Third, in the questionnaire there is no representative from the Badak NGL working area, so that later there will be no representative assessment from that working region. If you look at the total regional participation, it is in the sufficient category if you look at the participation of each working region, but ideally each region can contribute to the assessment of at least 30 respondents.
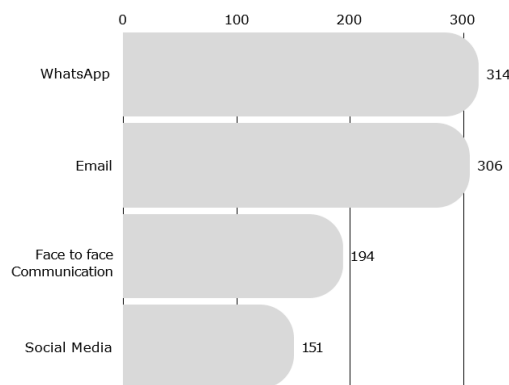

Figure 3. The Communication Media Most Often Used by Employees to Share Information   Obtained   from   PHE   Communication   Channels

The communication media most frequently used by respondents to share information obtained from PHE communication channels was WhatsApp, which was chosen by 314 respondents (66%), then email, which was chosen by 306 respondents (65%). Meanwhile, face-to-face communication was chosen by 94 respondents (41%) and social media such as Instagram, Twitter, etc.) were rarely used to share this information. (chosen by 151 respondents (32%). This is in accordance with the favorite media used by most of the world's population and especially Indonesian people, namely Whatsapp (We Are Social Data, October 2023). The ease of the features on Whatsapp as a medium used for chatting between individuals and within groups and ease of sharing information, making it easier for people to share with others, including PHE employees.
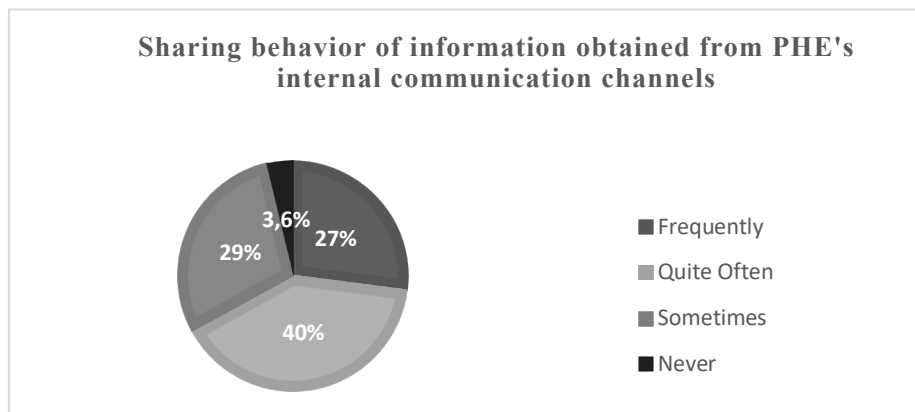
Figure 4. Information Sharing Behavior Obtained from PHE Internal Communication Channels

After getting information about the company's internal affairs, quite a lot of respondents took "Action" by sharing this information with internal company colleagues. It is proven in figure 3 that the answers are very often 27% and quite often 40%. However, there were respondents who, when they received information, only consumed it themselves, namely 3.6% or around 17 respondents who never shared it at all. This could be because the respondent assumes that all employees have received the same information so there is no need to share it. However, to raise awareness among fellow company members, there is no harm in encouraging them to inform each other and share information.

Figure 5. Corporate Events Most Frequently Participated in by Employees

The corporate event most frequently attended by respondents is the Town Hall Meeting (90%). Then next are National Holiday Commemorations (72%), PHE Anniversary Events (71%) and Religious Events (61%). This can be an input for the PHE Internal Communications Division to package

the Town Hall Meeting into an interesting event and can convey information effectively because it is most often attended by e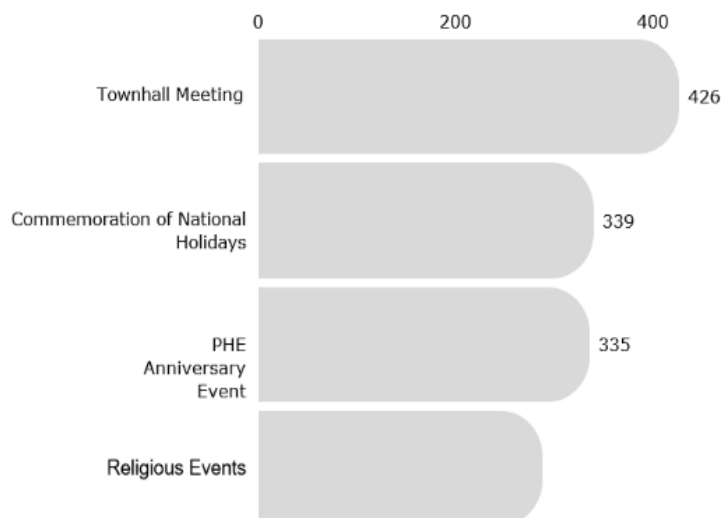mployees. For National Holiday Commemoration Events, PHE Anniversary Events and Religious Events are next in line. These events can be packaged better and present interesting activities so that they can become an effective forum for internal company members to socialize and build friendships among employees. The key message prepared is also important in packaging an event.
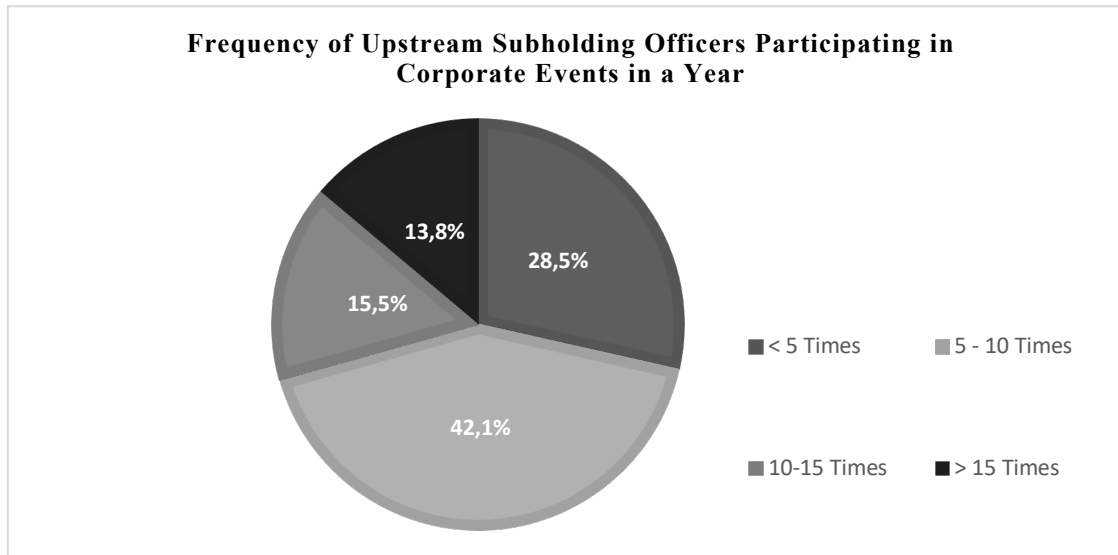
Figure 6. Frequency of employee participating in Corporate Events within a Period of One Year

In terms of respondents' activeness in participating in an activity in one year, it turns out that it still needs to be improved. It was proven that many respondents participated less than 5 times (28.5%) and 5-10 times (42.1%). Meanwhile, those who participated diligently (more than 15 times category) were only 13.8% or 65 respondents from the total respondents (470 respondents). This can be good input for evaluating employee activity. It is also an input to hold corporate events more attractively so that employees are interested and feel the "need" to come to the event.

Figure 7. Request for Assistance to Internal Communication Admin Services

Figure 7 shows that there are requests for assistance support from the Internal Communication Subholding Upstream Admin service, which is actually 18.7% of the total sample. Even though it is considered relatively small in this research, it is enough to describe the percentage range more or less as a whole, if you next want to look at the total population. . It can also be interpreted that the request for support indicates that this is related to national activities, whereas regional activities can be distributed independently by each region.

Table 2. Profile of employee who have sent requests for assistance to the Admin Internal Communication service

No	Location	Frequency	%
1.	Head Office	41	45,1%
2.	Regional 1 Sumatra	26	28,6%
3.	Regional 2 Jawa	8	8,8%
4.	Regional 3 Kalimantan	4	4,4%
5.	Regional 4 Indonesia Timur	3	3,3%
6.	Regional 5 Internasional	0	0
7.	Elnusa	4	4,4%
8.	PDSI	0	0
9.	Others	5	5,5%

From the data in table 2, if you look at the mode or some of the highest numbers of requests from internal admin services are from the head office, Regional 1 Sumatera and Regional 2 Java. The assessment from respondents who made the request assessed that assistance to PHE's internal admin was very good and good with a total of 82 respondents out of 90 respondents, this shows the level of satisfaction with the information services provided.

Table 3. Profile of employee who have never sent requests of assistance to the Admin Internal Communication service

No	Location	F	%
1.	Head Office	33	8,7%
2.	Regional 1 Sumatera	120	31,7%
3.	Regional 2 Jawa	57	15%
4.	Regional 3 Kalimantan	72	19%
5.	Regional 4 Indonesia Timur	28	7,4%
6.	Regional 5 Internasional	2	0,5%
7.	Elnusa	20	5,3%
8.	PDSI	6	1,6%
9.	Others	41	10,8%

Based on frequency distribution data in table 3, the dominant respondents who never sent assistance to internal admin services were Regional 1 Sumatera, Regional 3 Kalimantan and Regional 2 Java. As for the assessments from respondents who did not request, the majority of assistance to PHE's internal admin was still in the very good range, however there were several respondents who rated it as quite good and not so good, in contrast to previous data which was only in the range of very good to quite good. This is an indication that there is a level of satisfaction with the information services provided.

Table 4. Quality of Messages delivered via PHE Communication Channels from Employee point of view

Assessment of the Quality of Messages delivered via Communication Channels PHE (%)						
Channels	VG	G	A	NG	P	VP
Email	49,1	33,4	11,9	3,4	0,9	1,3
Portal/Intranet	33	36	22,6	4,3	2,8	1,3
TV Wall	23,2	33,4	30,2	7,9	2,3	3
Print Media	30,6	34,2	24,9	6,4	2,8	1,1

An assessment of the quality of messages delivered on each channel shows that email is still the channel that is rated as very good quality (49.1%) for PHE employees. Meanwhile, the highest number of respondents who received very poor quality ratings was TV Wall (3%). And those who rated TV Wall as very good were also the fewest, namely 23.2% compared to other channels. This shows that for PHE employees, email is still considered powerful in conveying information related to internal communication compared to other communication channels (portal/intranet, TV Wall and print media).

Table 5. Assessment of the Quality of Messages delivered via Email

Assessment of the Quality of Messages delivered via Email							
Location	**VP**	**P**	**NG**	**A**	**G**	**VG**	**Total**
Elnusa	0	0	1	3	8	12	24
Head Office	0	0	2	7	26	39	74
Others	0	0	4	8	20	14	46
PDSI	0	0	0	2	1	3	6
R1_Sumatra	2	2	2	11	44	85	146
R2_Jawa	1	0	1	8	21	34	65
R3_Kalimantan	2	2	6	10	25	31	76
R4_Indonesia Timur	1	0	0	7	10	1	31
R5_Internasional	0	0	0	0	2	0	2
Total	**6**	**4**	**16**	**56**	**157**	**231**	**470**

In table 5, the Assessment of the Quality of Messages delivered via Email, it shows that the majority of the ratings range from good to very good with as many as 388 respondents. The number of poor, not good, and very good answers is relatively small and shows that there is a need to improve the quality of the message. In the highest region, namely in Sumatra, the rating was 88% good and very good, then in regional 2 Java the Head Office was 87%, and regional 3 Kalimantan was 73%. However, in Region 1 Sumatra and Region 3 Kalimantan there were very poor and poor ratings. This shows that even though the number of assessors is relatively small, there is a need to improve the quality of the messages conveyed.

Table 6. Assessment of the Quality of Messages delivered via Portal/Intranet

Assessment of the Quality of Messages delivered via Portal/Intranet							
Location	**VP**	**P**	**NG**	**A**	**G**	**VG**	**Total**
Elnusa	0	0	2	8	5	9	24
Head Office	2	1	3	15	32	21	74
Others	0	1	1	11	14	19	46
PDSI	0	0	0	2	3	1	6
R1_Sumatra	1	6	6	33	49	51	146
R2_Jawa	1	2	5	9	26	22	65
R3_Kalimantan	2	1	2	19	30	21	75
R4_Indonesia Timur	0	2	1	9	9	10	31
R5_Internasional	0	0	0	0	1	1	2
Total	**6**	**13**	**20**	**106**	**169**	**155**	**469**

The results of the assessment data in the table 6 show that the majority of respondents gave a rating in the range of very good and good on the Assessment of the Quality of Messages delivered via Portal/Intranet, where when compared to the quality of messages in email, more ratings were poor, not good and very good as many as 39 respondents on the portal/intranet, so the quality of messages on the portal/intranet decreased more than the quality of messages on email.

The quality of messages in the regions is 74% in Regional 2 Java, 72% in the head office, 68% in Regional 1 Sumatera, but in Kalimantan it is 68% and Eastern Indonesia 61% for good and very good ratings.

Table 7. Assessment of the Quality of Messages delivered via TV Wall

Assessment of the Quality of Messages delivered via TV Wall							
Location	**VP**	**P**	**NG**	**A**	**G**	**VG**	**Total**
Elnusa	0	0	1	10	6	7	24
Head Office	1	1	5	22	24	21	74
Others	3	2	3	17	15	6	46
PDSI	0	0	0	0	4	2	6
R1_Sumatra	1	4	11	33	53	44	146
R2_Jawa	1	2	4	19	25	14	65
R3_Kalimantan	7	2	11	29	16	11	76
R4_Indonesia Timur	1	0	2	11	13	4	31
R5_Internasional	0	0	0	1	1	0	2
Total	14	11	37	142	157	109	470

Based on the results of the assessment data in the table 7 above, it shows that the Quality of Messages delivered via TV Wall, namely as many as 63 respondents gave a rating of not good to very bad. In regional mapping, the majority of good and very good ratings were 66% in region 1 Sumatera, head office 61% and 60% in region 2 Java. This shows a significant comparison between the three other internal communication channels used, the TV Wall media which received the most ratings of bad to very bad. The existence of TV Wall media is less effective in influencing the quality of messages received by employees.

Table 8. Assessment of the Quality of Messages conveyed through Print Media

Assessment of the Quality of Messages conveyed through Print Media							
Location	**VP**	**P**	**NG**	**A**	**G**	**VG**	**Total**
Elnusa	0	0	1	6	7	10	24
Head Office	0	0	5	18	27	24	74
Others	0	2	5	17	15	7	46
PDSI	0	0	0	2	3	1	6
R1_Sumatra	0	5	6	22	51	62	146
R2_Jawa	1	3	3	15	22	21	65
R3_Kalimantan	4	3	8	25	23	13	76
R4_Indonesia Timur	1	0	2	11	12	6	31
R5_Internasional	0	0	0	1	1	0	2
Total	5	13	30	117	161	144	470

The results of the assessment data in the Quality of Messages conveyed through Print Media (banner/pennant) table show a better assessment compared to the TV Wall. The quality of messages conveyed in print media as a support for email media or on portals/intranets. Regarding the frequency of regional answers, for the good to very good category it was 77% for Regional 1 Sumatera, 69% for the head office and 66% for Regional 2 Java.

Table 9. General Assessment of Information conveyed via PHE Communication Channels

General Assessment of Information conveyed via PHE Communication Channels						
Location	**VP**	**P**	**NG**	**A**	**G**	**Total**
Elnusa	0	0	3	10	11	24
Head Office	0	2	9	31	32	74
Others	0	0	12	22	12	46
PDSI	0	0	0	4	2	6

R1_Sumatra	1	2	15	49	79	146
R2_Jawa	0	1	13	24	27	65
R3_Kalimantan	1	2	14	37	22	76
R4_Indonesia Timur	1	2	5	16	9	31
R5_Internasional	0	0	0	2	0	2
Total	**3**	**7**	**71**	**195**	**194**	**470**

The General Assessment of Information conveyed via PHE Communication Channels table generally shows that the majority, 82.7%, said it was very good and good, which directly conveys that all the communication channels used have been running effectively. However, the quality of messages on TV Wall media, Portal/Intranet and Print Media still requires improvement or improvement. Regional data shows that the regions with the largest percentage of good and very good ratings are 87% in Regional 1 Sumatera, 85% in the Head Office, 78% in Regional 3 Kalimantan, and 78% in Regional 2 Java.

Table 10. Involvement In The Last 3 Months Follows Various Information Conveyed Via Email Subholding Upstream

Involvement In The Last 3 Months Follows Various Information Conveyed Via Email Subholding Upstream						
Location	**Everyday**	**2 Times a Week**	**3-4 Times a Week**	**Rarely**	**Never**	**Total**
Elnusa	15	2	5	2	0	24
Head Office	43	7	20	4	0	74
Others	24	6	15	1	0	46
PDSI	4	1	1	0	0	6
R1_Sumatra	96	15	30	4	1	146
R2_Jawa	43	8	13	1	0	65
R3_Kalimantan	44	13	15	4	0	76
R4_Indonesia Timur	21	2	7	1	0	31
R5_Internasional	1	0	1	0	0	2
Total	**291**	**54**	**107**	**17**	**1**	**470**

Involvement in the last three months shows that employees follow various information via upstream subholding email every day as much as 61.9%. The majority of the 96 respondents were from Regional 1 Sumatera, but only one person had never accessed Regional 1 Sumatera. In the category of rarely accessing upstream subholding email, there are four respondents at the Head Office, four respondents at Regional 1 Sumatera, four respondents at Regional 3 Kalimantan, two respondents at Elnusa.

Table 11. Involvement In The Last 3 Months Follows Various Information Conveyed Via Portal/Intranet

Involvement in the Last 3 Months Follows Various Information Conveyed via Portal/Intranet						
Location	**Every day**	**2 Times a Week**	**3-4 Times a Week**	**Rarely**	**Never**	**Total**
Elnusa	3	5	6	6	4	24
Head Office	12	19	21	14	8	74
Others	3	10	8	20	5	46
PDSI	1	2	1	1	1	6
R1_Sumatra	44	35	42	24	1	146
R2_Jawa	16	13	16	19	1	65
R3_Kalimantan	13	16	17	4	0	76
R4_Indonesia Timur	4	7	12	5	3	31
R5_Internasional	0	0	1	1	0	2

Total	**96**	**107**	**124**	**116**	**27**	**470**

Information submitted via the Portal/Intranet is accessed by 96 employees every day (20.4%). Meanwhile, those who never accessed it were 27 respondents or around 5.7%, which if broken down consisted of the Head Office (8 respondents), Elnusa (4 respondents), Regional 3 Kalimantan (4 respondents), Regional 4 Eastern Indonesia (3 respondents). Meanwhile PDSI, R1 Sumatra, R2 Java each have 1 person and the rest (others) are 5 respondents.

This table above explains that if this portal/intranet is indeed planned to be the main means of information, it needs to be considered to provide an attractive appearance to employees so that the messages and information to be conveyed can be properly delivered to employees in accordance with the objectives of the PHE Internal Communications Department.

Table 12. Involvement In The Last 3 Months Follows Various Information Conveyed Via TV Wall

Involvement in the Last 3 Months Follows Various Information Conveyed via TV Wall						
Location	**Every day**	**2 Times a Week**	**3-4 Times a Week**	**Rarely**	**Never**	**Total**
Elnusa	5	6	1	5	7	24
Head Office	18	17	17	16	86	74
Others	1	7	3	20	15	46
PDSI	1	1	0	3	1	6
R1_Sumatra	20	23	27	59	17	146
R2_Jawa	8	14	8	23	12	65
R3_Kalimantan	10	10	6	24	26	76
R4_Indonesia Timur	1	5	7	15	3	31
R5_Internasional	0	1	1	0	0	2
Total	**64**	**84**	**70**	**156**	**87**	**470**

Information conveyed via TV Wall, it turns out that only 64 employees follow the information every day (13.6%). Quite a large number of respondents never follow information via TV Wall, namely 87 respondents (18.5%). The most respondents who never participated were from Regional 3 Kalimantan (26 respondents), then Regional 1 Sumatera with 17 respondents and Regional 2 Java (12 respondents). The results in the table above require an assessment of whether the placement of the TV wall in the area is strategic enough and easy to reach and read by employees? If it is indeed strategic, it means that its content can be designed to be interesting and not monotonous in order to achieve its effectiveness in conveying information.

Table 13. Involvement In The Last 3 Months Follows Various Information Conveyed Via Print Media

Involvement in the Last 3 Months Follows Various Information Conveyed via Print Media						
Location	**Every day**	**2 Times a Week**	**3-4 Times a Week**	**Rarely**	**Never**	**Total**
Elnusa	6	5	2	8	3	24
Head Office	17	14	20	20	3	74
Others	4	7	10	21	4	46
PDSI	1	2	0	2	1	6
R1_Sumatra	37	36	40	30	3	146
R2_Jawa	13	12	11	24	5	65
R3_Kalimantan	8	16	11	33	8	76
R4_Indonesia Timur	3	7	9	10	2	31
R5_Internasional	0	1	0	1	0	2
Total	**89**	**100**	**103**	**149**	**29**	**470**

Meanwhile, information conveyed via print media (banners/banners/pennants) is only accessed by 89 respondents (18.9%) every day. There were 29 respondents who had never followed various

information through print media, spread across Regional 3 Kalimantan (8 respondents), then Regional 2 Java (5 respondents). For the Head Office, Elnusa and Regional 1 Sumatera, there are 3 respondents each. Regional 4 Eastern Indonesia and PDSI respectively 2 and 1 person. There are quite a lot of employees who rarely follow information through print media, namely 149 respondents (31.7%).

The results of the table above are a good starting point for considering print media as a means of delivering information and messages, because it turns out that print media is perceived as less effective. This may be because the content is less interesting, the placement is not right, or the print media is not available in the region.

Table 14. Involvement in participating in sharing information obtained from
Internal Communication Channels

Involvement in participating in sharing information obtained from Internal Communication Channels					
Location	Never	Sometimes	Often enough	Very Often	Total
Elnusa	0	8	10	6	24
Head Office	5	19	26	24	74
Others	1	20	18	7	46
PDSI	0	3	2	1	6
R1_Sumatra	6	22	66	52	146
R2_Jawa	1	19	27	18	65
R3_Kalimantan	4	36	26	10	76
R4_Indonesia Timur	0	9	13	9	31
R5_Internasional	0	2	0	0	2
Total	**17**	**138**	**188**	**127**	**470**

Involvement in sharing information is still lacking among employees, as seen in the answers very often (127 respondents) or only around 27% of the total respondents of 470 respondents. Those who share information quite often are spread across Regional 1 Sumatera (52 respondents) and the Head Office (24 respondents). While the answers were quite frequent (188 respondents), the most common was Regional 1 Sumatera (66 respondents). For those who never shared information, 17 respondents were divided into Regional 1 Sumatera (6 respondents), Head Office (5 respondents) and Regional 3 Kalimantan (3 respondents).

This table shows that the number of people who never participate in providing information assumes that all employees have received the same information, so there is no need to provide it again. Or, it may actually be a lack of commitment on the part of employees.

Table 15. Involvement in participating in Corporate Events held by Internal Communication PT. PHE

Involvement in participating in Corporate Events held by Internal Communication PT. PHE					
Location	< 5 times	5-10 times	10-15 times	> 15 times	Total
Elnusa	7	10	3	4	24
Head Office	17	31	14	12	74
Others	20	19	5	2	46
PDSI	3	2	1	0	6
R1_Sumatra	40	61	23	22	146
R2_Jawa	20	23	15	7	65
R3_Kalimantan	21	36	7	12	76
R4_Indonesia Timur	5	15	5	6	31
R5_Internasional	1	1	0	0	2
Total	**134**	**198**	**73**	**65**	**470**

Employees are classified as less active in taking part in corporate events held. This is proven by

the most answers being 5-10 times (42.1%) and 28.5% less than 5 times. Those less than 5 times (total 134 respondents) were spread across R1 Sumatra (27.4%), followed by R3 Kalimantan (27.6%), R2 Java (30.8%) and Head Office (23%). This percentage is of the total employees in each region who were respondents.

The range of 5-10 times taking part in this corporate event is where the majority of officers take part, namely in R3 Kalimantan (47.4%), R1 Sumatra (41.8%) and Head Office (41.9%). Those who are most active in taking part in corporate events are also in the same region, namely Head Office (16.2%), R3 Kalimantan (15.8%) and R1 Sumatra (15.1%).

The indicators in this table are good input, considering that the number of each region is not equal and some are even less than 10 respondents in a region, it can be considered that holding corporate events has resource constraints and others. So it can be considered to make activities hybrid from the headquarters or from regions with more resources or alternate so that all employees from all regions can get the same opportunity to participate in corporate events.

Discussion related to Internal Communication theory & the Concept of Employee Involvement

Employee involvement in activities held by the internal organization is very necessary to measure the efficiency of these activities. As stated by Zdravkovska and Haque, (2023) that internal communication is important as a basis for exchanging information within an organization for management development and overall effectiveness. This is also of course important for PHE for internal communication. This was also expressed by Bakker in Firdaus, 2023, that employee involvement also means prioritizing organizational interests over personal interests, this is also seen in PHE employees. Where the employee is involved in activities held by PHE's internal communications department.

Erlina and Komariah (2022) also stated the importance of employee involvement in organizations, especially in the current digital era where information sharing can also be done online. In this case, communication channels also play a role in the effectiveness of the messages conveyed in reaching employees. After employees receive the message received from the internal communications division, several employees share information with their colleagues with the aim of not only sharing the information, but also reminding their colleagues about the information. However, quite a lot of employees just know this and don't share it, some argue that all employees should already know this because it has been shared via existing channels (email, Whatsapp, social media, print media).

According to Kimani, 2024, consistent messaging is very important to strengthen organizational values, goals and expectations across various communication channels. When employees receive consistent messages from multiple sources within the organization, it reduces confusion and ambiguity, leading to a more unified understanding of the organization's direction. This is done by PHE's internal communications department by sharing information through various channels, namely email, portal/intranet, TV Wall and print media. An assessment of the quality of messages delivered on each channel shows that email is still a channel that is considered to be of very good quality for PHE employees.

The quality of messages delivered via email based on research results shows that it is very good, where employees directly understand clear messages both in delegating tasks or other messages in internal coordination. However, in two regions, namely Regional 1 Sumatera and Regional 3 Kalimantan, the ratings were very bad and not very good, so that in these regions, improvements were needed in the form of increasing the quality of messages sent via email.

Regarding the quality of messages conveyed via portal/internet media, the research results show that the ratings are very good and good compared to email media, but for regional results the majority are still in the good and very good categories. However, the results of the research show that in comparison with the three communication channels used by employees, the majority of TV Wall users obtained poor to very bad assessment results.

This needs to receive ongoing evaluation because the three communication channels used, TV Wall, are less effective in conveying messages to employees, so they can affect the quality of messages received by employees. Interpersonal communication in organizations through three communication channels is a process of exchanging information to obtain organizational goals, in this case PHE. So

that employee involvement in sending messages or receiving messages via email will directly impact the company's goals, because they understand what needs to be done in the duties of each employee. So it can reduce confusion and ambiguity among employees.

However, this is different from the use of print media used by companies, such as banners or pennants. The assessment is better compared to TV Walls. The use of print media certainly adapts to the purpose of conveying the message used, because print media cannot convey detailed messages in employees' daily work, because print media is only to support other communication media. So this is certainly not the main communication medium for employees to use.

Based on the research results, employees assess that the communication channels that have been used so far have been running effectively, but the three media used, namely TV Wall, portal/intranet and print media still need improvement so that the quality of messages received by employees is good and improve the quality of work performed by employees. Including in the last three months, 61.9% of employees followed various information conveyed via upstream subholding email. This directly conveys that employee involvement in accessing information via upstream subholding email still needs to be improved, considering that through high employee involvement, every employee can have positive work behavior which can motivate them in their work. The communication media used is not only an important aspect, but also the quality of the message conveyed through that media, so that through internal communication within the company it can develop the participation and involvement of all employees.

Conclusions

The alignment of internal communication activities and employee involvement within an organization can be achieved by recognising the important role that internal communication plays in driving employee involvement and commitment. The study of effective internal communication, such as ensuring that employees feel a fulfilled and adequate organizational support, has been shown to have a significant impact on the level of employee involvement, which in turn affects organizational performance. By aligning internal communication strategies with employee involvement constructs such as participative culture, supportive communication climate and quality information flow, organizations can build a cohesive framework that promotes consistency and synergy between internal communication and employee involvement.

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