

THE USE OF COMMUNICATION STRATEGY TO INCREASE EMPLOYEE MOTIVATION IN CREATING INNOVATION

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ABSTRACT

The aim of this paper is to describe the use of corporate communication strategy as functional strategy which providing focus and direction to the corporate in order to increase the employee motivation in creating innovation. Communication strategy acting as a framework for the organization to increase employee motivation in creating innovations by providing the link between key strategic issues of the organisation and employee activities through communication process. Corporate communication strategy is seen to be the outcome of a strategic thinking process by top managers in taking strategic decisions. There is strong reaction between a company and its employees in creating innovative culture. The premise is that there should be a valid communication between managers and their subordinates in order to create innovative product or process. This study describe Telkom IDeC (Innovation and Design Centre) situations as a division that responsible to create innovation and design in implementing communication strategy and using it to increase employee motivation in creating innovation.

KEYWORDS: communication strategy, employee motivation, innovation.

INTRODUCTION

Background

It was already known that the innovations play an important role, especially at competitive and global market. Successful can only be achieved by businesses that invest their funds into innovation and research. It is necessary to manage innovation activities in the business. Most of the businesses realize innovation as a necessity. To maintain the competitive position, it is necessary for businesses to constantly develop some innovative activities and to know the key success factors that affect the achievement of innovation performance so they can be successful on the market. Innovative activities can be developed when all resources are involved especially employees as the main resources. It is not easy to motivate employees in creating innovation. A communication strategy is needed in order to deliver key strategic issues of the business to create innovation.

Throughout 2014, the Indonesian economy grew quite healthily, with gross domestic product rising by 5.1%, particularly supported by domestic consumption, one of which was the telecommunications sector. In line with the growing middle class whose needs for various telecommunications services increased remarkably, the telecommunications sector grew by 9.1%, which was higher than the national economic growth. The

telecommunications industry itself has been very dynamic, consequently requiring industry players to adapt very quickly as well (Telkom, 2014).

As State-Owned Enterprises ("SOE") which is engaged in the field of telecommunications and network services in Indonesia, PT. Telkom Indonesia has to face many challenges in competitive environment. Therefore PT. Telkom Indonesia determine to have Innovation and Design Centre (IDeC) to maintain the level of innovation performance and make recommendations for its improvement. It is necessary to create a suitable strategy in communicating key issues to motivate employees of Telkom IDeC's in innovation of the business. The main aim of the paper is to acquire knowledge in the field of communication strategy of Telkom IDeC that are focusing on the area of increasing employee motivation and highlight the possibility of creating an innovation in business and identify space for further improvement.

Methodology

Solution of the examined issues in this paper using several methods. For the acquisition and collection of information were used method of analysis of documents (when analysing current and historical data relevant to the issue), method of semi- structured interviews (data collection), method of observation (visiting businesses).

THEORY

Communication Strategy

Communication strategy is a pattern in the communication function's important decisions and actions regarding relationships with strategic stakeholders. It is regarded as emergent rather than deliberate strategy since communication goals are not defined at the beginning of the strategy, but emerges through the process of identifying key strategic issues and their implications for the stakeholders. The concept 'strategy' is well-known in management theory and practice. The concept 'corporate communication strategy', however, has received little attention in the public relations (corporate communication) body of knowledge. There is mention of a strategic role for the corporate communication practitioner, but few explanations or descriptions of what corporate communication strategy means in a strategic organisational context. Although the corporate communication industry acknowledges that strategy should be an integral part of its communication programmes, few practitioners seem to understand the meaning of strategy (Steyn, 2002).

Organisational leaders depend on communication strategists to make them better communicators (Murray and White, 2005, Edmondson, Gupte, Draman, & Oliver, 2009). While communication strategies often address what should be communicated, when it should be communicated, and how it should be communicated, one important component, language, continues to be a barrier for some stakeholders. Dawkins (2004) alleged that many organisations have not been able to capitalize on the potential "reputational" benefits of corporate responsibility because of these communication barriers. Dawkins called for an alignment of corporate responsibility communications with stakeholders' concerns to break through these barriers (Edmondson et al., 2009).

Employee Motivation

The term motivation is derived from the Latin word “movere” which means to move. Motivation is what moves us from boredom to interest. It is like the steering wheel of a vehicle that directs our activities. Motivation represents those psychological processes that cause the arousal, direction, and persistence of voluntary activities that are goal oriented (Mitchell, 1982). Bartol and Martin (1998) define motivation as a force that energizes behavior, gives direction to behavior, and underlies the tendency to persist. This definition recognizes that in order to achieve goals, individuals must be sufficiently stimulated and energetic, must have a clear focus on what is to be achieved, and must be willing to commit their energy for a long enough period of time to realize their aim. Since, a leading function of management involves influencing others to work toward organizational goals, motivation is an important aspect of that function. According to the goal-setting theory, if people are provided with a goal followed by a reward, then they will be motivated. The goals should be specific and measurable, challenging but attainable, relevant to the organization and must be accomplished within a specific period of time. It is usually considered as a powerful motivational tool (Islam & Ismail, 2011).

Innovation

Innovation is a social process; various components of the innovation itself have been studied as they relate to the speed and pervasiveness of adoption, specifically observability, trialability, relative advantage, complexity, and compatibility (Hausman, 2005).

Innovation is an ambiguous concept. A standard definition of innovation is the adoption of an existing idea for the first time by a given organization. But often innovation tends to include both the creation and implementation of new processes, products, services and methods of delivery. One can distinguish between product innovation, process innovation, marketing innovation and organizational innovation (Laegreid, Roness, & Verhoest, 2011).

Communication Strategy at Telkom IDeC

As a unit from one of the largest State Owned Enterprises, Telkom IDeC have managers that responsible for providing strategic direction and oversee the daily operations in creating innovation and design. Telkom IDeC Is responsible to main business, which is on track to become the top innovator. Communication strategy use by managers to motivate employees in supporting the work of innovation to determines the future direction of innovation. In this case, Telkom IDeC keep reliable records on the state of inventions, innovative opportunities and innovation. Communication strategy used in order to make employees use of your their imagination and creativity. Within the organizational structure works as a secure of information flow, as well as effective corporate communications.

FINDINGS

This research found that the strategy used in corporate communications to motivate employees in creating innovation has been highly recognized and developed as a culture.

The following operationalisation of the concept 'corporate communication strategy' is based on Steyn's model for developing corporate communication strategy:

1. Analyse the organisation's internal environment: Deputy Senior General Manager (SGM) and all of Managers at Telkom IDeC used to analyze first the internal environment such as the corporate profile, vision and mission, as well as the corporate values, culture, policies and strategies. That will be the basic to create communication strategy in order to achieve organization's objectives.
2. Identify strategic stakeholders and publics in the internal and external environment: Deputy SGM and all of Managers at Telkom IDeC used to analyze than make shure that all strategic issues gathered from all stake holders. Stakeholders show their interests to both decision-makers and to the society, as they need public support to address their interests to decision makers. Stakeholders use different communication tools to address to these two target groups of communication receivers. Public's perceptions as well as stakeholders' interests should be analyzed by Senior SGM and all managers of IDeC, for matching them and make them compatible, in order to produce proper communication strategies.
3. Identify, describe and differentiate key strategic issues in the organisation's internal and external environment.
4. Identify the implications of each strategic issue for each of the stakeholders.
5. Formulate the corporate communication strategy, for example; take decisions on what must be communicated to solve the problem/ capitalise on the opportunity presented by the key strategic issue.
6. Develop a strategic communication plan and action plans around communication goals

All of the communication strategy that based on Steyn's model was implemented in the case of increasin employee motivation in creating innovative culture. The strategy than used as a tools to built consists of three, each with different weighting: building character has the greatest weight (50%), followed by building competence,with a weight of 30%, and building coopetition, with a weight of 20%. IDeC constantly developing motivation programs based on the Telkom Group culture, with the philosophy of "Always The Best". This culture is embodied in "The Telkom Way", which is the belief system and the reference values for all employees of Telkom, with supporting pillars for corporate culture comprising three core elements: namely

1. Philosophy to be the Best, that contains basic philosophy for all employees to always provide their best;
2. Principles to be the Star, which refer to three core values to be a star, known as 3S, for Solid, Speed, Smart.
3. Practices to be the Winner, which refer to key behaviors and practices to be winners. The concept for the development for the Telkom Group's organizational culture is based on the 8S elements, namely Spirituality, Style, Shared Values, Strategy, Staff, Skill, System and Structure.

Using communication strategy, all chairman at IDeC motivate employee to be innovative. IDeC also facilitate innovation through event and programme such as :

1. Innovation Day, Innovation Festival, Funingful (fun and meaningful innovation sharing)
2. Knowledge Management Sharing ; In its implementation, knowledge management is focused on creating business value that generates sustainable competitive advantage by optimizing the process of creation (*acquisition*), *sharing* and *utilization* of knowledge needed by the company. In order to support the knowledge management process, we have provided a Knowledge Management System, named KAMPIUN, which is a data bank (repository) as a means for every employee to improve his/ her knowledge by uploading or downloading through the system, which is expected to be a solution to the diverse work problems faced by them, which in turn encourages the growth of productivity and improvement of the quality of work.
3. Professional certification and Innovation Quality (QMRS)
4. Joint Innovation Center, for example; The joint venture of Telkom Indonesia and Telstra as an innovative strategic partnership that leverage Telkom Indonesia's existing infrastructure, local insights and the strength of its relationship with enterprise customers. In fact this joint venture has been awarded as 'Most Innovative Partnership' at the IDC Asia/Pacific Telecom Summit in Singapore on 7th November, 2014.

CONCLUSION

The corporate communication strategy in this case provides focus and direction for Senior SGM and all managers of IDeC to communicate, building relationships with strategic stakeholders. It can create a competitive advantage for through the early detection and management of issues, involving strategic stakeholders in problem solving and decision making. Corporate communication strategy makes the communication function relevant to increase the motivation of creating innovative culture at IDeC PT. Telkom Indonesia.

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