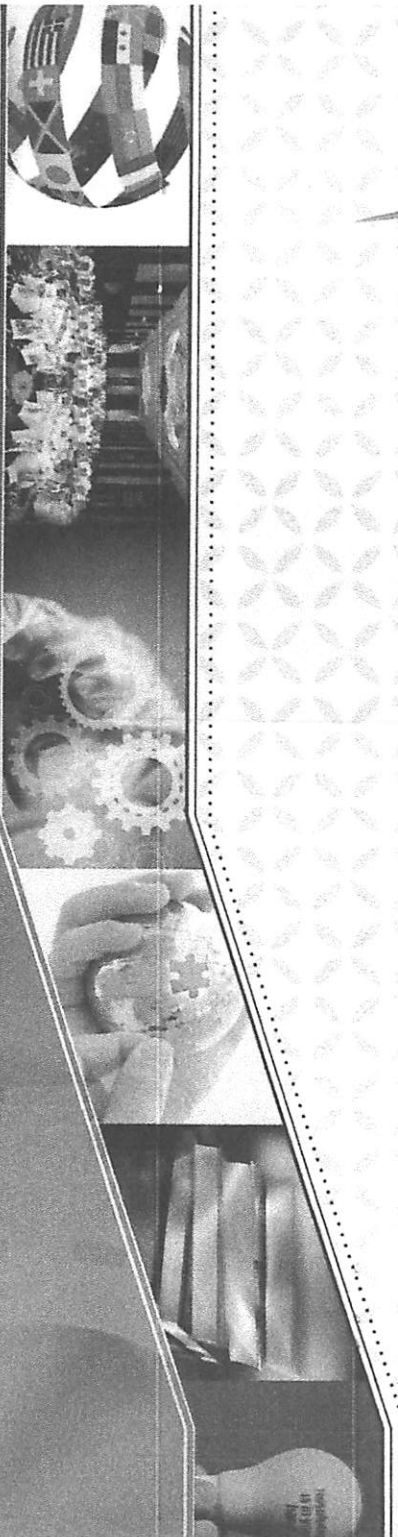


**Vol 2 - No 1, April 2014**  
**ISSN: 2354-6603**



**1<sup>st</sup> INTERNATIONAL SEMINAR & CONFERENCE  
ON LEARNING ORGANIZATION**  
Corporate University to Improve Organizational Performance



# LEARNING ORGANIZATION

Management and Business International Journal

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**LEARNING ORGANIZATION:**  
**Management and Business International Journal**  
**VOL. 2, NO. 1, April 2014**  
**ISSN: 2354-6603**

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# The Function of Internal Media Based on Employee Perception (Studies In Human Capital Employee Center PT. Telkom Indonesia, Tbk. - Bandung)

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## Abstract

Internal media is expected to inform the organization in achieving its objectives and in many ways, the fulfillment of interests between corporations with internal media reader can take place via the internal media. This research background is previous research that shows frequency of uses, employee satisfaction, and information quality that organized by Human Capital Center. However, that research has not shown significant result yet about employee perception for each medias. Therefore, it is needed to do a research to give a view about perceptual map for each internal medias that organized by Human Capital Center based on similarity level and employee perception.

This research uses an approach by survey method and multidimensional scaling data analysis technique with data input type not only similarity, but also preference to measure the similarity of each pair of internal media and respondent preference to internal media based on attributes of information availability, information accuracy, timely, promoting positive sense of belonging, message retention, respond to readers feedback, and up to date. The population of this research is the 132 employees of Human Capital Center PT. Telkom Bandung and the 100 samples were taken by using cluster sampling technique.

The result shows that based on similarity map, email and HCGA website are the most ideal media to deliver information. Based on perception map, HCGA website is the best media in information availability, information accuracy, and promoting positive sense of belonging. E-mail is the best media in message retention, respond to reader's feedback, and up to date. While for timely attribute held by telephone media.

This research founds that in delivering messages to employees it is needed to consider the type and characteristic of message and the internal media that used to deliver the message.

**Keywords:** *corporate communication, internal communication, employee communication, internal media.*

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## INTRODUCTION

Based on data from PEFINDO (January 2013) PT. Telkom included in the Best Five state-owned company with PT. PLN, PT. Fertilizer East Kalimantan, PT. PKG, and PT. Aneka Tambang. PT. Telkom was in twenty first position of a hundred best companies in the world that providing information services, communications and technology based on Business Week Magazine in 2005 ([www.telkom.co.id](http://www.telkom.co.id): 2013).

Large companies such as PT. Telkom needs to improve the quality of corporate communication management, because according to Watson Wyatt's research in 2003 titled *The Communication ROI Study*, which focuses on the relationship between strategy

and internal communications practices with shareholder returns, he discovered that the improvement in internal communication affects rise as much as 29.5% of market value. Companies that have good internal communication management get an increase in total return to shareholders by 26% from 1998 to 2002.

Corporate Communication refers to communication within corporate organizations (internal communications) as well as communication between different business entities (external communication). Corporate communications is utilization and the organization of all elements of communication within the organization so that the message can be managed and consistency can be ensured.

Other elements in corporate communication is also related to the management of public relations, community relations, media relations, shareholder relations, and employee relations employee management relation. Management of employee relations at PT. Telkom is under the responsibility of the *Human Capital Center*. *Human Capital Center* is corporate service unit under the Directorate of Human Capital and General Affairs (HCGA) is given the authority and role as an organizer of human function capital operations for all organizational units of employees of the company. One of the tasks of employee relations division is to manage internal media.

Internal media expected to inform the organizations step in achieving goals and in many ways, the fulfillment of interests between corporations with internal media reader can take place via the internal media. Communication processes within the organization's internal media related to three things, they are what is communicated, how the communication was organized and when communication takes place (Pasaribu & Siregar, 2000:17-18).

There are 7 (seven) internal media managed by HC Center called media kontak pelanggan. Those media is used to perform the function of employee relations. The media is a visit (Kunjungan), SMS, Letter (Surat), Email, Fax, Phone (Telepon), and Website HCGA.

Research on internal media-managed by Human Capital Center PT. Telkom has been done. However, this study was limited to the frequency of use and satisfaction of employees regarding their internal media. There has been no research on the factors that influence the frequency of use and satisfaction of employees against each internal media. The study was conducted through an online survey of the 47 employees of Human Capital and General Affairs results obtained can be seen in Figure 1, which shows the frequency of use of Human Capital Center's internal media.

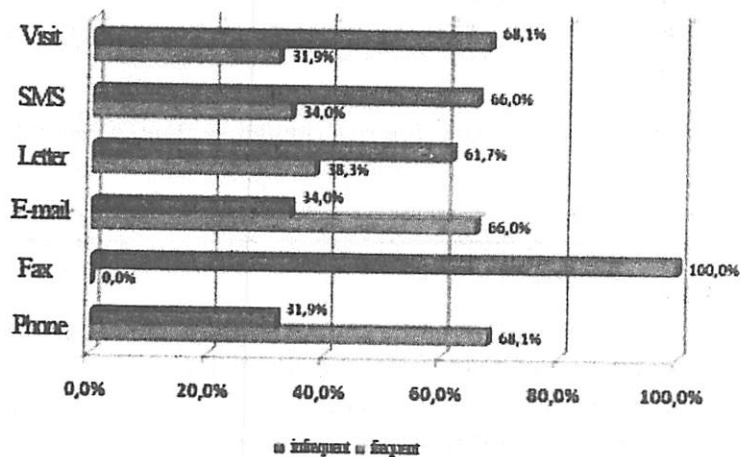


Figure 1. Human Capital Center's Media Internal Usage Frequency  
Source: Human Capital Center PT. Telkom Bandung

Figure 1 shows that Internal media most often used by employees of the Human Capital Center is a media phone (68.1%), while the fax (0%) is the most rarely used (Hadi, 2012:32)

Human Capital and General Affairs Employee satisfaction of the respective internal media Human Capital Center is presented in Figure 2 which shows that the highest level of satisfaction of Human Capital Center internal media usage is occupied by media phone (83.0%), while the fax is the media that has the lowest level of satisfaction (40.4%)

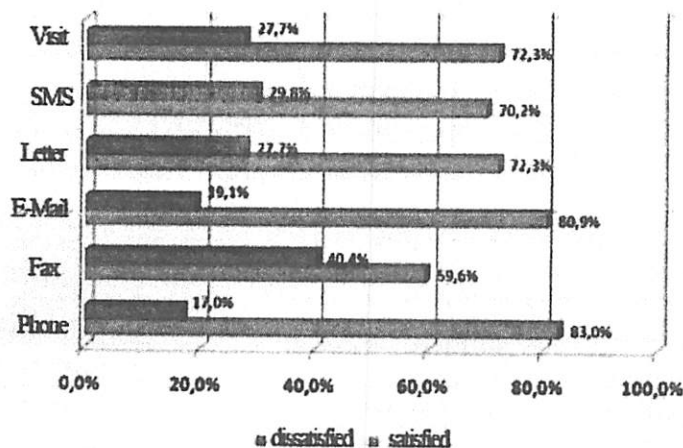


Figure 2. Satisfaction level of Human Capital Center Internal Media

Source: Human Capital Center PT. Telkom Bandung

Human Resources Information System (HRIS) is the central management of the information contained in the internal media Human Capital Center. Research on Human Resource Information quality information has also been done. This study conducted a survey to employees of Human Capital and General Affairs. The survey examined employee satisfaction towards the availability of human resources information, human resource information accuracy, and validity of human resources information. Results of a survey of HRIS services based on the availability of the information shown in Table 1

Selection	Respondents Answer	Total Respondents	
		Total	Percent
1	Very Not Good	1	2.1%
2	Not Good	5	10.6%
3	Neutral	10	21.3%
4	Good	26	55.3%
5	Very Good	5	10.6%
<b>Total respondents who answered</b>		47	100%
<b>The average value of the respondent answers</b>		3.62	72.3%

Table 1. HCGA Employees Assessment of the Service based on HRIS Information Availability

Source: Human Capital Center PT. Telkom Bandung

Employee Human Capital and General Affairs also has conducted an assessment of the accuracy of the information service Human Resource Information System that can be presented in table 2 below.

Selection	Respondents Answer	Total Respondents	
		Total	Percent
1	Very Not Good	1	2.1%
2	Not Good	7	14.9%
3	Neutral	8	17.0%
4	Good	25	53.2%
5	Very Good	6	12.8%
<b>Total respondents who answered</b>		47	100%
<b>The average value of the respondent answers</b>		3.60	71.9%

**Table 2. HCGA Employees Assessment of the Service based on Information Accuracy**  
Source: Human Capital Center PT. Telkom Bandung

According to the survey results on HCC customers, customer valuation formula HCC based on the validity of the HRIS Services information shown in Table 1.3

Selection	Respondents Answer	Total Respondents	
		Total	Percent
1	Very Not Good	0	0.0%
2	Not Good	8	17.0%
3	Neutral	7	14.9%
4	Good	26	55.3%
5	Very Good	6	12.8%
<b>Total respondents who answered</b>		47	100%
<b>The average value of the respondent answers</b>		3.60	72.8%

**Table 3. Customer Assessment of the Service HRIS based HCC Informasi Validity**  
Source: Human Capital Center PT. Telkom Bandung

In order to facilitate in read the comparison table Customer Rating HCC against HRIS services, then the next is presented Table 4 as follows:

Respondent assessment of the HRIS Services	Valuation
Information Availability	72.3%
Information Accuracy	71.9%
Informasi Validity	72.8%
<b>Average Respondent Assessment Of The HRIS</b>	<b>72.3%</b>

**Table 4. Employee Assesment of HRIS Services**  
Source: Human Capital Center PT. Telkom Bandung

Table 4 shows that the overall appraisal of Human Capital and General Affairs of the HRIS is 72.3%. The most dominant contribution is the validity of HR information (72.8%).

Description of these data can be used as a reference to draw the conclusion that phone is the internal media of Human Capital Center that most widely used and most fulfilling employee satisfaction. The data also showed that the highest employee satisfaction to HRIS services based on the validity of the information. However, the data is not shown on the employee's perception of each internal media-managed by the Human Capital Center.

Phenomena and data that has been described above underlie the author to conduct a study with the title **EMPLOYEE PERCEPTION MAP ON INTERNAL MEDIA**

**MANAGED BY HUMAN CAPITAL CENTER OF PT TELEKOMUNIKASI INDONESIA Tbk, BANDUNG.** From this analysis it can be seen a map of perceptions of internal media-managed by Human Capital Center. The method that used to analyze the perception or positioning is a method of multidimensional scaling. This analysis is used to illustrate the perception of employees regarding internal media in the form of perceptual map which can be determined according attribute dimensions of media effectiveness.

### Research Objectives

The purpose of this study is: Give a description of the Perceptual Map or map perception of each internal media managed by the Human Capital Center that based on the degree of similarity and employee preferences.

### Literature Review

As explained by theory and previous studies in the management of internal media, companies need to know what the employee wants to be in media tht the consumed. Several previous studies have seen a few of the attributes of employees regarding the effectiveness of the media. Bagus Sulisty Hadi found that employees assess the effectiveness of media based on the availability of human resources information (72.3%), HR Information Accuracy (71.9%), and the validity of HR information (72.8%).

Alessandra Mazzei and Silvia Ravezzani assess the effectiveness of media based on continuity (continuous), timeliness (timely), reliable information (truthful) and completeness of the content of the message (complete).

Mary Welch and Paul R. Jackson mentions in his research attributes the effectiveness of an internal media consists of media contribution to the internal relationship characterized by commitment of employees (contributing to internal relationships are characterized by employee commitment), gives a sense of belonging within the employee (promoting a positive sense of belonging), may develop their awareness of changes in the work environment (developing their awareness of environmental change), and develop their understanding of the need for organizations to develop, how to anticipate or respond to changes in the environment (developing their understanding of the need for the organization to evolve in response to its aims, or in anticipation of, environmental change).

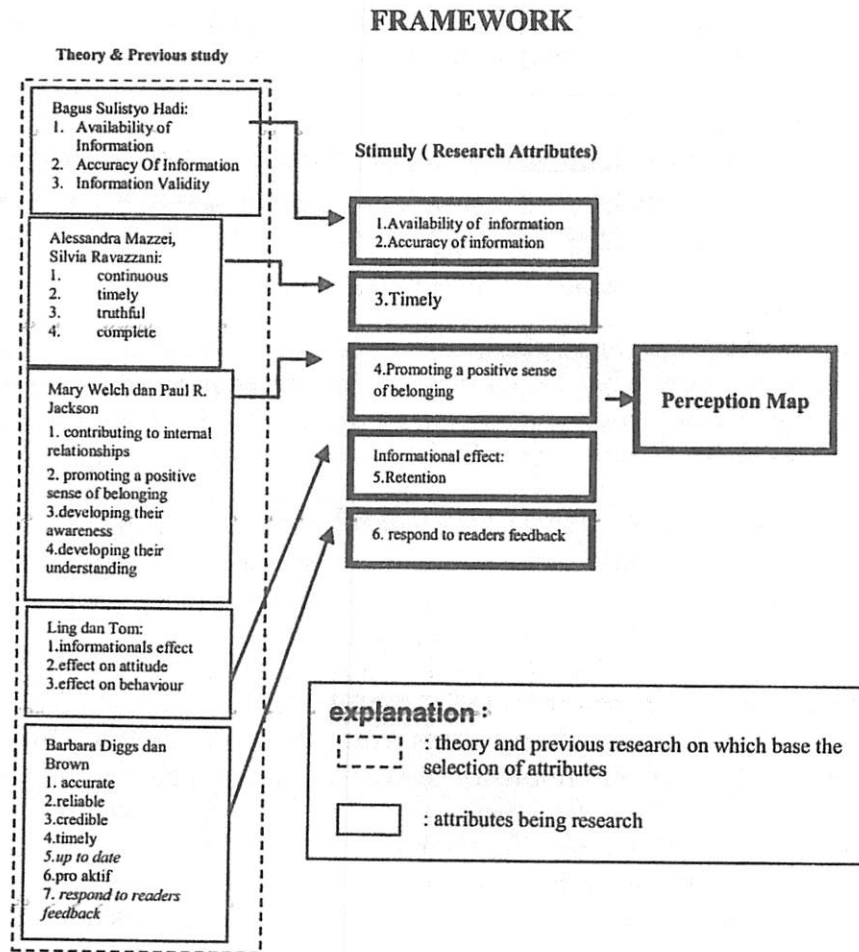
Then, Ling and Tom in his research suggests that the effectiveness and efficiency of the communication program can cause effects. They are informational effects; amounts of information that really hit the target audience programs (message exposure), Message comprehension (completeness messages received by the audience), the effectiveness of the message in motivating targets to understand the content of the message (message retention); includes how audiences give feedback like asking, send e - mails, phone calls, spreading the message through interpersonal contacts and their effect on PR or organization. Effect on attitude ((addition/ change of knowledge (increase of knowledge), increased confidence, increased affection (feeling happy) at the organization, formation of attitudes (attitude creation), strengthening the attitude (attitude reinforcement), changes in attitude (attitude change)). Effects on behavior ((forming behavior (behavior creation), the strengthening of attitudes (behavior reinforcement), and changes in attitude (behavior change)).

Barbara Diggs and Brown in his book *The PR Styleguide* argued that internal media must have the criteria for reliable (reliable), accurate (accurate), a credible source (credible sources of information), timely (timely), keep employees up to date with the aim of organizations, as well as pro- active and respond to readers feedback.

Theory and previous studies found some attributes used in perceiving internal media employee uses. Several studies using the same attributes, but there are also studies



that use different measurement attributes. The theories and some previous studies will be used as a reference in determining the attributes of the study and will be displayed on the frame. Framework that is formed can be described as follows:



Guffey et al. (2006:291) explains that business communicators write many different internal message to carry out the organization's operation. Messages can be grouped into three categories: (1) the message of procedures and information, (2) request and response messages, and (3) a confirmation message.

### 1. Message Procedures and Information

Most internal message explaining the procedures and distribute information. These messages generally flows down from management to employees and deals with day-to-day operations of an organization. The message has one main function: to convey your ideas clearly so that no further explanation is needed (reply message, phone, or personal visits). Messages procedures applying direct strategy in conveying how to accomplish a task. Message information is also frank approach in detailing the activities, services, and organizational action (Guffey et al. 2006:291-294).

### 2. Request message and Answers

When requesting information or routine actions in an organization, the direct approach is the best. Usually, this means asking for information or make a request without first providing an explanation and justification. Request and reply messages follow the directly pattern in the searching or provide information. Request and response messages push to get a quick response even directly (Guffey et al. 2006:294-298).

### 3. Confirmation Message

Confirmation message, also called the report for the archive (to- file report) or report events (incident report), recording decisions, instructions, and oral discussion. This message is a quick and permanent record that could be important in the future. Because people may forget, modify, or deny the verbal commitment, it is wise to make a written record of events pending. Other types of confirmation message just verify acceptance of materials or schedule changes. This message made with short and corresponding facts to explain the role of employees in a project. (Guffey et al. 2006: 298).

Theory and previous studies found some attributes used in the employee perceives internal media. Some studies use the same attributes, but there are also studies that use different measurement attributes. Some theories and previous research will be the based on make the reference in determining the attributes of this research.

Theory of the types of internal messages from Guffey et al. that described earlier can be considered in the selection of research attributes. The selection of internal media as a medium of information must be adapted to the type of message that is contained and can be described as follows :

#### 1. Availability of Information

Availability of information relating to how the media can convey information to complete. It is necessary to inform the types of procedures and information messages.

#### 2. Accuracy Of Information

Accuracy of information relating to how the media can deliver the right information. This attribute is also required to submit information to the types of procedures and information messages

#### 3. Timely

Timely or timeliness relating to how employees get a message or information on time. This attribute is required to submit information to the type of request and response messages.

#### 4. Promoting Positive Sense Of Belonging

Promoting positive sense of belonging or induce a feeling of having the employees within the company. This attribute is chosen because it is related to the type of procedure and information messages. Newsworthy information and achievements of the company may have feelings both inside the company's employees

#### 5. Message Retention

Message Retention means effectiveness in motivating messages targeted to understand the content of the message. It is necessary to convey messages and information procedures.

#### 6. Respond To Readers Feedback

When a media response to consumer feedback quickly, consumers will get used to be active in the development of information circulating in the company. It is important for the dissemination of information by type of confirmation message or request and response.

#### 7. Up to Date

related to how the media can be faster to update information than other media. This relates to the type of request and response messages.

## Methods

### Research Methods

The main objective of this study was to describe the positioning of internal media company based Human Capital Center directorate employee perceptions. So that this study are included in the descriptive research. Design research can be classified according to the method of communication used for primary data collection source. This study

used a survey method approach. Cooper & Schindler (2006:285) explains that the survey is a measurement process that is used to collect information in a structured interview-with or without an interviewer. Questions or made with carefully selected, sequenced, and appropriately presented to each participant. The purpose of the survey was to obtain data that can be compared with data from other parts of the samples were chosen so that similarities and differences can be found. When combined with the statistical probability sampling for the selection of participants, the findings and conclusions of the survey can be projected to a larger population and diverse.

#### *Data Analysis Techniques*

Simamora (2005:234) explains that as the class of multivariate techniques and interdepended technique, Multidimensional Scaling is a procedure that used to map the perceptions and preferences of the respondents in a visually map of the geometry. The geometry map folder called spatial or perceptual map. The map is a translation of various dimensions are related. Every dimension, ie X and Y are actually representing various attributes involved in the formation of perceptions

This study uses a multidimensional scaling analysis techniques to the type of data input similarity (similarity) and preferences (preferences). According to Maholtra in the book of Simamora (2005:242), similarity (similarity) can be measured in two ways, by means of (direct measures) and indirect means (indirect measures). In the direct approach, there are several ways to measure similarity, by rank, using a numerical scale or semantic differential, subjectively classify, cluster anchoring method, comparing pairs and measure behavior directly (direct method behavior). This study use the method of numerical scale and semantic differential scale. This method is advantageous because it is easier, because respondents do not need to compare the ranking of a pair with another couple.

Simamora (2005:272) explains that MDS can use preference data to form a perceptual map. Because it is the attitude of a brand relative to other brands compared, then the preference Removal, captured objects are equivalent, ie the entry as brand consideration the respondents.

This study also aimed to measure the impression of a number of internal media based on a set of attributes. By using certain measurements we asked respondents to give a rating (rating) any media on a number of attributes. In this study, the authors use Compensatory models. Simamora (2005:280) explains that this model uses the attribute-based preference. With this model, the preferences obtained by the formula:

$$P = \sum w_i \cdot r_{ji}$$

where

P = Preferences

W<sub>i</sub> = Weight of the i-th attribute

r<sub>ji</sub> = j brand rating at the i-th attribute

With this model, we can obtain the ideal points of each respondent to describe a product or brand that is ideal for him. Compensatory models begins with ensuring product attributes. In this study, the attributes that will be examined is the availability of information, Information Accuracy, Timely, Promoting Positive Sense of Belonging, Message Retention, Readers Respond To Live and Up to Date.

Perceptual Map resulting from multidimensional scaling of the show where perception is more occupied by the product, and where the area is empty. However, this perception map does not show where the best location for a new product that will be created.

The stages in the processing of the data using a multidimensional scaling method are as follows :

1. Making raw data matrix.
2. Stress Measure and calculate RSQ.
3. Calculate the coordinates of dimensions.
4. Determine the distance between objects (euclidean distance)

In addition to perception map, perceptual map can also be used to identify the competitors of a brand or company by calculating the euclidean distance of each brand. In principle, the smaller the euclidean distance, the closer the object, the higher the level of competition.

To calculate the distance, note the coordinates of each object. Eucliden distance can be calculated by the formula:

$$ed = \sqrt{(x_i - x_m)^2 + (y_i - y_m)^2}$$

Where:

$ed$  = Distance of eucliden

$x_i$  = Absis medium to medium-i or the i-th position in dimension 1 (i = 1, 2, ..., n)

$y_i$  = i-ordinate media or media position in the i-th dimension 2 (i = 1, 2, ..., n)

$x_m$  = Absis media or media position in dimension 1

$y_m$  = ordinate media or media position in 2 dimensions

Relative weights of the two dimensions (X and Y) are known to be described vector direction for all of the attributes of the products are comparable in effectiveness perceptions. Attribute vector direction shows the direction for all the attributes that indicate the better or more favored users. Then to determine the sequence of the media compared to the attributes of a straight line drawn on the vector sequences and the rank ordering of the product that is closest to the tip of the vector attributes.

#### Sample and Data Collection

The primary data in this study were obtained by conducting a survey to internal media users in the form of questionnaires. Secondary data in this study were obtained from several sources related to the study, there are: journals, books, theses, books, and internet. The population of this study is the Human Capital Center employees who use internal media. Samples were taken by using probability cluster sampling method or sampling area. And for the size of the sample to be taken from the population studied Slovin will use the following formula:

$$n = \frac{N}{(1 + Ne^2)}$$

Where:

$n$  = Total of respondents

$N$  = Total of populations

$e$  = Desired error rate

$$n = \frac{N}{(1 + Ne^2)}$$

$$n = \frac{132}{(1 + 132(0.05)^2)}$$

$$n = 99.248 \approx 100$$

#### *Sample Making Techniques*

Sampling was carried out in this study using probability sampling techniques. This sampling techniques provide equal opportunities to every member of the population to be elected as members of the sample (Riduwan, 2006 : 58).

In probability sampling, there are sampling technique that chosen by author called cluster or area sampling. Sugiyono (2010:83) explains that this sampling technique is used to determine the sample area when the object to be examined or the source of the data is very broad. To determine the population which would be a source of data, the population-based sample collection which has been set.

Area sampling technique is often used in two stages, the first stage is determining the sample area, and the next stage of determining those that exist in that area as well as a sampling (Sugiyono, 2010:83). Sekaran (2006: 132) explains that if some group with intra- group heterogeneity and homogeneity between groups were found, the random sampling of clusters or groups should ideally be carried out and the information obtained from each member of the cluster are randomly selected. Each cluster or group of members containing a set of heterogeneous in terms of interests, orientation, values, philosophical, and personal interests, selected from various departments to provide diverse perspectives.

This study took a sample of seven divisions in the Human Capital Center of the Division of General Support, Division of Functional Competency Development, HR Information Systems Division, Division of Compensation & Benefits, Division of Career & Talent Development, Division of HR Capability Development, and Employee Relations Division. Then the seventh division of the retrieved some random employee to be sampled. Homogeneity in this sample is that each member of the sample are both registered as employees of the Human Capital Center PT. Telkom Bandung. While heterogeneity shown by differences in perception, level of education, age, and years of service. Selection of Human Capital Center employees as the sample is due to research on employee perceptions of internal media center managed human capital in this case is done by the field of employee relations and human resource information center based attributes have not been done. To that end, the research needs to be done in the unit that manages and uses the internal media in advance to be used as reference as wider research.

## **Results and Explanation**

### *1. Characteristics of Respondents*

Respondents of this study were employees of the Human Capital Center corporate office of PT. Telkom Bandung, which uses an internal media Human Capital Center. The number of employees who responded were 100 people

#### *Characteristics of Respondents by Gender*

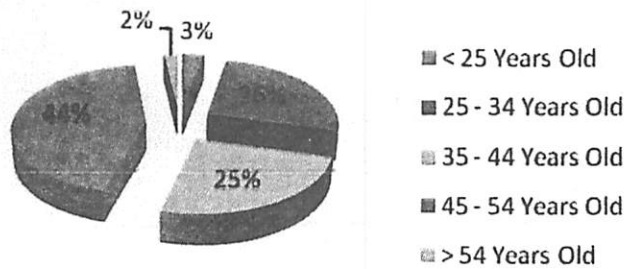
By sex, the percentage of female respondents was 25% or as many as 25 people, and men are 75% or as many as 75 people. Distribution of respondents by sex characteristics can be seen in the image below:



**Figure 3. Respondents by Gender**

**Characteristics of Respondents by Age**

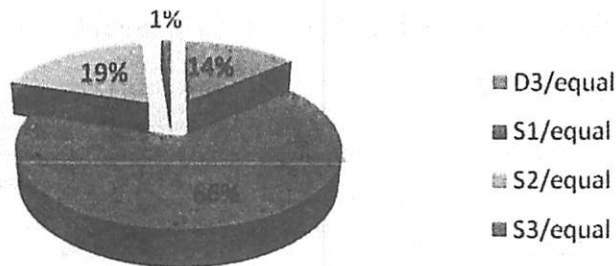
Based on the results of questionnaires known that as many as 3 of 100 respondents (3%) were aged less than 25 years, 26 people (26%) aged 25-34 years, 25 people (25%) aged 35-44 years, 44 people (44%) aged 45-54 years, and 2 (2%) over the age of 54 years. Distribution of respondents by age characteristics can be seen in the image below:



**Figure 4. Respondent by Age**

**Characteristics of Respondents by Education Level**

Based on the results of questionnaires, it is known that 14 people of 100 respondents (14%) have the highest education level of D3/equal, 66 people (66%) had a final education S1/equal, 19 people (19%) had a final educational S2 /equal, and 1 (1%) had education level S3/equal.



**Figure 5. Respondent by Education Level**

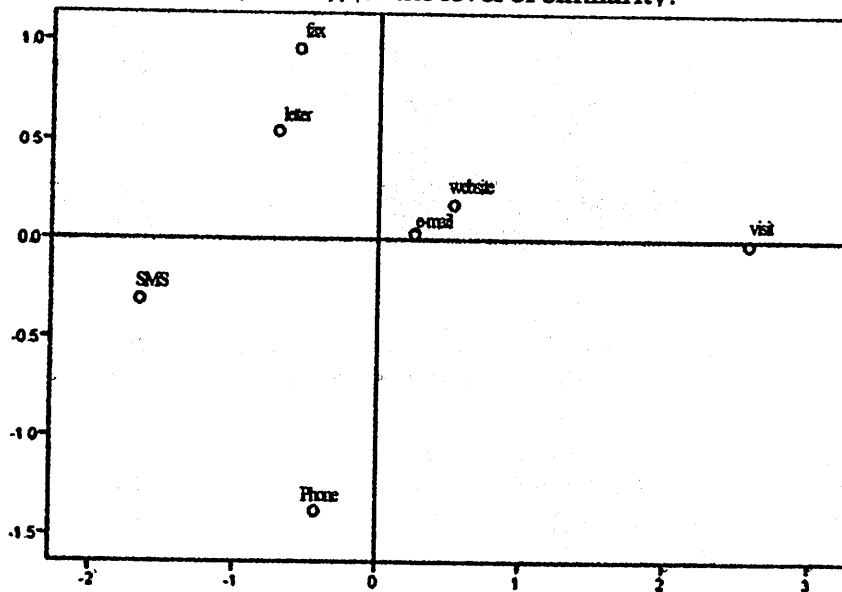
**Characteristics of Respondents by Work Period**

Based on the results of questionnaires, it is known that two people from a total of 100 respondents (2%) who have become employees of Telkom for less than 1 year. 30 people (30%) have a service life of 1-10 years, 29 (29%) have a service life of 11-20 years, and 39 people (39%) have a service life of more than 20 years.

**Figure 6. Respondent by Work Period**

**2. Internal Media Perception Map Based on the Rate of Similarity**

Level of Similarity of Human Capital Center internal media will be obtained by calculating the euclidean distance between the media with other media. The principle is the closer euclidean distance, the higher the level of similarity.



**Figure 7. Perception Map of Media Internal Based on Similarity**

Media Viewpoint	Euclidean Distance Rating					
	1	2	3	4	5	6
Visit	Website	Email	Fax	Phone	Letter	SMS
SMS	Letter	Phone	Fax	Email	Website	Visit
Phone	SMS	Emai	Website	Letter	Fax	Visit
Website	Email	Letter	Fax	Phone	Visit	SMS
Letter	Fax	Email	SMS	Wensite	Phone	Visit
Fax	Letter	Email	Website	SMS	Phone	Visit
Email	Website	Letter	Fax	Phone	SMS	Visit

**Table 5. Rating Resume Euclidean Distance of Similarity Data**

Similarity map indicates that the employee perceive that the HCGA website and e-mail can be an ideal medium between the other internal media. This is evidenced by its ranking based on the degree of similarity. HCGA websites and emails always managed to rank 1 or 2 when viewed from the perspective of other internal media. HCGA website was ranked first twice while email was ranked first as much as one and second position of four times.

### 3. Employees Perceptions Map of Human Capital Center Internal Media In Overall Attributes

This Analysis is performed by calculating the euclidean distance of the position of each internal media related attributes. The closer an internal media relating to the attributes, the better the internal media based on these attributes.

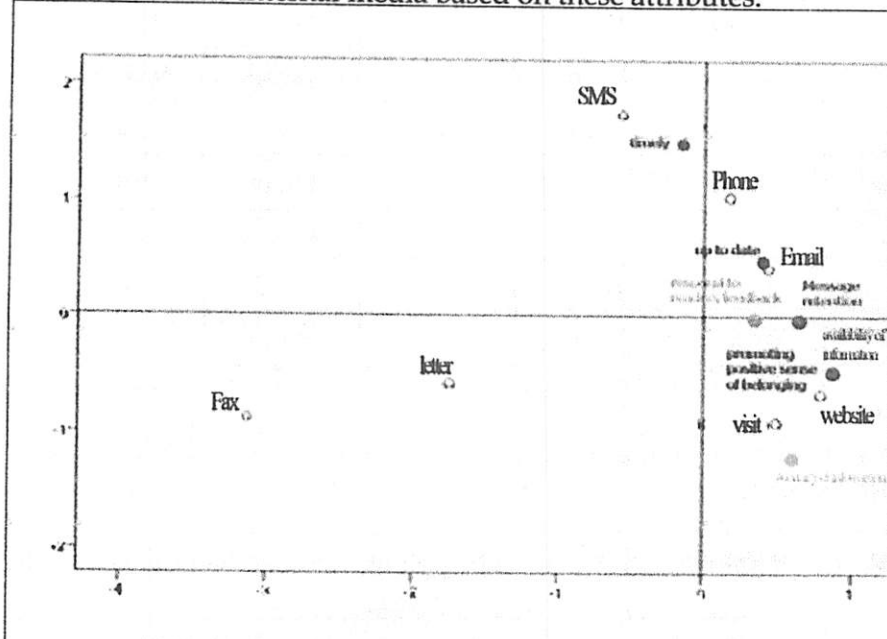


Figure 8. Internal Media Perception Map Based on Overall Attribute

Attribute	Euclidean Distace Rating						
	1	2	3	4	5	6	7
Availability of Information	Website	Visit	Email	Phone	SMS	Letter	Fax
Accuracy Of Information	Website	Visit	Email	Phone	Letter	SMS	Fax
Timely	Phone	SMS	Email	Website	Visit	Letter	Fax
Promoting Positive Sense Of Belonging	Website	Visit	Email	Phone	SMS	Letter	Fax
Message Retention	Email	Website	Visit	Phone	SMS	Letter	Fax
Respond To Readers Feedback	Emai	Website	Visit	Phone	SMS	Letter	Fax
Up to Date	Email	Phone	Website	Visit	SMS	Letter	Fax

Table 6. Resume of Euclidean Distance Rating Based on Preferences Data

### 4. Managerial Analysis

Map of similarity suggests that internal media users perceive website HCGA and e-mail can be an ideal position between the other internal media. This is evidenced by its ranking based on the degree of similarity. Website HCGA and email always managed to rank 1 or 2 when viewed from the perspective of other internal media.. Website HCGA was ranked first twice while email was ranked first one time and ranked second four times. This can be explained on the resume of euclidean distance ranking of similarities data:



Media Viewpoint	Euclidean Distance Rating					
	1	2	3	4	5	6
Visit	Website	Email	Fax	Phone	Letter	SMS
SMS	Letter	Phone	Fax	Email	Website	Visit
Phone	SMS	Email	Website	Letter	Fax	Visit
Website	Email	Letter	Fax	Phone	Visit	SMS
Letter	Fax	Email	SMS	Website	Phone	Visit
Fax	Letter	Email	Website	SMS	Phone	Visit
Email	Website	Letter	Fax	Phone	SMS	Visit

**Table 7. Rating Resume Euclidean Distance of Similarity Data**

Theory of the types of internal messages that have been raised previously explained that there are three types of messages are used internally to implement the organization's operations, they are procedures and information messages, message confirmation, and request and response messages. Each type of message has the properties of their respective.

Message Type	Properties
Procedures and Information Message	<ol style="list-style-type: none"> <li>1. Convey ideas very clearly that no further explanation is needed</li> <li>2. Applying direct strategy in conveying how to accomplish a task</li> <li>3. Frank approach in detailing the activities, services, and organizational action.</li> </ol>
Request and response messages	<ol style="list-style-type: none"> <li>1. Using a direct approach</li> <li>2. Asking for information or make a request without first providing an explanation and justification.</li> <li>3. Pushing to get a quick response even directly</li> </ol>
Confirmation Message	<ol style="list-style-type: none"> <li>1. Only verify acceptance of materials or schedule changes.</li> <li>2. Created concise and appropriate facts to explain the role of employees in a project.</li> </ol>

**Table 8. Message Type and It Properties**

Table 8 can be used as a reference to determine the appropriate medium for each type of message. Internal messages that managed by Human Capital Center then will classified based on the three type of internal messages that have been described previously. This internal message classification determination based on the discussion with the Employee Helpdesk manager in Human Capital Center, Mr Uum Suryaman. Classification of the types of messages that are managed by the Human Capital Center may be explained in the following table:

Message Type	Human Capital Center's Internal Message
Message Procedures and Information	Employee Administration Compensation / Salary Job Management Employee Discipline Regulations Recruitment Employee Appreciation Company News Referral Director Report Employee Data Update Knowledge HR Development
Confirmation Message	Event Schedule
Request and response messages	Office Memorandum Q & Management Leave filing Rights Invitation

**Table 9.** Human Capital Center's Internal Message Type

Furthermore, based on the table 9, we will explain the types of messages that have been published through the Human Capital Center internal media. For more details are described in the following table :

Internal Media	Contained Message
Visit	<ul style="list-style-type: none"> <li>• Human Resource Development</li> <li>• Knowledge Update</li> <li>• Job Management</li> <li>• Referral Director</li> <li>• Accountability Reports</li> <li>• Q &amp; Management</li> <li>• Employee Discipline Regulations</li> </ul>
SMS	<ul style="list-style-type: none"> <li>• Schedule of Events</li> <li>• Q &amp; Management</li> </ul>
Phone	<ul style="list-style-type: none"> <li>• Schedule of Events</li> <li>• Q &amp; Management</li> <li>• Employees Administrative</li> </ul>
Website	<ul style="list-style-type: none"> <li>• Office Memorandum</li> <li>• Compensation / salary</li> <li>• Q &amp; Management</li> <li>• Administrative Employees</li> <li>• Regulation discipline employees</li> <li>• Recruitment</li> <li>• Appreciation of employees</li> <li>• Company News</li> <li>• Referral director</li> <li>• Reports</li> <li>• Employee Data</li> <li>• Submission of Leave Rights</li> </ul>

<b>Letter</b>	<ul style="list-style-type: none"> <li>• Submission of Proposal Letter</li> <li>• Invitations</li> <li>• Office Memorandum</li> </ul>
<b>Fax</b>	<ul style="list-style-type: none"> <li>• Schedule of Events</li> <li>• Office Memorandum</li> </ul>
<b>Email</b>	<ul style="list-style-type: none"> <li>• Employee Discipline Regulations</li> <li>• Q &amp; Management</li> <li>• Referral Director</li> <li>• Schedule of Events</li> <li>• Office Memorandum</li> <li>• Submission of Proposal</li> <li>• Invitations</li> <li>• Submission of Leave Rights</li> </ul>

**Table 10. Human Capital Center's Internal Message Type**

Employees have perceives the Human Capital Center internal media on seven attributes of research that can be described in the table 11 below. Table 11 contains resume of euclidean distance preference data rankings for each Human Capital internal media. This table will be used as the basis of managerial analysis of whether internal media used by Human Capital Center is according to the type of message being delivered.

Attribute	Euclidean Distace Rating						
	1	2	3	4	5	6	7
Availability of Information	Website	Visit	Email	Phone	SMS	Letter	Fax
Accuracy Of Information	Website	Visit	Email	Phone	Letter	SMS	Fax
Timely	Phone	SMS	Email	Website	Visit	Letter	Fax
Promoting Positive Sense Of Belonging	Website	Visit	Email	Phone	SMS	Letter	Fax
Message Retention	Email	Website	Visit	Phone	SMS	Letter	Fax
Respond To Readers Feedback	Emai	Website	Visit	Phone	SMS	Letter	Fax
Up to Date	Email	Phone	Website	Visit	SMS	Letter	Fax

**Table 11. Resume of Euclidean Distance Rating Based on Preferences Data**

Table 10 shows that HCGA website is ranked first in the availability and accuracy of information. so it is possible to use HCGA website as media in disseminating information to the types of procedures and information messages. Such as memos, personnel administration, employee disciplinary rules, recruitment, employee appreciation, corporate news, guidance director, reporting, compensation/salary, and employee's data. But for the question-and-answer message management and submission of leave entitlements, HCGA should not use the website as a distribution medium. Because based on the attributes up to date, respond to readers feedback and timely, website HCGA was in third and fourth position. While questioning the management and submission of leave entitlements is the type of request and response messages that require a quick response from the management.

Timely attributes in Table 10 shows both internal media phones and SMS that get a positive perception of employee. This could be due to both the speed and timeliness of the media in conveying information to their public. So that, they are the perfect medium to convey schedule or management debriefing activities. But for employees of administrative messages, you should not use both these media, because based on

the attributes of the availability and accuracy of information, telephone and SMS were at fourth and fifth position, while administrative employees including the types of procedures and information messages.

Table 10 shows that the attributes of promoting a positive sense of belonging occupied HCGA website as first position, followed by a visit to the second place. It's because in those media, company management can contain news and appreciation for company employees. As described in a variety of media theory internal employee publication, That the publication of the employees keep employees informed strategies and goals of the organization, giving employees the information needed to carry out their duties properly, encouraging employees to maintain and strengthen the organization's standards and commitment to quality improvement, increase efficiency, improve service, and social responsibility large, recognizing the achievements and success of employees, creating a two-way communication opportunities by asking for feedback, questions, and concerns of employees. HCGA website and visit it is appropriate to conduct Human Resource Development, Knowledge Update, Job Management, director information, report, question - answer management, employee discipline regulations, delivery memos, personnel administration, recruitment, employee appreciation, corporate news, guidance director, compensation / salary, and employee data.

Employees have the media perceive E - mail as a medium that is closest to message retention attributes (motivating employees to be able to understand the contents of the message) this can be seen in Table 10. This suggests that email can be a medium that can be relied upon by the company in employee disciplinary rules, questioning management, referral director, schedules, memos, proposals, distributing invitations, or submission of leave entitlements. This is because the messages included in the request and response messages that require immediate response.

Table 10 shows that the employee has perceive e-mail as the media closest to the attributes respond to readers feedback and up to date. Therefore, e- mail is an excellent medium to deliver employee disciplinary rules and guidance director, question-answer management, inform schedules, memos, proposals, invitations or submissions leave entitlements. This is because the message is included in the request and response messages that require immediate response.

Preference maps show that your internal media fax and letter are two media that have the furthest distance of all the attributes of the study. The second attribute is the nearest to the media only attribute respond to readers feedback. This can be caused by fax and email are the two media are less cumbersome and require expensive in its use. Companies need to consider using this two media only for a more formal needs. For example, proposals for cooperation with other companies.

The entire explanation in this study contrast with the results of previous studies that the frequency and satisfaction of employees on internal media occupied by media phone. According to this study, the phone just fulfill the attributes timel. As for the other attribute is mostly occupied by the e - mail and website HCGA. Those explanation can also be used as a reference to draw the conclusion that in communicating, to consider types of messages, message properties, and through what media the message should be delivered with.

## **Conclusions and Recommendations**

*Based on Human Capital Center Internal Media Data Similarity*

1. Seen from the point of view of the media visit  
According to the PT. Telkom Bandung Human Capital Center employee perceptions media that is most similar to the media visits is Website HCGA.

2. Seen from the point of view of media SMS  
According to the PT. Telkom Bandung Human Capital Center employee perceptions media that is most similar to the SMS is Letter:
3. Seen from the point of view of the media phone  
According to the PT. Telkom Bandung Human Capital Center employee perceptions media that is most similar to the media phone is SMS.
4. Seen from the point of view of the media Website:  
According to the PT. Telkom Bandung Human Capital Center employee perceptions media that is most similar to the media website is E - mail.
5. Seen from the point of view of the media a letter:  
According to the PT. Telkom Bandung Human Capital Center employee perceptions media that is most similar to the media a letter was fax.
6. Seen from the point of view of media fax:  
According to the PT. Telkom Bandung Human Capital Center employee perceptions media is most similar to fax media is Letter
7. Seen from the point of view of media e - mail:  
According to the PT. Telkom Bandung Human Capital Center employee perceptions media that is most similar to the medium of e - mail is website HCGA.

*Employee Perception Based on Preferences Data Against Internal Media Attribute*

1. Based on Attribute Availability Information  
According to the PT. Telkom Bandung Human Capital Center employee perceptions, internal media excelled in the availability of information is the media website and those has the worst availability of information is the Fax.
2. Based Attribute Accuracy of Information
3. According to the PT. Telkom Bandung Human Capital Center employee perceptions, internal media excelled in the accuracy of the information website that has the accuracy of the information and at worst is Fax.
4. Based on Attribute Timely  
According to the PT. Telkom Bandung Human Capital Center employee perceptions, internal media excelled in the attribute Timely phone and the worst is fax.
5. Based Attribute Promoting Positive Sense of Belonging :  
According to the PT. Telkom Bandung Human Capital Center employee perceptions, internal media excelled in Promoting Positive Sense of Belonging is websites and the worst is Fax.
6. Based Attribute Message Retention  
According to the PT. Telkom Bandung Human Capital Center employee perceptions, internal media excelled in the Message Retention is websites and the worst is the Fax.
7. Based Attribute Readers Respond to Feedback  
According to the PT. Telkom Bandung Human Capital Center employee perceptions, internal media excelled in respond to readers feedback is visit, and the worst is fax
8. Based Attribute Up to Date  
According to the PT. Telkom Bandung Human Capital Center employee perceptions, internal media excelled in the attributes Up to date is e - mail and the worst is Fax.

**Suggestion**

*Suggestions for Human Capital Center*

Of some of the conclusions obtained, it can then be put forward some suggestions that might be considered in response to a phenomenon that has been described above:

1. H CGA website should be used to submit information requiring the availability of the most complete, precise and accurate message, can give a good feeling and a sense

- of belonging to an employee within the company, and in conveying the information employees need motivation to read. For information needs with the same kind of message, then the company could use the medium of e - mail.
2. Visits should be used to submit information requiring the availability of the most complete, timely and accurate messages and can give you a good feeling and a sense of belonging to an employee within the company. For information needs with the same kind of message, then the company can use the media HCGA website.
  3. E - mail should be used to convey information requiring the fastest updates, the availability of complete information, accurate information, require timeliness in delivery, and can motivate the reader to understand the content of the message. For information needs with the same kind of message, media companies can use the website HCGA
  4. Phones should be used to communicate information that requires timeliness message to the employees. For information needs with the same kind of message, companies can use SMS.
  5. Human Capital Center needs to make an effort to maximize the use of fax as a communication medium. Because of each attribute selected, fax always at the bottom. It can also be demonstrated in Figure 1 and Figure 2 which has been described previously that the media use fax and fax media regarding employee satisfaction is at the bottom. Or the Human Capital Center should remove the use of fax media and replace it with media that fulfill the employee satisfaction, such as the medium of e - mail or letter that has the highest degree of similarity with the fax media.

#### *Suggestions for Further Research*

1. This research was conducted only on employees of Human Capital Center Corporate Office PT. Telkom Bandung which is a unit of internal media management company. Human Capital Center is part of the Directorate of Human Capital and General Affairs with internal and external customers. Therefore, to further research should be conducted for all employees of PT. Telkom, which uses an internal media companies to be used as reference in improving the effectiveness of its use.
2. The result is only at the stage of employee perceptions about each internal media of Human Capital Center on seven attributes. For further research, is expected to further explore how the perception of the seven attributes that can be used as a reference to improve performance of each internal media -managed by Human Capital Center.

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