

CHAPTER I

INTRODUCTION

1.1 Background

It is a common understanding that the foundation of any effective relationship is effective communication, however, despite major technological developments, it seems as though communication has become even less effective despite all the new tools found today. This also applies to those in the professional world. A study conducted by Weber Shandwick claimed that it is a common phenomenon found today that even with the rise and improvement of communication tools available in most workplaces, employer-to-employee communications are surprisingly low (2014). This has caused a lack of efficiency and cohesion between members of an organisation, be it as an employee or employer. This requires attention and care from the leadership and management of the company to resolve such a critical issue, because if the system of communication of a company ends up in failure, how would a company manage to keep going on when the channel and system of communication itself are ineffective.

In July 2021, PT WebTV Asia Indonesia in July 2021, went through a sudden major layoff, resulting in 70% of the company's employees resigning due to the side effects of the rampant Covid-19 pandemic. The company that previously had a manpower of 60 members had become a small team of 20,

handling the same amount of workload and projects as before, but with much less workforce. This stirred confusion and panic among employees who were left behind, with no proper communication and support from management, the team had to manage the same workload and tasks despite the major cut off. The team looked towards their leadership and management to give more support and guidance after the major loss but were failed and left in the dark, fighting for their spot in the company and continuing their tasks. Employees were left afraid of being unable to share their opinions and speak out, fearing that they may lose their jobs if they had complaints. However, from the employers perspective, they are unable to give such support due to them also grieving the loss of their organisational members and lack of income being able to support all members of the organisation and due to the new division of labour that employees cannot handle, the management found it difficult to communicate their disappointment and needs towards their employees in a positive way.

With the leadership and management being closed off and not communicating effectively, explaining or giving the proper support the team needs to reduce their stress, it resulted in the lack of trust and communication between the upper management and employees. The possible solution to this problem could be through the improvement of leadership and management communication at WebTV Asia Indonesia. If the leaders are willing to communicate better and provide the needed support, the organisational behaviour and employee engagement could rise and lead to a positive effect for the organisation as a whole and as supported by Ballinger, Schoorman, & Lehman (2009), a high-quality

working relationship, a leader that offers their employees the right responsibilities, information, communication sharing, opportunities, verbal and non-verbal rewards and benefiting from strong communication can result in a higher, stronger communication, loyalty and trust between the team.

When the leadership and management show the proper way to communicate and create a positive, open feedback environment, employees would feel much more comfortable sharing their perspectives and possibly developing solutions to the problems that management may be facing while also improving the employee-employer relationship.

Fixing or creating a better communication system will allow for employees to be able to voice out their opinions and ask for help when needed, reducing their burden and causing effective communication so they may perform to the best of their capabilities. Dasgupta, Saur & Singh (2014) state that better communication will not only improve relationships between employees but will also improve attitude and behaviour in the workplace (Bucăța et al, 2017), hence providing better support within the organisation can enhance the organisation. Shaping the organisational behaviour of the company can be effective for the company to all reach the same goal because if everyone behaves a certain way and promotes the right behaviour, the easier and more effective it becomes to communicate within the organisation because According to Sarros et al (2014), communication exchanges determine behaviours, objectives and cultures, meaning this developed the attitude of employees.

Some of the best ways to shape organisational behaviour and employee engagement are through proper communication and support. Communication is one of the most important aspects of management in a company, good management allows employees to reach their key performance indicators and do an excellent job in reaching them (Bucăța et al, 2017). Supporting the employees is the best way to ensure employee satisfaction, with a clear and proper flow of organisational communication. This makes the organisation's members feel confident, satisfied and even motivated to continue working in their field if their organisational environment supports them emotionally, physically and mentally.

Frenkel, Sanders and Bednall (2013) believed that employees that constantly communicated with leadership and human resources specialists, resulted in a higher level of job satisfaction, with less urge to quit their jobs, this allowed for a much better organisational improvement. The free flow of communication allows for a much better overall result, not only in the project but also in organisational structure. The type of leadership leading the company can have a major effect on how communication occurs and if the leader enforces positive communication exchanges, it can create higher trust and satisfaction for members of the organisation. A study found that it is preferred for leaders who believe in the importance of transparency, accepting mistakes, encouraging voice, and staying consistent with the company's values. The employers, leaders of the company are expected to partner, encourage and practice effective communication and guide their team through the journey of change (2016). By improving this, it can lead to an improvement of relationships between employee and employer, as

supported by a study conducted in 2021, it was found that the quality of the employees' relationship with the startup impacted the efficacy of the startup CEO's communication efforts and the impact resulted in the higher intention to engage in organisational citizenship behaviour (Men, 2021).

The way the management communicates is crucial for the group to achieve the common goal set in place and make employees feel as though they do belong in the organisation and are respected and heard. Those leaders who understand the value of communication and adjust their communication style towards their team can allow the team to feel more heard, and voice out their opinions and problems. While maintaining organisational structure and respect according to the hierarchy, at the same time, maintaining mutual respect regardless of one's position in their organisational structure, open communication will only benefit the organisation.

1.2 Purpose of Internship

Below are the purposes of interning at WebTv Asia Indonesia :

- (1) To learn and practice leadership and management at WebTV Asia Indonesia.
- (2) To understand the importance of the right techniques of leadership and management at WebTV Asia Indonesia.
- (3) To put all the theories regarding leadership and management into practice and learn from the negative and positive side of leadership and management at WebTV Asia Indonesia.

1.3 Scope of Internship

During the internship, the intern will carry out activities at WebTV Asia Indonesia as the social media content creator of WebTV Asia Indonesia, specifically creating content for the official Instagram page (@webtvasia.id) and Goban Heroes (@gobanheroes). All work carried out by the intern will be supervised and accounted for by the assistant vice president, Erwin Ongkowijoyo. The content creation will vary from pre-production until post-production. The Intern is responsible for gathering information and content that will be used to produce content that allows the audience to feel triggered to engage with the posts, all resulting in a higher social media engagement rate and an overall increase in brand awareness and reach. Furthermore, the intern will be working with the company graphic designer to create mood boards and the visual outlook of the content. The intern is also accountable for tasks such as copywriting and caption creation for all the content that is to be posted on the Instagram account @webtvasia.id and @gobanheroes. The intern is also accountable for creating monthly insight reports to record reach and increase engagement rate.

The intern will also be assigned to be supporting the main activities of the assistant vice president of WebTV Asia Indonesia. The intern, was graciously given the opportunity to practice some aspects of leadership and management through this scope of work. Here, the intern will help in all marketing and operational activities of the company through the creation of brand pitching decks, campaign management, updating upper management and

servicing as a bridge of communication for any feedback and concern raised by the employees. The intern will be responsible for creating branding decks for any project that requires pitching and marketing efforts such as creative campaign production. The intern will be expected to note down any concerns and needs of employees that occur daily and report them to the assistant vice president so it may be raised to upper management to find a solution.

1.4 Location and Time of Internship

The internship will be conducted in the official WebTV Asia office which is located in Meta Epsi Building, which is located at Jl. DI. Panjaitan No.Kav. 2, RT.5/RW.9, Rw. Bunga, Kec. Jatinegara, Kota Jakarta Timur, Daerah Khusus Ibukota Jakarta 13350. The office operates fully from the office and all employees are requested to enter while maintaining the correct and strict COVID-19 health protocols to ensure the safety of all members of the office. The internship started on August 1st, 2021 and ended on November 1st 2021, with an estimated total of 640 hours. The intern is expected to enter the office every day from 9.30 AM to 5.30 PM.