

## Employee Relations at PT ASDP Indonesia Ferry (Persero) Bakauheni Branch Office in Supporting Employees Work Spirit

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### ABSTRACT

The purpose of this research is to determine the company's efforts in implementing programs that can support its employees and the method used in this research is qualitative descriptive by conducting interviews, documentation and observation with reference to employee relations theory. This method is used to obtain the results of implementing employee relations at PT ASDP Indonesia Ferry (Persero) Bakauheni Branch Office in Supporting Employee Work Morale. As for the results of employee relations carried out at PT ASDP Indonesia Ferry (Persero) Bakauheni Branch Office, there are various activities such as educational scholarships, K3 training, motivator seminars, Ferryzi ambassadors, Ferryzi Talent Development, Ferryzi awards, long service awards, employee sons and daughters awards, Management meetings, Mading, RKAC, Gymnastics, Customers Day, PHBI, and others and the role of the HR & General work unit in helping to collect employee aspirations regarding what is needed. So that the implementation of employee relations activities is not fully controlled by management, therefore the programs that have been implemented can be considered effective because employees can feel the benefits received.

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## INTRODUCTION

Employee Relations is an effort to build relationships between employees and management in a company or organization. PT ASDP Indonesia Ferry (Persero) is one of the companies engaged in sea transportation under the auspices of state-owned company (BUMN). The quality of the employees at this branch office is highly considered. However, it is unavoidable that internal problems will occur in companies, especially those related to employee performance that is less than optimal. Based on the data and information received, the percentage regarding the frequency of absenteeism among ASDP Bakauheni Branch employees in 2019-2020 experienced ups and downs every month.



*Data source ASDP Bakauheni Branch Office)*

From the diagram above, this has become a concern for the company regarding unstable employee attendance, then from 2022 until now it has switched to a digital absence system, sometimes there are still those who are absent after working hours, here is the work schedule at ASDP Bakauheni. Employee relations activities are widely implemented in various agency because it is a form of support and concern from superiors to their subordinates.

According to research (Monika 2018) entitled "Implementation of Employee Relations in Increasing Employee Work Motivation at PT PLN Pekanbaru Area" research method Qualitative research with descriptive analysis, the theory used is implementation theory, employee relations, work motivation, company culture Work motivation. The research findings obtained are that the implementation of an employee relations program that has been run by the company and supported by a strong company culture is able to encourage employee motivation with work enthusiasm so that employee relations is successful in motivating employees. Similarities and Differences with the research studied. In this research, both discuss participation and also discuss the effect of employee relations, only for employee motivation. Employee Relations. The difference is that there is 1 different program, location, theory and observation of Employee Relations in Increasing Employee Work Motivation in PT. PLN Pekanbaru Area. According to Research(Nurlita, Ganefwati, and Winarno 2023)entitled "PT KAI (PERSERO) Daop 8 Surabaya Communication Climate in Increasing Employee Productivity Through

Employer Relations Activities" research method Descriptive Research with a Quantitative approach. This research uses the theory of Organizational Communication Climate, Productivity, Employee Relations. The research findings obtained are that there are several employees who feel that they are not being cared for, so the above problem is through employee relations activities internally and externally and also the atmosphere of the company communication climate at PT KAI DAOP 8 Surabaya is good so that this can support employee performance productivity. In this research the same -sama discusses the role of employee relations in companies and what differentiates this research, location and using quantitative.

The theory in this research is Employee Relations by Rosady Ruslan (2017) in her book Public Relations Management and Communication Media (Conception and Application). Employer relations activities within a company can be applied in various activities or programs carried out including, 1. Educational Programs 2. Work Achievement Motivation Programs 3. Awards or Reward Programs 4. Special Events Programs 5. Internal Communication Media Programs (Rosady 2007). Research Objectives This research was created with the aim of finding out the following: To find out how employee relations at PT ASDP Indonesia Ferry (Persero) Bakauheni Branch Office support employee morale.

The objectives of this research on Employee Relations at PT ASDP Indonesia Ferry (Persero) Bakauheni Branch Office in Supporting Employees' Work Spirit are as follows:

#### **To Analyze Employee Relations Practices**

To examine the current employee relations practices at PT ASDP Indonesia Ferry (Persero) Bakauheni Branch Office and their effectiveness in fostering a positive work environment.

#### **To Identify Challenges and Opportunities**

To identify any challenges or gaps in the existing employee relations practices and suggest opportunities for improvement to enhance employee motivation and satisfaction.

#### **To Provide Recommendations for Improvement**

To propose actionable recommendations for strengthening employee relations at the Bakauheni Branch Office, aimed at boosting employee morale and overall organizational performance. This research identified several gaps that these studies could address to further the understanding of employee relations and their impact on work spirit:

#### **Lack of Comparative Analysis**

There is a lack of comparative studies that examine employee relations practices across different branches or within different industries. Comparative research could provide insights into the effectiveness of various practices in different organizational contexts.

### **Limited Exploration of Technology's Role**

The impact of digital communication tools and platforms on employee relations has not been extensively explored in this study. Future research could investigate how technology can enhance or hinder communication and employee engagement.

### **LITERATURE REVIEW**

Employee relations is a critical aspect of organizational management that directly impacts employee morale, motivation, and overall productivity. This literature review explores the key concepts, theories, and empirical studies related to employee relations, with a particular focus on how these practices support and enhance employees' work spirit.

Social Exchange Theory is foundational in understanding employee relations. According to Blau (1964), social exchanges involve a series of interactions that generate obligations and are based on the principles of reciprocity. In the workplace, positive employee relations are fostered through mutual exchanges of respect, trust, and support between employees and management. The theory posits that when employees perceive that their contributions are valued and reciprocated by the organization, they are more likely to exhibit higher levels of engagement and motivation (Cropanzano & Mitchell, 2005). At PT ASDP Indonesia Ferry, effective employee relations can be seen as reciprocal exchanges that enhance work spirit by fostering a supportive and respectful work environment.

Rousseau (1989) refers to the unwritten set of expectations between employees and employers. These contracts include perceptions about job security, career progression, and organizational support. When employees perceive that their psychological contracts are honored by the organization, they are likely to show increased loyalty, motivation, and satisfaction (Guest, 2004).

Adams (2015) focuses on the concept of fairness in the workplace. It posits that employees assess the fairness of their work conditions and rewards by comparing their input-output ratio with that of others. If employees perceive an imbalance, such as feeling under-rewarded compared to their peers, they may experience feelings of dissatisfaction and demotivation (Watters, 2021). For PT ASDP Indonesia Ferry, maintaining a sense of equity through fair treatment and appropriate recognition is crucial for sustaining high work spirit among employees.

Maslow's Hierarchy of Needs (1943) provides a framework for understanding employee motivation by categorizing needs into five levels: physiological, safety, social, esteem, and self-actualization. Employees are motivated to fulfill these needs in a sequential order, starting from the most basic (eg, salary and job security) to higher-level needs (eg, recognition and personal growth). Employee relations strategies that address these varying levels of needs can help in maintaining a motivated and satisfied workforce (Kitsios & Kamariotou, 2021).

Deci and Ryan (1985) proposed emphasizes the importance of autonomy, competence, and relatedness in fostering motivation. According to SDT,

employees are most motivated when they feel that they have control over their work (autonomy), believe that they can perform tasks effectively (competence), and feel connected to others in the workplace (relatedness). Employee relations practices that support these three elements can lead to higher levels of intrinsic motivation and work spirit (Ryan & Deci, 2020).

(Špoljarić & Tkalac Verčič, 2022) suggests that the quality of communication within an organization is a critical determinant of employee satisfaction. (Yang, et.al., 2020) argue that effective communication, characterized by clarity, transparency, and responsiveness, leads to higher levels of job satisfaction and morale. In the context of PT ASDP Indonesia Ferry, ensuring that communication channels are open and effective is essential for maintaining a motivated workforce. Miscommunication or lack of information can lead to misunderstandings and decreased morale.

The Transactional Model of Communication, as described by (Barnlund & Mortensen, 2008) views communication as a dynamic and continuous process of exchanging messages between parties. This model highlights the importance of feedback and context in communication. For employee relations at PT ASDP Indonesia Ferry, adopting a transactional approach means recognizing that communication is not just about sending messages but also about understanding the context and responding to feedback. This approach can help in creating a more responsive and engaged workforce.

(Cherian, et.al., 2021) examines the shared values, beliefs, and norms within an organization that shape employee behavior and interactions. A positive organizational culture that promotes trust, collaboration, and respect is essential for strong employee relations. For PT ASDP Indonesia Ferry, fostering a culture that values employee contributions and supporting their well-being can lead to higher morale and work spirit. Organizational culture acts as the foundation upon which effective employee relations are built, influencing how employees perceive their roles and their connection to the organization (Ababneh, 2021).

Strong employee relations can enhance this commitment, leading to reduced turnover and increased productivity. Employees who feel a strong commitment to the organization are more likely to exhibit higher levels of motivation and work spirit. At PT ASDP Indonesia Ferry, strategies that build and sustain organizational commitment—such as involving employees in decision-making and recognizing their contributions—can significantly improve employee morale.

This literature review has examined key theories and empirical studies related to employee relations and their impact on employee work spirit. The review highlights the importance of fostering positive employee relations through effective communication, fair treatment, and recognition, all of which are underpinned by a supportive organizational culture. These elements are crucial for enhancing employee morale, motivation, and overall productivity at PT ASDP Indonesia Ferry (Persero) Bakauheni Branch Office. Future research could further explore these themes by incorporating diverse methodologies and examining the impact of specific employee relations practices across different

organizational contexts.

## **METHODOLOGY**

The method used in this research is a qualitative descriptive type. The method in this research is basic and naturalistic and was carried out in the field. In descriptive qualitative research, the description of the results of data collection is not in the form of calculations, but explains a process or event in the form of words or sentences that the researcher understands and obtained when the research was carried out. In the qualitative method, data collection can be carried out through interviews and observations, because in this research humans or individuals are the instruments from which researchers obtain important information. The research subjects were the HR & General Manager, General Assistant & Public Relations Assistant of PT.ASDP Indonesia Ferry (Persero) Bakauheni Branch as parties involved in managing the employee relations program. In this research, the object of research is the employee relations programs of the PT.ASDP Indonesia Ferry (Persero) Bakauheni Branch office on employee job satisfaction. The data sources used in writing this research are primary data and secondary data. In the primary, the results of observations and interviews by asking questions to the internal employees of PT.ASDP Indonesia Ferry Persero Bakauheni Branch who can provide data or information related to writing this research. data obtained by researchers obtained from other people or data obtained indirectly as supporting data or supporting primary data such as documents, journals, archives or reports from companies. Data collection techniques are observation, interviews and documentation. Data analysis techniques are data reduction, data presentation, and conclusions and verification.

## **RESEARCH RESULT**

In implementing employee relations, it can be applied in the form of an activity. The following are data findings obtained by researchers regarding the employee relations program that has been implemented by PT ASDP Indonesia Ferry, Bakauheni Branch Office. With a total of 155 employees divided between land and sea, of course there are problems related to employees, which can disrupt the condition of the company. Therefore, the relationship between employees is very important, so that this internal public activity is an effort to show the company's concern for its employees as well as maintaining togetherness and making employees satisfied with their work because in public relations, a public relations person functions as a backup management role which carries out planning, coordinating good performance, implementation and control by supervising the company and existing human resources(Akmal 2021). So, in creating good relationships, employee relations activities can be carried out through 5 employee relations programs which are adapted to the employee relations concept according to Rosady Ruslan as follows:

### **1. Education and Training Program**

A program prepared by PT ASDP Indonesia Ferry (Persero) by providing "educational scholarships" to support the development of the quality of

performance of employees to become even better so that they can provide maximum contribution in advancing the company. As is in accordance with the aim of ASDP in providing this program to its employees, it is not only to develop the potential within each employee but also to increase knowledge while encouraging the formation of attitudes and skills as conveyed by the resource person.

*"... sebenarnya kata kunci dari pelatihan dan Pendidikan ini ada 3 KSA (Knowledge, Skill sama Attitude) nah kalo pengetahuan identik sama sekolah makanya masuk kategori beasiswa, kalo keterampilan masuk kategori pelatihan kalo attitude juga masuk. Output dari Pendidikan dan pelatihan pasti 3 (Knowledge, Skill sama Attitude)" (Wawancara Bapak Nugroho pada 30 November 2023, Lampung Selatan)*

"... actually the keywords for training and education are 3 KSAs (Knowledge, Skill and Attitude). Well, if knowledge is identical to school then it is included in the scholarship category, if skills are included in the training category, attitude is also included. The output from education and training is definitely 3 (Knowledge, Skill and Attitude)" (Interview with Mr Nugroho on 30 November 2023, South Lampung)

Therefore, the design of educational programs within a company is very important for its human resources because there are many benefits that can be provided for employees and for the company itself. Apart from providing scholarships, there is other training because at ASDP Bakauheni Branch there is in-house and public training as stated by the resource person:

*"... inhouse training itu memanggil salah satu apa namanya mentor atau artinya lembaga-lembaga pelatihan untuk datang kesini memberikan kita pembekalan atau pengetahuan terkait materi" (Wawancara Bapak Saiful pada 1 Desember 2023, Lampung Selatan).*

"... in-house training calls for what is called a mentor or meaning training institutions to come here to give us provision or knowledge related to the material" (Interview with Mr. Saiful on December 1 2023, South Lampung).

The form of training in question is K3 training given to employees. because for workers the knowledge gained is not only needed in theory but often in direct practice, especially regarding safety, because they face problems more often in the field so they can be more responsive. Therefore, with training, employee abilities can be seen from their quality and abilities when carrying out their work. At ASDP, the Bakauheni Branch itself provides educational financing opportunities through a scholarship program that is opened and also the implementation of training for its employees to participate in. Because for them education and training programs are important to make employees have superior work performance and character building to produce employees who have credibility, therefore this program was designed to suit the needs of employees and work divisions and was prepared carefully. In this way, the role of the HR and General Division also takes part, including in the Bakauheni

Branch, by helping and directing its employees to be able to take advantage of the programs provided by the head office and also on the other hand, employee participation in education and training can improve existing deficiencies. Based on the abilities of the employees and the company's sensitivity, every suggestion or opinion expressed by the employees for the company can be accepted for the good and progress of each other, so that a good relationship can be created between the two of them through mutual understanding.

## 2. Achievement Work Motivation Program

Achievement work motivation program is a program that can encourage employees to excel or have an achievement through activities or training organized by the company which can provide motivation to all employees at various levels, namely from superiors to staff, at ASDP. There are programs in the direction of Achievement work motivation which is participated in by branches including the Bakauheni Branch office, namely, Ferryzian Talent Development, Ferryzi Ambassador and motivator seminars, which are different from previous education and training programs because here employees not only learn to develop themselves but they can gain things like getting promoted or getting a new title as an achievement. Apart from that, they don't only focus on their duties and responsibilities as employees in the office in general, but they also get other tasks and encourage their work spirit to care more about the company environment and fellow co-workers. This is in accordance with the concept presented by Rosady Ruslan if the achievement work motivation program This not only develops an employee's potential but also encourages employees to obey the company and creates a sense of loyalty and discipline. Just like the Ferrizy Ambassadors who have been selected, they are tasked with checking the neatness and discipline of office employees and being a good example. Then from Ferryzian Talent Development where the higher level in the company is character trained to be able to produce wise leaders.

## 3. Awards Program Program

Third, there is an awards program or awards agenda held by a company to give appreciation to its 85 employees who have contributed to the company. So at PT ASDP Indonesia Ferry (Persero) there are several awards included in the Ferryzian Award program, namely there are several nominations in it, such as best employee, best hero nomination for ship maintenance or port systems and others. Apart from that, there are employee long service awards, as well as awards for sons and daughters of employees who excel. From a program run by PT ASDP Indonesia Ferry (Persero). This is in line with the concept conveyed by Rosady Ruslan by stating that the award is intended by the company to give an award to employees who either excel at work or have long service as a thank you for their dedication given to the company during their work. Another aim of giving this award is as a form of attention to employees so that they can feel more appreciated for their existence and efforts and are satisfied with their work, apart from that, the awards given can provide encouragement and motivation for other employees, so that they can compete with each other by showing good performance without bringing down colleagues. Work. In fact,



appreciation is not only given to the employees, but their sons and daughters are also taken care of by getting allowances. At ASDP Bakauheni Branch, this awarding activity was combined with the 86 center which was carried out in a hybrid manner and of course those who participated or were nominated as award recipients were employees spread across various branches, including in Bakauheni, who participated in enlivening this activity. Therefore, this award program is proof that the company and management really appreciate every worker in it for the sake of a prosperous and positive work environment.

#### 4. Special Event Program

A special program that is deliberately carried out outside of daily office activities. At PT ASDP Indonesia Ferry (Persero) Bakauheni Branch there are several special programs that are run, namely National Days such as the Republic of Indonesia's Independence Day ceremony which is held every August 17, PHBI (Islamic Holidays), Customers Day and also RKAC. If these activities are carried out outside normal working hours, they are included in the special event program group. Because this activity is held almost every year and only once a year. Apart from that, from this activity, every employee from various levels can meet each other, thereby allowing interaction and communication between employees. Because the intention of this special event program is in accordance with the concept conveyed by Rosady Ruslan, apart from bringing employees together, it can also bring a sense of closeness or familiarity between fellow employees and also leaders. Like the RKAC program because at ASDP Bakauheni Branch there are no family gatherings but the RKAC concept is considered to be similar to Family Gathering, as stated by the resource person.

*"itu biasanya kita jadikan satu ketika mengadakan rapat kerja, sekalian family gathering" (Wawancara Bapak Indra pada 30 November 2023, Lampung Selatan).*

"We usually use it as one when holding work meetings, as well as family gatherings" (Interview with Mr. Indra on 30 November 2023, South Lampung).

However, researchers analyzed that this activity is more in line with the Employee Gathering concept because it is spending time with fellow employees where they can relax and do activities together outside of office hours. Then, during the Republic of Indonesia's Independence Day, employees can carry out the ceremony together, then can chat and interact after the ceremony.

#### 5. Internal Communication Media Program

Communication is important in an organization or company and two-way communication makes it easier to understand each other because with effective communication the relationship between employees can become closer. In employee relations there is an internal communication media program that contains messages and information related to work or company affairs. At PT ASDP Indonesia Ferry (Persero) Bakauheni Branch, there are ways or activities for internal employee communication, namely through offline

meetings by holding Coffee Mornings. These meetings act as intermediaries for communication between employees from superiors to staff and even invite company stakeholders, so that there is openness to each other. while also being able to build trust and better relationships and avoid conflict or miscommunication. Apart from verbal communication, there is written communication via wall magazines or bulletin boards which contain posted information and help make it easier for employees to find out information but are internal communication media. This is in accordance with the concept conveyed by Rosady Ruslan if this program can be done through wall magazines or company magazines. Apart from offline communication media in the digital era, ASDP Bakauheni Branch employees also have a communication group on Whatsapp media so that interaction and communication can continue even though it is not face to face. However, like this madding it doesn't seem very effective, because the communication is only in the form of general information and interaction cannot occur and it appears that the information posted during observation is not much or does not fill the space of the madding. Plus, there is already an internal communication medium through social media groups which can be more effective because the communication is two-way and employees are more active there.

Therefore, this program is an effort to create communication between employees and management. 89 This internal media program in communication science functions as an intermediary communication media both externally and internally in conveying information and news messages which can be in the form of photos, text and also audiovideo, apart from that it also becomes a media for employee communication which is not just about work matters but can be in the form of birthday greetings, news or sad news. Because in developing employee relations in public relations, access to information is important so that it can become a source of information for the company (superiors and employees), so the role of Public Relations becomes a mediator or intermediary as per its duties. From the presentation of the results of the data found by researchers, at PT ASDP Indonesia Ferry (Persero) Bakauheni Branch Office, to support enthusiasm and productivity, they actively participate in programs provided by the center and designed by the branch office itself, This is in accordance with the concept put forward by Rosady Ruslan that employee relations can be carried out in various activities and programs, which of course include benefits for both employees and the company, namely efforts to build closeness where employees can meet each other. Because based on the researcher's interviews with resource persons, it is felt that the program is already running but participation is still lacking, so it is not yet fully effective 90 but with consistent implementation of these programs it is hoped that it can improve better communication and discipline towards employees. So that communication occurs in two directions and there is reciprocity between employees in avoiding misunderstandings and ensuring the same understanding, then to achieve effective and good communication in internal communication there are 3 directions, namely:

1. Downward Communication

Downward communication at PT ASDP Indonesia Ferry (Persero) Bakauheni Branch Office can be seen from education and training programs as well as achievement work motivation programs. Where these programs are ordered from the center or management to be given to employees and employees are encouraged to actively participate in them. such as employee scholarships to develop their potential, then there is Ferryzian talent development and Ferryzian Ambassador branch employees who have been determined to be obliged to follow agenda orders from the center, as well as in the seminar agenda employees are invited to attend. Apart from that, the Management Meeting agenda is also a form of downward communication because employees are obliged to take part in the meeting activities ordered by their superiors. Because the form of downward communication is in the form of instructions or information given to subordinates.

## 2. Upward Communication

Upward communication is the direction of communication from subordinates to superiors. In this direction, employee activity can be seen from providing their opinions to the company. At PT ASDP Indonesia Ferry (Persero) Bakauheni Branch Office from the existing employee relations program, if this upward communication can be seen first at ASDP Bakauheni the branch is given the opportunity to propose every new program sent by HR to the Center. Then from meetings offline such as coffee morning agendas and management meetings. Because from this meeting the leadership gives employees the opportunity to cast their voices so that the leadership or management can listen to both input or suggestions and criticism as well as holding discussions with employees regarding issues in the company or port environment or questioning the anxiety they feel. With two-way communication, there will be direct feedback from each other for the common good so that messages can be easily understood, so this is very important for the company because management can find out what things are lacking in the field and what is happening. Because company management is not necessarily able to know the full details of the conditions that are happening and what is being felt by its employees, if subordinates do not inform and explain the conditions, this means that through these offline meeting programs, openness from employees can enable them to more satisfied and relieved because they are given time to talk so that employees don't just listen to the leadership's side.

## 3. Sideways Communication Communication

Alignment is communication that occurs between fellow employees with the aim of getting closer and reducing awkwardness so that conveying information and work tasks becomes easier and minimizes internal problems and has the same understanding and direction. It is important for communication between employees to be effective because it has an impact on the atmosphere of the work environment, where when relationships with colleagues are good then work matters can be carried out well, at PT ASDP Indonesia Ferry (Persero) Bakauheni Branch Office, the direction of this communication is through RKAC

because in this activity Employees will gather and chat together for several days, not only discussing work matters, so communication is not only active in the office environment and on work matters, but communication between employees continues outside the company so that the feeling of closeness is more pronounced. Apart from that, parallel communication at ASDP can be created through a joint exercise agenda where in this activity all employees gather as one so that informal communication from various levels can occur between each other, plus this exercise agenda is a fun activity outside of work matters because communication is parallel. this happens more often outside of working hours. From this employee relations program, relationships between employees can be more bonded. Because looking at the problem of decreasing employee absenteeism, relationships are limited to co-workers, internal factors can influence working conditions. Because employee relations in communication science refers to the relationship between workers and superiors which aims to strengthen communication and cooperation in the workplace through the implementation of various activities and programs that support maintaining mutual relationships, because employee relations really includes two-way communication in it so that the company can also understand the situation and conditions of the company and vice versa. So the HR & General division which oversees employees can make efforts to approach and minimize the gap in relationships between employees, because employees are company assets so providing care and satisfaction for them is the company's responsibility, after employees carry out their duties and obligations. Because a sense of satisfaction cannot be forced and each person has a different sense of satisfaction, therefore a sense of satisfaction is not only about the material or benefits received, but the situation and conditions of a supportive company, solid colleagues, a positive work environment also have an influence. . Because if employees do not feel they are benefiting, they will definitely not give good assessments because employee assessments are also important for their own welfare. So this supports the concept conveyed by Greenberg and Baron if the step in increasing employee satisfaction is to make work enjoyable and avoid boredom with repetitive work. This has been done by the company PT ASDP Indonesia Ferry (Persero) Bakauheni Branch by applying employee relations activities by carrying out various activities both in the environment and outside the office in an effort to reduce feelings of boredom at work, and eliminate the feeling of being neglected or that life at work is not improving, so that the employee relations activities at PT ASDP Indonesia Ferry (Persero) Bakauheni Branch that have been implemented can be seen went well in providing work morale support to its employees so they could work optimally so they could advance the company.

## **DISCUSSION**

The research findings reveal that employee relations play a critical role in shaping the work spirit and morale of employees at PT ASDP Indonesia Ferry (Persero) Bakauheni Branch Office. Effective employee relations practices foster a positive work environment, enhance job satisfaction, and contribute to higher levels of motivation and commitment among employees.

The study highlights that open and transparent communication between management and employees significantly impacts work spirit. Employees who feel informed and involved in decision-making processes are more likely to be engaged and motivated. The research suggests that communication channels at the Bakauheni Branch Office should be further developed to ensure consistent and effective information flow, reducing any potential misunderstandings or misinformation that could negatively affect morale.

Recognition and rewards are identified as key factors in boosting employee morale. The research indicates that employees at the Bakauheni Branch Office highly value recognition for their contributions. The current reward system, however, may need refinement to better align with employee expectations and performance outcomes. By enhancing recognition and reward practices, the branch office can further motivate employees and increase their sense of belonging to the organization.

The research identifies several challenges in employee relations at the Bakauheni Branch Office, including inconsistent communication, limited opportunities for professional development, and occasional misalignment between management and employee expectations. These challenges can hinder the development of a cohesive and motivated workforce. Addressing these issues is crucial for improving employee relations and, consequently, work spirit.

Involvement in decision-making processes is another area where employee relations can be strengthened. The study finds that when employees are actively involved in decisions that affect their work, they feel more valued and committed to the organization. Implementing mechanisms for greater employee participation can lead to more innovative solutions and a stronger connection to the organizational goals.

## **CONCLUSIONS AND RECOMMENDATIONS**

### ***Conclusions***

Based on data from research regarding Employee Relations at PT ASDP Indonesia Ferry Bakauheni Branch Office in Supporting Employee Work Morale, conclusions can be drawn. At PT ASDP Indonesia Ferry Bakauheni Branch Office, employee relations activities have been implemented through the implementation of supporting programs. With a communication pattern from subordinates to superiors and vice versa, these programs are not completely determined by the center, but each work unit is given the opportunity to design its own program according to the needs of ASDP employees at the Bakauheni Branch office. From the research results, there are 17 programs, but they have not run perfectly because there is still a lack of employee participation. However, employee relations activities at PT ASDP Indonesia Ferry Persero Bakauheni Branch Office are considered effective because we see the program continues to run every year and also the newness in the following year. and employees can also feel the benefits they receive, it can be seen from the graph that employee satisfaction has increased every year

because the activities held are not always work related but there are also fun things as an effort to encourage employee enthusiasm.

### ***Recommendations***

Based on the research findings, the following recommendations are proposed to improve employee relations at PT ASDP Indonesia Ferry (Persero) Bakauheni Branch Office:

#### ***1. Enhance Communication Channels***

Develop more robust communication platforms that ensure transparency and facilitate two-way communication between management and employees. Regular town hall meetings, newsletters, and suggestion boxes could be effective tools.

#### ***2. Increase Professional Development Opportunities***

Provide more opportunities for professional growth through training, workshops, and career development programs. This would not only improve employee skills but also boost morale by showing a commitment to their long-term career progression.

#### ***3. Address Misalignment Between Management and Employees***

Conduct regular surveys and feedback sessions to identify and address any discrepancies between management and employee expectations. Creating an environment where employees feel heard and valued is essential for maintaining high morale.

## **ADVANCED RESEARCH**

### ***Geographical Focus***

This research is limited to the Bakauheni Branch Office of PT ASDP Indonesia Ferry (Persero), which may not represent the employee relations practices at other branches or within the broader organization.

### ***Sample Size and Diversity***

The study focuses on a specific group of employees within one branch, which might limit the generalizability of the findings to other employees or departments.

### ***Data Collection Methods***

The research primarily relies on qualitative data, such as interviews and surveys, which may be subject to bias. Quantitative data, such as employee performance metrics, were not extensively utilized in this study.

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