



TECHNIUM
SOCIAL SCIENCES JOURNAL

Technium.

44/2023

2023

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The role of corporate communication pt Angkasa Pura II (Persero) in communication of code of conduct (business ethics and work ethics) to employees to build anti-corruption attitude

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Abstract. The problem of corruption in Indonesia is still not completely resolved, even though there have been so many efforts to resolve it. Indonesia is even currently in the order of the most corrupt countries among the G 20 countries. Indonesia has a score of 37 on a scale of 0 -100, which is starting to be corrupt (0) and very clean. State losses due to corruption cases in semester 1 of 2021, reached Rp 26.83 trillion, an increase of 47.63% compared to the previous year. Efforts made by many organizations/companies to build an anti-corruption attitude continue to be made. One of them is PT Angkasa Pura II (Persero) which implements a Code of Conduct (Business Ethics and Work Ethics) for both internal and external public. Corporate Communications Division, AP II Jakarta, is one of the parties that communicates Code of Conduct to the internal public, in order to build an anti-corruption attitude for all employees. The purpose of this study was to find out the role of AP II's Corporate Communication Division in communicating Code of Conduct to employees to build an anti-corruption attitude. The concept used is organizational communication, internal communication, corporate communications, code of conduct, business ethics, work ethics, employee, and anti-corruption attitude. The method of research are post positivism paradigm and descriptive method with a qualitative approach. Informants interviewed were Corporate Secretary, Corporate Communication Division and several employees who felt the communication process. The results show that the Corporate Communications Division collaborates with the Human Capital Policy Unit, and the Airport Learning Center in communicating the Code of Conduct to the internal public. The role of Corporate Communication Division is to carry out communication functions throughout the internal public, the Human Capital Unit translate the Code of Conduct in its implementation on resources, and the Airport Learning Center Unit uses a mobile learning application to deliver materials or Code of Conduct modules, which are downloaded by all personnel of Angkasa Pura II.

Keywords. Organization Communication, Internal Communication, Corporate Communications, Code of Conduct, anti-corruption attitude

1. Introduction

The problem of corruption in Indonesia is still not completely resolved, even though there have been so many efforts to resolve it. Indonesia among the G20 countries (Group of Twenty Ministers of Finance and Central Bank Governors with the largest economies in the world) has a score of 37 on a scale of 0-100, down three points from the previous score. (Katadata, 2021). Data from the Corruption Eradication Commission (KPK) shows that the most corruption crimes among agencies occurred in district/city governments with a total of 409 cases during 2004-2020. Many acts of corruption also occurred in ministry institutions. The KPK recorded that during 2004-2020 there were 382 corruption cases. In addition, corruption cases that occurred in the provincial government totaled 152 cases. Several corruption crimes also occurred in other government institutions, such as in BUMN/BUMD with a total of 86 corruption cases, the DPR and DPRD with a total of 74 corruption cases, and the commission 20 corruption cases.

State losses due to corruption reached Rp 26.83 trillion in Semester 1 of 2021. This number increased by 47.63% compared to the same period last year which was Rp. 18.17 trillion. The number of corruption cases is 209 cases with a total of 482 suspects being processed by law. (Indonesian Corruption Watch (ICW) data (Katadata, 2021).

PT Angkasa Pura II (AP II) is a State-Owned Enterprise (BUMN) that manages 19 airports, very vulnerable to the practice of Corruption, Collusion and Nepotism (KKN), both in the form of gratuities, bribery and fraud in all business lines. One of the cases that has been experienced is the bribery of the Finance Director of AP II as a bribe recipient and PT INTI staff as a bribe giver, in 2019. The goal is to seek PT INTI to be the executor of work in the procurement and installation of the Semi-Baggage Handling System (BHS) in AP II Branch Office between PT Angkasa Pura Propertindo (APP) and PT INTI (Tempo, 2019).

To avoid things as mentioned above, AP II strengthens the prevention of corruption and fraud, for the healthy operation of BUMN, especially in the airport sector. AP II makes regulations on Corruption Prevention Guidelines, one of which is by making a Code of Conduct (COC) which is a guideline for business ethics and work ethics within AP II. CoC needs to be communicated continuously to build awareness and then build an anti-corruption attitude in employees. So the role of Corporate Communication Division (CORCOMM) is needed in communicating the CoC which includes business ethics and work ethics at Soekarno Hatta Airport.

From the point of view of organizational communication, internal communication is very important to create and maintain good working relationships between the company (stakeholders) and organizational members, and to build shared values and commitment to the achievement of organizational goals (Myers & Sadaghiani, 2010). Organizational commitment is communication within the organization is also intended to convey various adjustments to the system, working methods and regulations / policies of the organization to run effectively (Stephen et al, 2015).

2. Literature Review

2.1 The Other Researches

Indonesia has not been able to eradicate corruption because most people view it as something natural. The Indonesian Survey Institute (LSI) in 2017 found that three out of 10 Indonesians said that corruption was normal. The Center for Strategic and International Studies (CSIS) explained that as many as 33.3 percent of Indonesians with doctoral degrees or the same

level consider corruption a form of fairness. This condition shows that corruption in Indonesia is systemic and structural, and becomes a deep-rooted and entrenched socio-cultural-political problem.

The Young Generation's Perception of the Value of Integrity and Anti-Corruption also shows the same thing. The younger generation understands the value of integrity and anti-corruption, but when faced with real situations, they become doubtful. Doubtful and permissive attitudes occur when faced with the interests of helping families, getting jobs, obtaining permits, obtaining school facilities, health services, police fines, smooth business and other bribes. The younger generation is also hesitant to play a role in the anti-corruption movement, and less than 55 percent are willing to report acts of corruption (Daru Purnomo, 2017).

Efforts to increase awareness of anti-corruption behavior need to be carried out through anti-corruption education in courses or subjects at school (Sutrisno & Murdiono, 2017) and (Widhiyastuti & Ariawan, 2018). Anti-corruption education has 3 goals. First, form knowledge and understanding of forms of corruption and its aspects. Second, changing perceptions and attitudes towards corruption. Third, forming new skills and skills aimed at fighting corruption (Hakim, 2012).

2.2. Organization Communication/ Internal Communication

Organizational communication/internal communication can increase employee involvement in achieving organizational goals. One of them is preventing the occurrence of corruption in the organization, so that the management of the organization is clean, meets the rules of law and good morals (Welch & Jackson, 2007). Corporate/organizational communication, makes organizations run effectively by involving employees in organizational development (Van Riel & Fombrun, 2007). The role of the organization becomes important to communicate information on various things including the moral values used by the organization to be applied by all members of the organization. (Darsono, 2006).

Internal communication is an exchange of ideas between administrators and employees in a company or agency and the horizontal and vertical exchange of ideas within the company or agency that causes work to take place (operations and management) (Lawrence D Brennan in Efendi, 2019). Purpose & Function of Internal Communication to inform or educate; influence; motivate; build mutual understanding; Positive interactions between leaders and subordinates, between leaders or even between subordinates, will build mutual understanding and even good cooperation in achieving organizational goals (Seitel, 2015).

Organizational communication functions include information delivery, decision making, influencing, coordination, motivation, and identification, this was stated in the articles of Cheney et al in 2004, Miller in 2009 and Scott et al in 1998, Myers & Sadaghiani in 2010. The specific functions of Internal Communication are: a) Information Function, namely: giving and seeking information for personal and task purposes, receiving information can have cognitive effects (knowledge and understanding), affective (forming interest), and conative (change behavior), and information conveyed accurately and also up to date will provide value or positive value for the audience; b) Function of Persuasion (Motivation); c) Function of Control or supervision (Quible, et al in Tri Hastuti, 2019).

2.3 Public Relations/ Corporate Communication

The role of public relations or corporate communications is to carry out a strategic communication process in building mutually beneficial relationships between the organization

and its publics or building good relations between the organization and its internal and external publics (Seitel, 2016). Public relations in an organization has four main roles, namely: 1) Communication Technician; 2) Expert Prescriber; 3) Communication Facilitator; and 4) Problem Solving Facilitator (Cutlip, et al, 2009) Center & Broom (2009: pp. 46-48).

3. Method

The paradigm or research perspective used is Post Positivism because the researcher wants to get an understanding development that helps the process of interpreting an event (Lexy, 2017).

This research uses a descriptive type of research that aims to present a specific picture of a situation, social arrangement, or relationship. The results of the research are in the form of a detailed description of the problem or answers to research questions (Neuman, 2013).

This research uses a qualitative approach, which is related to the need to explore and explain phenomena and to develop theories. Qualitative methods allow researchers to see the actual situation without engineering. Qualitative techniques are able to increase the depth of researchers about the phenomenon under study (Morissan, 2019).

The research subjects were Assistant Vice President of Corporate Communication & Investor Relations, Mr. Alie Pradana, S.H., Assistant Vice President of Human Capital Policy, Mr. Iswan Darmawan, S.H., Director of Airport Learning Center Pak Eko Prihadi and four employees representing the units involved in the study.

Primary data collection techniques by means of in-depth interviews. Secondary data collection is in the form of activity documents such as meeting minutes, discussion minutes, organizational decisions or policies, and others.

In data analysis, the research using these methods: a) Data Reduction, b) Data Presentation, c) Conclusions and Data Verification. These methods refer to Miles and Huberman research in 2009.

The inspection technique used is the triangulation technique, namely the technique of checking the validity of the data, checking the truth of the data by seeking information from other sources using different methods. Triangulation is done by triangulation of sources and documentation data.

4. Result and Discussion

4.1 CoC Background

The AP II's CoC aims to:

- a. As a shared commitment to realize the vision and carry out the company's mission in a professional and business ethics manner;
- b. As a behavioral guide for all company personnel who must be obeyed in carrying out all company activities; and
- c. Create harmonious relationships with Stakeholders.

In Article 3 of AP II's CoC states that the Board of Commissioners, Directors and Employees of AP II are obliged to obey, comply with, and implement all provisions in CoC within AP II. This means that this CoC must be adhered to, obeyed and implemented by personnel of AP II from the top management to all employees in all units within AP II at the headquarter and 20 branches.

Every year the code of conduct is evaluated and its contents are refined. In 2021, changes and adjustments will be made based on evaluations and input from related units,

namely the Internal Audit Unit, as well as from employees. The latest thing to add is the inclusion of Moral Cultural Values which is a policy from the Ministry of State-Owned Enterprises (BUMN).

AP II establishes a policy of business ethics and work ethics (CoC) as part of the Good Corporate Government (GCG). President Director, assigns through a Team Decree with a term of service of 3 months, direct CORCOMM to responsible for communicating/socializing the CoC to all internal publics, Human Capital Policy Unit (HC) makes policies, carries out planning, implementation and evaluation of CoC programs linked to resources, Airport Learning Center unit (ALC) by using a mobile learning center, distributing CoC material, pre and post-test quiz materials provided by HC.

4.2 CoC Communication Program Planning

CORCOMM held the meeting with Directors for getting direction in once a week. All of parts in CORCOMM like External Communication Unit, Internal Communication Unit, Investor Relations Unit, and Social Media Unit are working together to communicating The AP II's CoC. CORCOMM also doing CoC Refreshment Program to all of AP II's employees. All of employees relearning the message of CoC from internal publications that be distributed along the year.

CoC attitude policy has been distribution by Electronic Documentation System (SIDUL) that be very effective in pandemic era. The other media of CoC distribution are supervisor's disposition and email. Like Mr Alie Pradana S.H., the Vice President Assistant of CORCOMM & Investor Relations said "CORCOMM & Investor Relations Unit has been distributed the CoC policy to all of AP II's branches in order to implementing the CoC."

The another media that distributing the CoC is CLEAR application that has contain is the message about all of company policy (include CoC) and its revision. AP II has the another media to distributing CoC using Social Media and it called SAPA that can be accessed by all of AP II's employees. Employees can communicate also using Whatsapp Group, chat message in Eye Perform, Chuap Radio, and Chuap TV.

CORCOMM also distributes other internal message like COVID-19 pandemic or other important issues like GCG. Mr. Alie said that "So every week, CORCOMM make a report to Directors, important issues like COVID-19 from the case as general, protection, and then about the COVID-19 indication, the company's issues, or regulator view, and the people view as consumer inside. So CoC is a part of internal communication that communicate in internal company".

Mr. Alie explained about the planning that his team had made in 3 months. It started from coordination, collaborated, strategy and message determination, and choosing a good communication media. CORCOMM collaborate with HC, ALC and Corporate Transformation Group (CTG) in communicating the information of GCG and CoC. CTG has responsibility in AP II's culture transformation. The collaboration between those function delivers the core value of AP II, the CoC policy and massive internal communication to all of employees.

"So, the communicator of GCG and CoC is collaboration of CORCOMM, HC, ALC, and CTG using internal communication channel in company." explained Mr. Alie.

AP II has 20 branches in Indonesia and more about 5.400 employees. Ninety percent of AP II's employees is millennial. The CoC message is designed for millennial and also using digital media that familiar by millennial.

Vice President Assistant of HC Policy, Mr. Iswan Darmawan explained that his unit made policy, did the program and also did evaluation. The planning that made by HC is started from preparing the message content and also the test, certificate, and commitment statement of employee. That content is used for all of employees of AP II, from new employee, senior employee until leader of company.

“New employee is given CoC because CoC is important element when to be a part of AP II and implemented in daily work”, said Mr. Iswan Darmawan.

The important message in CoC consist of transparency, fairness, responsibility, accountability and anti-bribery. All of message content is prepared based on CoC that be published by Director of AP II. That content is already matched with GCG principles and also is prepared based on CoC policy.

In message distribution planning, input from existing units is needed. Mainly units that have jobs that are vulnerable to bribery, while prevention has not been accommodated.

“For example, risk management is a unit that oversees the assessment of GCG. The proposal for reform is sourced from changes in the policy of the Minister of SOEs, new regulations in industrial relations which are closely related to work ethics. For example, not having concurrent positions, not being associated with a political party, and so on. Input from the employee union regarding company regulations or collective labor agreements (PKB) and Human Resources (HR) systems,” explained Mr. Iswan and Mr. Radith Pamungkas.

A derivative of the PKB, one of the regulations is a disciplinary regulation. Disciplinary rules are how the mechanism of employee discipline is, or what if there is a violation of employee discipline, what kind of sanctions are there. Then the working time, work pattern, that's what we formulate. Maybe that's an illustration of several policies initiated by the HC unit, although we must formulate it together with all related units,” Mr. Raditya explained in an interview on August 25, 2022 via the zoom link.

After receiving a lot of input from various units, HC designed the materials in the form of modules and presentation slides, pre-test and post-test to measure employee understanding and other preparations, for approximately 3 months. The material is then disseminated through the Mobile Learning application for socialization for two weeks. Around November to December, measurements were made on the understanding of the material. All internal publics, employees including commissioners and directors are required to study the material, fill out pre-test and post-test, although the implementation is technically different between management and employees.

Mr. Rama Tri Andika., SE from the Knowledge Management Unit who is responsible for disseminating material through mobile learning, to all AP II personnel both at the head office and branch offices explained that because the target audience has a variety of tasks and functions, flexible media is to use mobile learning.

“Employees access self-service through the ALC learning platform. Employees then study the material and then answer the questions or post-tests. If the employee has passed the passing grade of 70-80, the mobile learning system will go directly to the commitment statement page. This statement of commitment must also be read by employees. After reading, the employee is required to click on the agreement. After that, employees are also required to evaluate learning at level 1 on e-learning. After he gives that feedback, fills out the level 1 evaluation, a certificate will automatically appear,” Mr. Rama added.

The use of technology, such as mobile learning, has been mastered by almost all AP II employees. Mr. Rama stated that 98% of the total number of employees of more than 5,400 have been able to access, answer questions and fill out other forms.

Mr. Sunu Maharso, SE from the Personal Welfare unit explained that the CoC socialization made him and his friends get practical guidance on the code of ethics and became a guide in determining attitudes or behaviors that should be done at work. He also feels the benefits of CoC for interacting, creating a conducive working atmosphere, forming a disciplined and ethical character, preventing abuse of authority and position and references in carrying out their respective duties and responsibilities.

Mr. Ade Saputra, SE from the Marketing/Commercial Unit, added that moral culture will make a person better in running life and can be accepted by the community.

4.3 Implementation

Implementation of the CORCOMM communication program are making flyers, infographics, social media, newsletters, e-magazines, radio Chuap-Chuap and television. Information conveyed on various issues, corporate actions related to CoC, CEO Housekeeping in the form of monitors and directions and many other angles.

“So what we are carrying out with this corporate action is in line with its implementation,” said Mr. Alie.

Flyers are produced every day, e-magazine is produced every 2 weeks, Radio Chuap-chuap is broadcast every 2 weeks for 1.5 hours. The average listener is 300 people. The application is saved and can be heard at any time. Meanwhile, TV programs are run according to the request of the board of directors or superiors if they want to implement or explain a program. Other programs that are also carried out are webinars with external speakers from AP II and inviting the media to cover the event. If it involves external parties, especially with the BPK, it is through an MoU or signing.

The specific strategy used in delivering messages to employees is to simplify the CoC. The persuasive communication approach is translated from the CoC whose contents are very complex, so that it becomes easier to understand. The message is conveyed through flyers, infographics, and illustrated articles that support the explanation of written material so that it is easier for every employee to understand.

The obstacle in implementation is how to build that awareness personally. If the communication team is able to persuade by touching the "heart" of the audience, without being pushed by information, then their level of awareness has grown. However, it is very personal. Therefore, apart from communication through the media, two-way, person-to-person communication must also be carried out said Mr. Ali.

CORCOMM socialization was carried out throughout the year, then continued with the team from HC Policy as stated above. Starting from the preparation of materials and pre and post tests and ending with a statement of commitment.

Meanwhile, the supervisory function in implementing the CoC is carried out by each superior of each unit. If there is a violation, then a disciplinary examination is carried out by the HC team and if it is proven that there is a violation, then it is also considered the negligence of the superior, usually the supervisor will also be subject to sanctions.

The CoC guidelines also explain the sanctions in case of violations or irregularities. This has been stipulated in the rules of the Board of Directors and has been distributed to all units up to the grassroots level, so that AP II personnel are aware of and signed a commitment

to comply. If an error occurs at the time of the error, then the person concerned must automatically receive a sanction according to the error.

In implementing sanctions, the employee union helps monitor the implementation of sanctions and supervises management's assessment of whether it is in accordance with procedures, and so on. When there is a discrepancy or if there are employees who later disagree because they do not feel guilty and do not accept sanctions, then a negotiation mechanism is carried out between employees and company management.

Mr. Raditya stated that out of 400 employees at the headquarter, there are a maximum of 3 cases in a year. Meanwhile, the total number of employees reached 5400, and only 3 -4 percent of cases were affected," explained Pak Raditya. Sanctions given to those who violate, the heaviest is layoffs. "The heaviest layoffs, when related to fraud. For example, what I know of fraud is selling company assets. so maybe there are assets that have been depreciated, but are sold by employees and the profits are taken by the employees personally. Yesterday, as far as I know, someone was laid off," said Mr. Raditya.

The small number of cases of CoC violations, according to employees, is because they are often reminded through CoC socialization, supervision from leaders and role models or examples of leaders in carrying out CoC.

4.4 Discussion

The results showed that AP II in communicating CoC business ethics and work ethics, was carried out in collaboration by several units at AP II. CORCOMM plays a role in running internal communication programs, the HC makes policies, plans, implements and evaluates CoC related to its unit, the ALC facilitates the dissemination of CoC information to all AP II personnel. The communication program for business ethics and work ethics guidelines is aimed at building an anti-corruption employee attitude.

All AP II personnel have understood CoC or business ethics and work ethics. This is indicated by the results of the passing test scores, which are above a score of 70. In addition to understanding, they are also committed to following all provisions related to the CoC through a statement of commitment that they signed. The employees interviewed also explained that they consciously refused to give gratuities other than because it was indeed a form of corruption and fraud, it was also strengthened by the attitude of their superiors who became an example in refusing bribes/gratuities/fraud/cheating. The number of violations of more than 5,400 employees, does not reach 4% per year.

Based on the research findings, it is associated with the concept of Lawrence D Brennan's internal communication which explains the existence of an exchange of ideas both horizontally and vertically within the company, which has been carried out by AP II. The purpose of internal communication as stated by Seitel 2015 which is to inform, influence, motivate and build mutual understanding has been achieved through reciprocal communication carried out by the leadership to subordinates. Internal communication is also built horizontally, vertically and even between units to produce a better understanding related to the Code of Business Ethics and Work Ethics.

The role of Public Relations or CORCOMM at AP II is to communicate CoC to all internal publics. In creating the message, CORCOMM collaborated with HC and CTG and obtained input from the Board of Directors. The CORCOMM communication team then designs messages, prepares and utilizes them to various social media, radio, tv, newsletters, e magazines and then disseminates them to the internal public.

Public relations in organizations according to Cutlip, Center & Broom in 2009 has four main roles, namely: 1) Communication Technician; 2) Expert Prescriber; 3) Communication Facilitator; and 4) Problem Solving Facilitator. CORCOMM AP II in carrying out its role in communicating CoC messages, receiving and absorbing messages from leaders and collaborating with HC and ALC units, demonstrates its role as a communication facilitator.

In designing messages, including managing issues and creating communicative and persuasive messages, choosing media that are suitable for the target audience, which is the majority of the millennial generation, shows CORCOMM's role as a problem solving facilitator. The CORCOMM team translated the many and complex messages of CoC related to moral messages and issues in the world of work, into messages in language that is easy to understand and able to touch the public's awareness to build an anti-corruption attitude. The CORCOMM team also plays the role of technician communication, by mastering the technical design, text according to the medium. In addition to creating messages on flyers, radio media, newsletters, e-magazines and others.

Communication of CoC messages is intended to build an anti-corruption attitude. The concept of attitude proposed by Mulyana in 2010 is a response to conditioned social stimuli. The anti-corruption attitude is the response of AP II personnel to the messages conveyed by the CORCOMM Team, HC and facilitated by ALC. Attitude has three aspects, namely cognitive, affective, and conative. First cognitive aspects, which are related to symptoms regarding the mind. This means in the form of processing, experience, and beliefs, as well as individual expectations about a particular object or group of objects. Second affective aspects, namely in the form of processes involving certain feelings, such as fear, malice, sympathy, antipasti, and so on, which are addressed to certain objects. Third the conative aspect, which is in the form of a process of tendency or tendency to act, for example the tendency to give help, keep away, and so on. (Ahmadi, 2009).

The anti-corruption attitude developed by AP II personnel is formed from continuous socialization or communication through various internal media, modules and materials in mobile learning, commitment statements, supervision from direct superiors and sanctions in case of violations as well as examples from leaders in implementation in daily work.

5. Conclusion and Suggestions

5.1 Conclusion

Research results show:

1. The role of CORCOMM AP II is problem solver communication, communication facilitator and communications technician in carrying out communication programs to convey messages related to the Guidelines for Business Ethics and Work Ethics in the AP II environment.
2. CORCOMM, which is under the Corporate Secretary, carries out the communication function by collaborating with the HC and ALC.
3. The results of the communication program show that 80 percent – 90 percent of employees understand the CoC with test scores above 70. Of the 5,400 more employees of AP II, only 3 percent of violations occur per year. In other words, the communication program succeeded in building an anti-corruption attitude among employees.

5.2 Suggestions

5.2.1 Academic Suggestion

Further research is needed to prove what factors are able to build an anti-corruption attitude and prevent corrupt behavior within AP II.

5.2.2 Practical Suggestion

Doing further research in other function of AP II like CTG and Internal Audit that be involved in CoC and GCG.

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