Internal Rebranding Analysis related to Employee Engagement in Public Institution (Study case: X institution)

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Abstract
Rebranding in institution refers to a strategy changing which aims shaping the image and renewing the identity of institution. When an institution through the rebranding process, the institution needs to be published their new identity. Internal branding is corporate communication which is targeted their own employee in order to inform the whole new mission of the brand. Implementation of effective internal communication by actively involving employees is escalating the Employee Engagement. By using Employee Relations Theory created by Van riel and Frombun. Researcher examines the internal communication that occurs in the rebranding process, that is how the change is communicated to internal public. ERT emphasizes that internal communication has a major role in increasing the identification of employees with organizations to implement organizational goals. this research used case study to analyze the internal communication at government institution experiencing rebranding by conducting indepth interviews. This research used the qualitative method with post-positivism paradigm. The result of this research shows that organizational change is a process that occur by using effective internal communication to its employees.

Keywords: Rebranding; Employee relation’ Internal Communication; Employee engagement

Introduction
As a new institution, previous institutions, transformed into X institutions. transformation begins with forming a brand identity that is a character that shows the identity of institutions that are unique and different from others. Perceptions owned by consumers and stakeholders play a very important role in achieving public sector success to manage and build brand image (Temporal, 2015: 7). Internal changes that affect the
organization and its activities such as goals, structures, strategies, and policies. Conceptually, this redefinition process is called the term rebranding.

Rebranding in institution refers to a strategy changing which aims shaping the image and renewing the identity of institution. When an institution through the rebranding process, the institution needs to be published their new identity. Internal branding is corporate communication which is targeted their own employee in order to inform the whole new mission of the brand. Implementation of effective internal communication by actively involving employees is escalating the Employee Engagement. Parameters of Internal communication achievements can be seen by the sense of belonging and understanding amongst the employee of X institution through tangible values to improve X institution. This research aims to provide an understanding to employees of X institution to their institution rebranding process to improve the Employee Engagement.

Changes in brand, important to communicated to external and internal public. For external public, Brand is the face of a company that communicates about the values, quality and trustworthiness of a product, while for the internal public, is an understanding and how employees view that impact on employee motivation and performance. Internal branding is a corporate communications aimed at the internal public, where the company communicates to its employees all aspects of brand building, so that the form of employee behavior in accordance with the brand’s mission. Employees have a key role in promoting institutional brand, because employees are representatives of the brand. This explains that employees play an important role for the organization’s image.

**Literature Review**

**Branding and Rebranding**

The function of branding is to identify and differentiate between one product to another. Brand can give the image of corporation and its consumer. Trusted brand is a guarantee of the consistency of performance of a product that provides a variety of benefits when using the product. A brand is a covenant with the consumer whereby the mere mention of the name triggers expectations about what the brand will deliver in terms of quality, convenience, status, and other critical buying considerations (Jacques Chevron dalam A. Shimp, 2003: 8). Brand can be defined as a set of functional and emotional values that promise a particular experience to stakeholders.

One of the reason of rebranding is the main company or holding have to make choices or decisions on its subsidiary profile based on the degree which the holding will position its business unit or subsidiary. The decisions taken by the main company to change the name and logo in order to position the image through the brand. Another reason stated by Hatch and Schultz in Cornelissen (2004) that rebranding is to enhance the corporate identity that aims to improve stock value.
Rebranding is a practice of forming a new name represents a change of position in the mind frame of stakeholders and differentiation of the identity of its competitors (Muzellec et al, 2003). Rebranding by definition also means identity change, which should be seen as a strategic decision with a mature plan (Daly and Moloney, 2004).

The brand changes of Institutional X is important to be communicated to both external and internal public. For external public, Brand is the face of a company that communicates about the values, quality and trustworthiness of a product, while for employees or the internal public is the understanding and perspective of employees that impact on employee motivation and performance. Rebranding of X Institution includes changing the name, logo, value, and agency services. In this case, the duties and functions of X Institution are wider than before.

**Organization Identity**

Hatch and Schultz (2013:316) develops a normative framework that applies the model of identity dynamics to corporate brand management. In this context, the theory of identity dynamics encourages managers to think about the conversation of their organization al identity as a way of aligning their organizational culture with the image of stakeholders. This is done to ensure that the organization is viewed from the outside.

When top managers engage in identity dynamics, such as through facilitating conversations between employees and external stakeholders on urgent matters that appeal to all of them, they can more easily formulate a strategic vision aligned with the organizational culture and stakeholder image, which means that the vision they formulate will already be invested with the expectations and desires of internal and external stakeholders. This creates situations where there is little need to sell visions to anyone, allowing more time for all parties to address implementation issues and allow them to do so with less pressure from above. Merging between vision, culture and image (VCI) then produces a strong foundation for branding, or to change the program. As far as the VCI gap generates incoherence between employees, stakeholders and executives, they will reduce the effort provided in branding or change programs.

**Internal Communication**

This research focuses on Internal Communication in organizational change. According to Van Riel and Charles Fombrum (2007), Corporate Communication can be defined as a set of activity that include the management and arrangement of all internal and external communications aimed at creating a favorable starting point with stakeholders, the place where the company depends. Company communication consists of disseminating information by an expert division within an organization, with the general purpose of enhancing an organization's ability to maintain a license to operate.
Not all communications in the organization are work-related, nor are they relevant to meeting organizational goals. However, all communication affects participants’ and observers’ perceptions of the organization and its activities, affecting the image of organization, brand, and reputation (Riel and Fombrun, 2007: 13). Van Riel provides an understanding of corporate communication as a series of activities that rule and master all internal and external communications in order to create benefits for the company (Van Riel and Fombrun, 2007: 25).

Internal communication is communication that involves members of the organization as recipients of messages that continues gradually in form of authority and right (Hardjana, 2016: 55). It is said that internal communication is instructive, control, and coordinative that integrative and directive toward the goal.

Internal Communication is a program that aims to gain awareness, knowledge, understanding, and positive attitude among the internal, especially employees of X institutions. Internal branding is a corporate communication aimed at employees of X institutions, where X institution communicates to its employees all aspects in brand building, so that will form the behavior of employees in accordance with mission of the brand.

**Strategic Action in Employee Engagement**

Internal communication strategy becomes an important part to involve employees in the company. Internal Communication Strategy in coaching will not be achieved if Internal Communication Tactics is not implemented. Internal Communication Strategy in Establishing Employee Engagement according to Van Riel and Fombrun (2007: 188-193) Internal Communication is the key of an organization in building an organization identification, a condition where employees feel proud to work, have a sense of security, and a sense of belonging to the company that is implemented with a personal dedication in performance.

Implementation of effective internal communication by actively engaging employees is able to encourage employee engagement. According Employee Relations Theory, this research is focusing on which communication channel is being used in the institution to socialize the value to employees. There are four systematic components in the implementation process of Internal Communication, includes:

1. **Structure**: Internal communication is strongly influenced by official channels influenced by the reporting relationship of a formal organizational structure.
2. **Flow**: Internal Communication Flow is divided into Upward, Downward, and Horizontal Communication.
3. **Content**: The information content in Internal Communications should contain two aspects of information both from the organizational side and from the functional side of the members within the organization.
4. Climate: The communication climate within the organization illustrates the natural nature of Internal Communications which stems from the attitude and feeling of how an information is communicated.

Research Methodology

This research was conducted qualitatively by using post-positivism paradigm. The paradigm used in this research is post-positivism. According to Guba and Lincoln (1994), the post-positivist paradigm considers that a reality is assumed to exist but it is unlikely that reality can be seen in the right way by the researcher. Post-positivism views the fact that it exists, but because of human limitations, it can not be fully understood. According to Newman and Benz (1998: 9-10) post-positivism is a subjective way of thinking, an assumption of reality, seeing subjective truths and depending on context, values, culture, traditions, customs and beliefs. According to Patton (2015: 105) post-positivism improves the view of positivism that can not generalize the science of man with the natural sciences because human action can not be predicted with an absolute explanation. The post-positivist paradigm holds that it is impossible for man to acquire the truth of reality when not directly involved with reality.

The research method used in this study is case study. According to Patton (2015: 40), case studies are studies of a single period or time period. Case study is one of the methods used in qualitative research, Creswell, 2014: 14). The nature of this research is descriptive qualitative using special case analysis or depth interview.

In qualitative research, according to Patton (2015: 15) the report describes and interprets all data obtained. Three types of data, namely:

1. In-depth interview; Open and in-depth questions relating to experience, perceptions, opinions, feelings and knowledge. Data consists of word for word, quotation with context enough to be interpreted.

2. Observation and fieldwork; Discussing the following are activities, behaviors and actions, conversations, interpersonal interactions, processes in other organizations or communities. The data consists of a field record, a detailed description, including the context in which it was created.

3. Documents; Which includes documents used by the organization; Recording programs, posts on social media and the like; memos and correspondence; official publications and reports; diaries, letters, artistic works, and memorabilia; written response to open questions collected. The data consists of different documents by reporting and managing the context.

In this study, the writer wanted to explore how the involvement of employees of the X Institution in the rebranding process of the organization and the implementation of internal communication strategy, thus giving full support to the organization in doing rebranding. The post-positivist paradigm is chosen by the author to help reveal the views
of members of X Institution on organizational change, and how the transformation involves its employees.

**Results**

**Vision, Culture, and Image X Institution**

The result is Vision, Culture and Image, X institutions have formulated a vision that is in harmony with the culture and image of internal and external stakeholders, by issuing regulations on Vision and Mission understanding to X rebranding X employees running in the transition process.
Figure 1. Identity dynamics as the foundation for vision, culture, image alignment
Source: Based on Hatch and Schultz (2008: 68).

**Strategic Action to build Employee Engagement**

To inform of organizational changes to employees is delivered with internal communication which is a strategy in an effort to instill the vision, values and objectives of X institution. Building organizational identification through changes of existing behavior and culture within the employees' environment in X institutions with changes in mindset, culture and performance to foster enthusiasm, dedication, patriotism with brain storming and reinvigorating values contained in organizational value.

Then from the information dissemination side of the public relations department has been performing its duties through electronic media channels by being active in social media X Institution, and in 2017 the PR department has implemented internalization aimed at the ranks of the leadership. However, since the X Institution Regulation on the new organizational structure was published in 2018, the implementation in giving understanding and enlightenment related to vision and mission values in the effort to change institutional culture has not been socialized to all X Institution employees.
Discussion

According to the results of analyzes conducted by researchers, in shaping the identity of X Institution organization changes in the vision, culture, and image of the organization. The changes of vision are adjusted to the tasks of the X Institution function and the purpose of the establishment of X Institution. In addition, organizational culture also experienced significant changes. With the transformation of X into an institution where its services are not limited only the government but also the public regarding cyber security, the organizational culture shifts into where its activities should be communicated and informed to the public. This change of vision and culture also affects the image that will be established on both external and internal stakeholders.

In communicating the changes and the visions of X Institution to employees, X Institution using Employee Relation theory:

1. Structure: Formal dissemination of information can be submitted by structural officials and academic officials to provide insight and understanding to employees. According to the duty of Organization and Human Resources Bureau, this bureau is responsible for disseminating information through internal socialization to the employees of X Institution. The dissemination of information is also spread through electronic media as an internal channel that is managed by Public Relations such as portal, email, web, electronic information board, and social media X Institution. In addition, information dissemination is also done through informal way often done through whatsapp group where information can spread quickly and can interact directly between members.
2. Flow: the flow of communication in the X Institution flows vertically, the downward flow is to inform the policy and upward flow is to respond to input or technical proposals from bottom to top. Top-down flow is considered more effective today, to provide direction, instruction or decisions regarding the circulation or dissemination of information in the X Institution environment from the leadership level to the employees.

3. Content: Dissemination of information through internal communication channels such as employee email delivered periodically aims to be easily understood by employees by reading the content of information conveyed through the email.

4. Climate: In the climate of communication, participation is formed by the participation and involvement of employees on activities that increase the contribution of employees on activities held by X Institution.

Conclusion

Based on the results of research, rebranding of X Institution aims to follow the changes of structural and the vision of institutions X. Organizational changes into institutions X can be identified that the vision of the organization changes in a broader direction according to tasks and functions from X Institution.

Building organizational identification through changes in the behavior and culture that exist in the employees of X Institution environment with changes in mindset, culture and performance to foster enthusiasm, dedication, patriotism can be done by brainstorming and re-established the values contained in the work ethic. The information of organizational change can be done with internal communication which is a strategy to provide the understanding of vision, values and goals of X Institution.

References

Journal article


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Book


Thesis


