Internal Communication in Building Organizational Culture and Organizational Branding of Government Institution

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Abstract: The nightmare of a government institutions is losing the trust of the public. At present, government institutions are still identical with the bureaucracy, rigid, and slow performance, so that the public still has a negative perception of the government. Building public trust and reputation should be done and can be started from the internal of the institution. Internal communication and organizational culture are two things that can help branding government institution known for their good performance. This research aims to examine theoretically how internal communication can build an organizational culture and ultimately build government institutions branding. The literature study method is used to answer research problems. The results of the study show that internal communication contributes to the formation of organizational culture and organizational culture can help manage the branding of government institutions. However, branding efforts only are not enough if not helped by improving the quality of performance. Therefore, strengthening organizational culture will be very significant towards improving individual performance in government institutions. Internal communication influences organizational culture, and it will play a role in a company's reputation. So that, in the end, it will have an impact on the branding of positive government institutions.

1 INTRODUCTION

An organization, as well as an individual, has many reasons for the communication process. To achieve the organization's vision and mission, an interaction process is needed, which is sometimes formulated in a communication strategy. Facing the era of global competition, of course, communication problems are increasingly complex. Facing this challenge, all organizations -including government institution- need to build strong internal communication before communicating with the external public.

In the government, the main focus is service, and its role is greater because it involves public interest. Public services can be defined as all forms of services, both in the form of public goods and public services which in principle are the responsibility and carried out by government institution at the central, regional, and within the State-Owned Enterprises or Regionally-Owned Business Entities, in order to meet the needs of the community and in the context of implementing the provisions of the legislation (Wibawa, 2010).

However, it turns out that the rights of the community or individuals to obtain services from the government apparatus are felt not to meet the expectations. Even we still can hear the complaints or critics for the government's services. Inevitably, a government institution's nightmare is losing the public's trust. How the public will trust the government if corruption, collusion, and nepotism practices to bureaucratic mentality still exist?

On the other hand, according to The Global Competitiveness Report 2018 conducted by the World Economic Forum, Indonesia has experienced an increase. Overall, Indonesia's Global Competitiveness Index ranks 45th out of 140 countries, at 2017, Indonesia ranked 47th out of 135 countries. Some of benchmarking is based on government institution. The ranking of Public Sector Performance on 38th, the corruption perception index ranks 80th, and corporate governance ranks 47th, where each sector experiences a score increase compared to 2017.

One of the benchmarks of assessment of the Global Competitiveness Index is the ability of the public bureaucracy to carry out its duties and functions. The increasing of Indonesia was also due to the large level of public trust in the government and the improvement of public services. This public trust

should be managed because until now, there are still people who are complaining about poor public services. This public trust will form an impression or image for the government institution itself, which will later become a reputation. It is the government's public relations duty to build public trust and the good reputation of institutions / organizations because these government institutions are the face of a country.

So, what does government institution need to do? Government institution needs an effort to create a government's good reputation to garner public trust and positive public perceptions of a government institution. For example, public perceptions that always consider hard to get to manage licensing, complicated bureaucracy, and always asking for money, need to branding the service becomes easy, cheap, and fast so that it seeks to make a clean government and good governance.

That branding won't work if the government didn't improve their performance. What the public can see/feel is how government works and the public will judge easily. So, the foundation of branding is how you manage your internal institution. Changing the public's perception of government takes times. Bad culture of government needs changing, and the organizational culture takes part in this.

Also, the basic thing is to equate perceptions about the goals, vision, and mission of the organization. Equating this perception can be done through internal communication in the institution, the processes of exchanging information or messages that are sustainable can build an understanding of institution members about the goals, vision, and mission. Internal communication is not limited to sharing information, but there is an element of instilling cultural values (Sari, 2015). Internal communication is the key to instilling an organizational culture that will lead to the realization of better government institution branding.

Internal communication is needed to form the engagement of individuals in the organization that is needed to create a shared relationship that manifests itself in organizational culture. Organizational culture also needs to be developed by the government in order to build and maintain the existence of the organization, as well as determinants of the image of a government that can be a binder, pride, and rules to behave, and also as the tools of improving performance (Rajagopal, 2013). Therefore, a government institution will be ready to provide their services.

Also, a consistent organizational culture can create good government branding. Based on the

above, this study was conducted with the aim of knowing how the internal communication links with an organizational culture so that it can help government institution branding.

2 LITERATURE REVIEW

2.1 Internal Communication

In order to carry out their role and functions, each section of an institution/organization need to communicate. To get the work done, there are efforts to deliver the task, express ideas, object ideas, ask questions, and so on, which is done between the employee horizontally or vertically. Communication which exists between the sections within the institution is what internal communication is that involves internal parts of the institution (Setiyowati & Salamah, 2017).

Kalla (2005) delivered that internal communication is all integrated communication activities, both formal and non-formal that occur at all levels of the organization. While Deetz (2010) explains that internal communication is the way or process of employees in sharing information, building relationships, and building value so that it becomes a corporate culture. This process is a combination of humans, processes, messages, practices, and goals.

Welch & Jackson (2007) explain that internal communication in organizations has a purpose, as follows:
1. Building relationships and internal commitment between employees,
2. Provide information as clear and complete as possible about the organization,
3. Creating awareness of organizational members regarding the role of organizations in society,
4. Providing a means for feedback to its members.

From the internal communication objectives above, it is clear that internal communication has a role in mutual understanding between employees, building the character and organizational culture, and solidity of organizational members. The strong internal communication will be a good step to reach a better reputation. What government institution needs are strengthened internal communication to understand each job or responsibility to give excellent services.

2.2 Organizational Culture

Organizational culture is an element that acts as a frame of reference in work (Browaeys & Price, 2015).

Establishment of organizational culture is important because according to Susanto (1997), corporate culture as values that guide human resources to deal with external problems and efforts to adjust integration into the company so that each member of the organization must understand the existing values and how they must act or behave.

Edgar H. Schein (1992) in his book "Organizational Culture and Leadership" states that culture is a pattern of basic assumptions that are created, discovered, or developed by certain groups as learning to overcome the external adaptation problem and official internal integration that is carried out and therefore taught to new members as the right way to understand, think, and feel related to these problems.

Culture is a combination of beliefs and behaviors that guide how a company's employees behave. A company's culture is often reflected in its dress code, business hours, office setup, employee benefits, turnover, hiring decisions, evaluation process, client service, client satisfaction and every other aspect of operations.

There's a strong relationship between organizational culture and organizational performance (Kotter & Heskett, 1997), as described as follows:

1. Corporate culture can have a significant impact on long-term economic performance.
2. The corporate culture may be a factor that is even more important in determining the success or failure of a company in the coming decade.
3. The corporate culture that inhibits long-term financial performance is quite a lot.
4. Although it is difficult to change, corporate culture can be made to improve performance.

Robert Kreitner and Angelo Kinicki (2001) reveal the functions of organizational culture as follows:

1. Giving members organizational identity, making the company recognized as an innovative company by developing new products. Institutional identity shows a characteristic that distinguishes from other institutions that have different distinctive characteristics.
2. Facilitating collective commitment, the company can make its employees proud to be a part of it.
3. Increasing social system stability so that the work environment is perceived as positive and reinforced, conflict and change can be managed effectively.
4. Establish behavior by helping members realize their environment.

So with this explanation, it is clear that organizational culture contributes to the organization's brand.

2.3 Organizational/Corporate Branding

According to Riel and Balmer (Harris & Chernatony, 2001), corporate branding in brand management (brand management) requires a holistic approach, so that all members of the organization behave in accordance with the brand identity (brand identity). To integrate these variables, Hatch & Schultz (2001) associate corporate branding with VCI models, namely strategic vision, organizational culture, and corporate image. Hatch & Schultz (2001) say that a corporate brand is a combination of these three things.

Corporate brands are defined by Knox and Bickerton (2003) as "the visual, verbal, and behavioral expression of an organization's unique business model". According to Hatch and Schultz (2001), branding does not only contribute to shaping the image of the organization in the eyes of consumers, but also all stakeholders. In addition to managing it differently from product brands, managing corporate brands should align the strategic vision, culture, and image of the company (Hatch & Schultz, 2008).

Corporate brands need to be managed about the interplay between vision, culture, and image. Achieving this requires effective dialogue between top management, external stakeholders, and members of the organizational culture. Effective corporate branding will come with dedication to honest self-assessment, responsive attitudes toward stakeholders, and respect for the values that attract all parties to the corporation (Hatch & Schultz, 2001).

3 RESEARCH METHODOLOGY

This research uses qualitative research approach. The author uses a type of literature study by exploring previous studies and concepts that are relevant to the problems that must be answered in this study. Through the study of literature, the authors describe the concepts of internal communication, organizational culture, and organizational branding separately. After that, the authors explain the relevance of each concept such as; the relationship between internal communication with organizational culture, organizational culture with organizational branding, organizational branding with internal communication, to the relevance of the whole concept. The correlation between these concepts is

based on the search results of various literature such as journals, books, internet, and other articles. As a final step, the author connects attributes that are derived theoretically to be applied in a government institution.

4 RESULT

This study aims to explain how internal communication can build an organizational culture and realize organizational branding. The limited research that discusses the three topics in one study makes researchers need to break down one by one the topic and correlate the topics. To get a complete picture of the correlation between internal communication, organizational culture, and organizational branding, the authors trace previous research that links these problems one by one.

4.1 Relationship between Internal Communication and Organizational Culture

The organizational culture was initiated by the leader of the organization. Managers or senior members of organizational groups communicate their core values continuously in daily conversation or through special rituals. This communication process encourages new members to take over the core values of the organizational culture to be applied later in behavior (Tika, 2006).
Internal communication plays a role in building organizational culture as well as the process of forming an organizational culture in this diagram. The diagram below explains that the founder's philosophy, which is the values of top management, must be socialized within the organization so that it becomes an organizational culture. Top management actions have a big impact on organizational culture. Their speech and behavior in carrying out norms are very influential on members of the organization (Tika, 2006). The socialization process requires effective internal communication to obtain the same understanding by members of the organization. This socialization is intended so that employees can adjust to organizational culture.

Figure 1: How internal communication plays a role in building organizational culture, Robbins (2005).

Research by Dian Puspita Sari (2015) with her thesis titled Internal Communication in Building Organizational Culture to Create Employee Engagement states that internal communication has an important role in building organizational culture through the organization's vision and mission, strategic direction, sharing values, and empowerment within the organization. This is reinforced by Smith (2008) which states that internal communication has an important role in directing and shaping the behavior of members of the organization so that compact teamwork can be formed and can be directed to efficient organizational objectives, with internal communication strategies organization goals.
Effective communication encourages a positive culture and is essential to the way employees work. Ineffective communication, employees can be guided to match steps with the corporate culture.

4.2 Relationship between Organizational Culture and Organizational Branding

The formed organizational culture has an important role in the organization to ensure that all members of the organization have the same understanding of the vision and mission. This organizational culture is about to shape the character of an organization that can be differentiated from one organization to another. This can also be the "weapon" of the organization in highlighting its superiority among other organizations. Aaker (Hatch & Schultz, 2003) argues that when brand-values are consistent with organizational culture and organizational values, all of them can create credibility in the eyes of stakeholders.
Ruth Kismie's Thesis on the Implementation of the Corporate Branding Strategy (Analysis of the Vision, Culture, Image) Model of the Pertamina Transformation Program 2006-2016 illustrates the relationship between corporate culture and corporate brand PT Pertamina (Persero) qualitatively. As the triangle VCI Hatch & Schultz (2001) which explains that corporate branding is a link between strategic vision, organizational culture, and corporate image.

These three elements form the basis of organizational branding and are defined as: (1) Strategic vision - the central idea behind the company that embodies and expresses the aspirations of top management for what the company will achieve in the future. (2) Organizational culture - internal values, beliefs and basic assumptions that embody the company's heritage and communicate its meaning to its members; culture manifests itself in the way employees feel at all levels about the company they work for. (3) Company image - the view of the organization developed by its stakeholders; the overall impression of the company in the outside world includes the views of customers, shareholders, the media, the general public, and so on. Thus, organizational culture is one of the factors that influence organizational branding.

To support organizational branding, good performance of the organization is needed. There are many studies that state that organizational culture influences organizational performance too. One of them is research by Kim Jean Lee, S., & Yu, K. (2004). They stated that the cultural strength of organizations was related to organizational performance in some cases. Also, the cultural elements which distinguish companies from each other were also found to be related to performance.

4.3 Relationship between Internal Communication and Organizational Branding

In Yani Sikartika's Thesis (2005), titled Implementation of Internal Communication Strategy in Corporate Branding, it is explained that the name of an institution/company/organization must be known to the public. However, it would be better if it was known by employees or internal parties first, so that communicating to the external would be stronger. The firm culture that is closely related to management policies in public, the quality of goods and or services and employees is a factor that influences the company's image. This explains that employees hold an important role in the company's image. In this case, management needs to plan consistent communication so that the name and corporate image can be understood internally by using messages, logos, and objectives of communication, then communicating the brand value to the company internally (Caywood, 1997).

Internal communication refers to the way founders help their employees to achieve individual and organizational goals, but also how to respond to organizational changes, coordinate organizational

activities and engage in almost all relevant organizational behavior (Matteson, 1999). Internal communication takes place in various channels, including formal and informal, written or oral, or verbal and non-verbal communication.

In essence, internal communication plays an important role in the transfer and sharing of information in the organization. Decisions about organizational culture or the implementation of branding will not work if it is not supported by effective internal communication.

4.4 Relationship between Internal Communication, Organizational Culture, and Organizational Branding

The definition of corporate branding is not much different from the branding of government institutions, so on several occasions, this research the author considers corporate branding to be the branding of government institutions. Biraghi & Gambetti Research (2015) under the title *Corporate Branding: Where are we? A systematic communication-based inquiry* aims to explore significant relationships between important themes related to Corporate Branding by adopting a communication perspective.
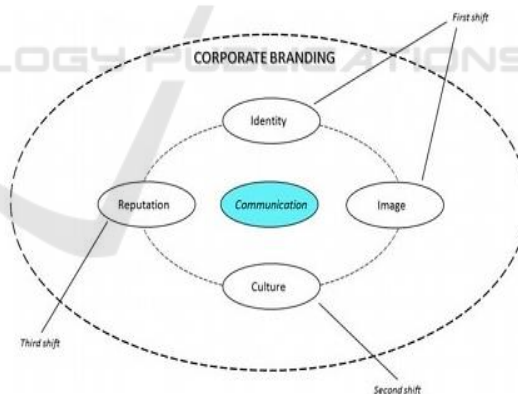

Figure 2: The conceptual framework at the basis of corporate branding literature systematic content analysis.

According to the picture above, communication appears as an integrative agent, which builds semantic relationships between the company's intangible assets such as identity, image, culture, and reputation. Communication represents the central dimension of corporate branding strategies that must be understood as holistic, dialogical, and interactive. Communication is considered an important element that maintains and harmonizes the four main assets of

the corporate branding process (Biraghi & Gambetti, 2015).

The emergence of the term corporate branding can be ascribed to the first shift in the perspective of branding strategies from product-centric to the entire organization, and For this reason, corporate brands are defined as visual, verbal, and organizational behavior based on communication efforts aimed at protecting and supporting a plurality of product brands. As soon as corporate branding concepts emerge in the business strategy literature (Balmer 1995; de Chernatony 2001; Balmer et al. 2009), there is a second shift that drives debate in a new direction: management experts argue that corporate branding should not be understood merely as an advanced marketing perspective, rather, it must be considered a model of corporate governance and managerial effort that informs the company's entire corporate strategy (Balmer 1995, 2005; Hatch and Schultz 2001), organizational culture, mission, and vision, ultimately redefining the company's business model (Gotsi and Andriopoulos 2008; Balmer and Thomson 2009). This perspective introduces new concepts into corporate brand construction, which now encompass strategic organizational dimensions such as corporate values, mission, vision, and culture (Urde, 2003).

Recent research introduces the third shift from a company-focused perspective to more focused on stakeholders, highlighting that corporate branding does not only originate from the organization; but rather emerges from the meeting between the organization and the expectations of its stakeholders through ongoing dialogue about their vision, goals, needs, and plans. All of these practices are intended to support the collaborative production of a brand, where strategic vision, organizational culture, and company reputation are harmonized and linked together to respond to stakeholder expectations, especially in terms of good corporate citizenship behavior (Biraghi & Gambetti, 2015).

Meanwhile, Rode and Vallaster (2005) in their study "Corporate Branding for Start-ups: The Crucial Role of Entrepreneurs" presented an analysis of the development of corporate branding in the early phase of start-ups involving corporate culture, corporate behavior, corporate design, and corporate communication.

From the picture below can be seen that to get to corporate branding, several compositions are needed. Corporate identity is conceptualized as a summary of corporate culture, company design, corporate behavior, and corporate communication. Corporate culture is the core of corporate identity. In a corporate culture, a mission statement is summarized, covering

the core values for a company and hence provides the main guidelines for all activities and managerial decisions. Corporate culture plays a role in disseminating information about behavioral values in the organization.
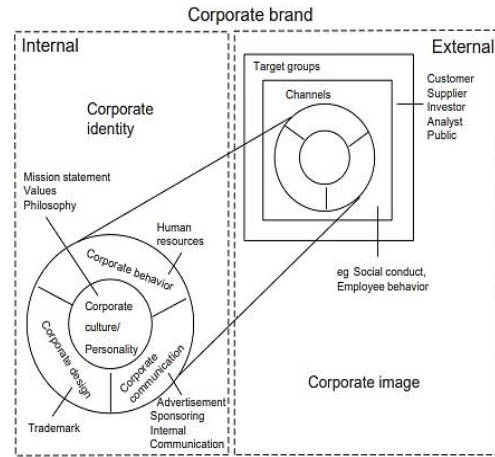

Figure 3: The conceptual framework at the basis of corporate branding literature systematic content analysis.

The company's design covers all visual aspects of the company's brand, for example, slogans, jingles, and characters. Company design must be consistent with the contents of the mission statement and with all other dimensions of corporate identity to support coherent corporate branding.

Lingenfelder and Spitzer (Rode & Christine, 2005) said that company behavior refers to how the human resource process is managed along the lines of corporate identity, including the process of recruiting, empowering, and supporting employees. Company behavior must be consistent with company values and visual expression and internal communication.

Corporate communication may be the most complex element of corporate identity. Its interactive nature with all the other elements shown above, and with the company's external audience makes clear differentiation difficult (Hatch and Schultz, 1997). Internal communication refers to the way founders help their employees to achieve individual and organizational goals, also how to respond to organizational changes, coordinate organizational activities, and engage in almost all relevant organizational behavior. Internal communication takes place in various channels, including formal and informal, written or oral, or verbal and non-verbal communication.

The corporate/organization's image is built through various ways of interacting with the company's audience. This includes traditional tools

such as external communication. Trust in reflected content depends on the consistency and transparency of corporate identity. Corporate brand as the number of company identity and company image - refers to the unique characteristics of the organization that are reinforced at each point of contact with consumers or other stakeholders (Aaker & Joachimsthaler, 2000).

5 DISCUSSION

So far, many have thought that the success of the company or organization is because the business is running smoothly, organizational goals are achieved, or even made a lot of profits. Officials or employees have not been able to survive with this view because there are other things that also greatly affect organizational performance, which so far has received little attention, namely organizational culture. This applies to the government sector in Indonesia.

Governance is essentially a service to the community and creates conditions that allow each member of the community to develop their abilities and creativity to achieve common goals. The task borne by this government is not easy, serving all Indonesian people, as a regulator, but the performance shown is not so good enough. The bureaucratic system makes services by the government have procedures that are convoluted, slow, and money oriented. Indeed, not all government institution is like that. At present, the governance system in Indonesia has begun to improve, and there is an increase in the ranking of The Global Competitiveness Report 2018 in which the government sector is an assessment variable. However, the stigma of the community is still thick with the bad habits of a government institution. Such a government image causes demands on government institution to be more effective, efficient, transparent, responsive, and able to adapt.

To change the whole negative view of a government institution, branding efforts are needed for these government institution as explained earlier that before bringing a brand to an external, there is a need for a good, effective, and efficient internal communication system. This internal communication process can equalize the perceptions of members of the institution regarding the institution's duties, functions, vision, and mission so that a solid team can be found.

This information exchange in internal communication forms a shared knowledge, and the creation of habits in an organization forms an organizational culture. Most government institutions are driven not by their vision and mission, but by formal regulations. The same activities that are carried out repeatedly can become routines that receive support from all members and will change into culture. This is why organizational culture plays an important role in the image of government institutions.

Organizational culture is not solely for the internal interests of the organization, but also the main concern for the government because of negative public perceptions of bureaucratic culture. Organizational culture can be an important element for an organization to do branding. The organization's branding will expose the organization and its member's too much greater supervision. This means that organizational behavior becomes visible, so the organization becomes more transparent than before. This is the importance of a healthy organizational culture so that the impressions displayed about government institution are good too.

Internal communication and mature organizational culture will certainly have an impact on individuals in the organization, given the organizational culture guiding members to behave in achieving their goals. If the organizational culture is flexible and follows the development of the times, members of these organizations usually participate in being flexible, relaxed, but still good in performance and tend to be open. Conversely, if the organizational culture is too rigid, hierarchical, and bureaucratic, its members will tend to be rigid, unfriendly, and closed. Members of this organization can be a branding tool for the organization. Every member of the organization is the representative of the organization.

Bringing a brand to the public cannot be done if it only relies on a communication approach, but also needs to be supported by good organizational performance. Keep in mind, support for organizational culture as a determining factor in improving organizational performance.

And now, the government is also increasingly aware of the importance of communicating its performance to the public, whether in the form of achievement or clarification of an event. It is not uncommon for government officials to have social media channels to document and publish their activities so that they are known to the public, this is done based on transparency while communicating the brand of government institutions to the public. In the end, the public learned about the government's performance and formed perceptions of government institutions.

For example, the Ministry of Stated Owned Enterprises since 2018 has released the Spirit of Millennials program. Spirit of Millennials is a movement designed to invite millennial generations working in state-owned enterprises to contribute to building a better Indonesia, also more adaptive and innovative during the rapid development of digital technology. The reason is that SOEs have been considered difficult to change and too bureaucratic in facing business competition.

Spirit of Millennials also takes place on social media platforms. Content and topics are things that attract millennial interest as the core of the movement. It was intended to build public brand awareness of state-owned companies so that the creation of a good image of state-owned companies, while rejecting the impression that state-owned companies move slowly. With this program, the public will believe that SOEs are dynamic, able to keep up with the movements of the times.

Another example came from the Central Java Provincial Government. The bad stigma of service to the community must be eliminated by taking concrete actions that can reform the bureaucracy. One of the real steps is to force the entire ranks of the Central Java Provincial Government to open all channels of information and use social media to do public services. This is a differential factor or differentiating factor in branding services with only three words, easy, cheap, fast. This easy, inexpensive, fast branding is to be voiced to the district / city governments in Central Java, so that services to the community can be much better and most importantly, people's perceptions that always take care of licensing are difficult, the bureaucracy is complicated, and always asks for money eliminated by making a clean government and good governance.

Internal communication influences a company's corporate culture, which then, plays a role in a company's brand reputation. People develop their perceptions of a company not simply from press releases and ads. Employees who are the 'face' of a business, are impacted by what they see and hear coming through the organization, and certainly not just in a formal way. Ultimately, they are the individuals who paint the perception of the company. Whether we realize it or not, the use of brands in a product/service can have a large impact on the progress of a project. More than that, branding a government institution can maintain a greater social impact, strengthen identity, and mobilize support so that its vision and mission will continue.

6 CONCLUSION

Internal communication, organizational culture, and organizational branding are a unity that influences each other. Starting from internal communication in a government institution that are effective and efficient can build a shared understanding of the organization's vision and mission. Internal communication has a contribution in shaping the organizational culture that will affect the branding of a government institution. Actually, the branding of an organization is not only shaped by organizational culture. There are other factors that influence branding, such as the vision and image of the organization itself. But in the context of public services from a government institution, organizational culture is very important because organizational culture can influence performance, especially in the service sector so that it can be easily assessed by the community.

Public assessments need to be taken into account and cannot be underestimated by the government. The reputation of a bad government agency is one reason that is still considered to hold a bad bureaucratic culture. At least, by strengthening organizational culture within each institution, it can create good performance. Branding itself is an effort to create a reputation, but the public is not going to accept it even though the branding efforts have been well implemented, but the performance of the government institution themselves still has not increased.

Government institution can be assessed by the public because the services provided cover many public interests. Even though there are those who are not trying to make a profit, the agency needs to do branding to achieve public trust and the existence of the institution itself.

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