

COMPANY MANAGEMENT ORGANIZATIONAL COMMUNICATION TO FORM STAFF HR INNOVATION IN TIDAL SWAMP LAND MANAGEMENT

Rico ¹⁾ *, Risa Dwi Ayuni ²⁾, Muzahid Akbar Hayat ³⁾, Dewi Merdayanty ⁴⁾, Siti Fatimah⁵⁾

^{1,2,3,4)} Program Studi Ilmu Komunikasi, Fakultas Ilmu Sosial dan Politik, UNISKA MAB Banjarmasin, Jl. Adhyaksa No.2 Kayu Tangi Banjarmasin, Kalimantan Selatan, Kode Pos 70123

⁵⁾ Program Studi Manajemen, Fakultas Ekonomi, UNISKA MAB Banjarmasin, Jl. Adhyaksa No.2 Kayu Tangi Banjarmasin, Kalimantan Selatan, Kode Pos 70123

ARTICLE INFO

Keywords: *Organizational Communication, Innovation, Swamp Area, Management, Management,*

E-mail:
ricoaje.1994@gmail.com

ABSTRACT

This study aims to determine the communication of the company's management organization to form staff innovations in managing tidal swamp land to become potential plantations. This research uses descriptive qualitative method. In dealing with the management of the Tidal Swamp area as a plantation area, a company must have good organizational communication within the scope of management to improve the innovations of human resources for plantation staff who are reliable and able to carry out the mandate properly so that the company's vision and mission can be achieved as expected. The strategy carried out by the Company's management with symbols or forms of organizational communication that they organize in an istiqomah culture of carrying out the mandate has succeeded in changing plantation governance for the better and has potential on marginal land.

Copyright © 2022 Economic Journal. All rights reserved.
is Licensed under a [Creative Commons Attribution-NonCommercial 4.0 International License \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc/4.0/)

1. INTRODUCTION

Oil palm agribusiness business opportunities in Indonesia are quite open due to the increasing world demand for palm oil. Currently, there are approximately 15.08 million hectares (ha) of oil palm plantation area (Ministry of Agriculture, 2021). However, oil palm agribusiness in Indonesia is currently faced with limited land resources that have optimum characteristics for the growth and production of coconut trees. oil palm plantations, so that the development of oil palm plantations in Indonesia eventually leads to marginal lands with various limiting factors such as land with steep topography and swamp land (tidal swamps including peatlands).

Tidal land has the potential for oil palm development both based on the characteristics of the land and its area, however, the main problem faced is the blocked drainage condition - inundated. In order for oil palm plant roots to develop, at least a layer that is not flooded with water is 50-75 cm deep and ideally is 100 cm (Winarna et al, 2007). This decrease in groundwater level can be a problem in acid sulfate soils, because it can cause oxidation of pyrite minerals, especially in the pyrite layer near the soil surface. Considering that water level

Company Management Organizational Communication To Form Staff Hr Innovation In Tidal Swamp Land Management- Rico, Risa Dwi Ayuni, Muzahid Akbar Hayat, Dewi Merdayanty, Siti Fatimah

subsidence is a must so that oil palm roots in tidal land can develop, the parameter of pyrite mineral depth is an important factor in assessing the suitability of tidal swamp land for oil palm plantations.



Oil palm development on tidal land will be faced with various challenges related to soil characteristics on tidal land, namely challenges in land management, technical culture and investment for infrastructure development. For this reason, the development of tidal swamp land requires proper planning, management and utilization as well as the application of appropriate technology, especially soil and water management. With such efforts, it is hoped that tidal swamp land can become productive, sustainable, and environmentally friendly agricultural/plantation land (Suriadikarta, 2005).

In dealing with the management of acid sulphate swamp areas as plantation land, a company must have good organizational communication within the scope of management to improve human resource innovations for plantation staff who are reliable and able to carry out the mandate properly so that the company's vision and mission can be achieved as expected. The importance of communication is not limited to personal communication but also at the level of organizational communication. With good communication, an organization can run smoothly and successfully and vice versa, lack or absence of communication, the organization can be stuck and messy.

Optimizing productivity has always been a major aspect in the organization which directly also requires the optimization of the management of various main and supporting sources by the organization's management and leaders. The organizational resources of the organization are less linear with the productivity of the individuals in it. As with this, the Management of PT. Anugerah Sawit Inti Harapan also has a similar problem with this, namely the productivity of the Human Resources of the Plantation Staff is not positively correlated with the productivity of the organization during the initial opening of the tidal swamp area in 2012 in Sei Teras Kapuas Kuala Village. so that it becomes a polemic for the organization to achieve its performance targets. One of them is the leadership's efforts to make organizational changes as an effort to line up individual aspects with organizational aspects along with other organizational support sources and explore knowledge related to plantation management in acid sulphate swamp areas.

Referring to Lewin's theory regarding the stages of organizational change which is the basic foundation for developing a change strategy is the main explanation (Robbins & Judge, 2017). The Lewin stages explain the basic principles of the stages of change that will always be experienced by every organization that will make changes. Each stage requires a mature and comprehensive strategy and design to get optimal results, so that the stages are interconnected

Company Management Organizational Communication To Form Staff Hr Innovation In Tidal Swamp Land Management- Rico, Risa Dwi Ayuni, Muzahid Akbar Hayat, Dewi Merdayanti, Siti Fatimah

and achieve the success of the intended change. Organizational change includes three stages (Lewin, 1951), namely unfreezing, moving, and refreezing as a process that every organizational change will definitely go through. Every organization needs to prepare each stage so that it can run well and on target. At the unfreezing stage as the initial stage of making changes, a strategy is needed to prepare for the change itself. At this stage, leaders and managers are needed who are able to prepare all the resources in the organization. The preparation aims to support the ongoing change process and minimize resources that are considered capable of weakening it. At this stage, the role and communication skills of leaders and management are very important as an organizational communication strategy. This is to create a conducive organizational climate in preparing for the change itself. In addition, at the moving stage, the changes that are running require the role of communicators in order to convey the message of the leadership or management as correct and appropriate information. Refreezing as the final stage of change, ie when the change has been implemented and towards reinforcing after all the values and changes have been achieved.

The types of organizational change used have different types, but have the same basis as the principles of the change process from Lewins (1951), namely unfreezing, moving, and refreezing. Planning the organizational change process first determines the targets to be achieved in the change so that leaders and management can develop effective strategies by taking into account four stages, namely human resources, functional resources, technological capabilities, and organizational capabilities (Jones, 1997). Jones (2007) explains, human resources are an important and very valuable asset because they are related to the skills and abilities of employees which will have an impact on organizational competence and organizational ability to be competitive.

From the explanation above, it can be seen how tidal land has the potential for oil palm development, but there is a main problem faced, namely the condition of obstructed drainage - inundated so that its management needs to be carried out by HR staff who have innovations and competencies and are able to communicate well in carrying out their duties. operational goals so that the company's goals, especially PT.ASIH which carries the vision and mission of building oil palm plantations with the best and highly competitive standards that care about the environment with employees, the community and the environment and produce environmentally friendly products can be achieved.

2. METHOD

This study uses a qualitative method. According to Sugiyono (2011), qualitative methods can serve to describe and understand the meaning behind visible data. According to Sugiyono (2011), qualitative methods will tend to direct research to the type of descriptive research. Therefore, this research is a type of descriptive qualitative research. Descriptive qualitative research can describe and provide an understanding of complex realities. The benefits possessed by this type of descriptive qualitative research are certainly in accordance with the research objectives, namely: to describe the general picture and operational processes of the company at PT. Anugerah Sawit Inti Harapan, to analyze internal and external factors at PT. Anugerah Sawit Inti Harapan and to develop a strategic plan for managing human resources in order to increase the productivity of HR staff innovation in the management of tidal swamp areas. Descriptive research can help researchers to describe and understand organizational communication and management functions as well as the internal-external environment of PT Anugerah Sawit Inti Harapan. The descriptions carried out and the understanding obtained by the researchers were then used to formulate an appropriate human resource development plan

Company Management Organizational Communication To Form Staff Hr Innovation In Tidal Swamp Land Management- Rico, Risa Dwi Ayuni, Muzahid Akbar Hayat, Dewi Merdayanti, Siti Fatimah

for PT. Anugerah Sawit Inti Harapan so that human resources staff are able to manage well and run all plantation operations in tidal swamp areas so that the plantations have high competitiveness and are environmentally friendly.

3. FINDING AND DISCUSSION

Organizational communication is the sending and receiving of messages both within the organization within the formal and informal groups of the organization. Then if you pay attention to the meaning of the words communication and organization, then organizational communication is communication that occurs between people who are within the organization itself, also between people who are inside the organization and the outside public, with a view to achieving a goal. The functional definition of organizational communication is as a performance and interpretation of messages between communication units that are part of a particular organization. While the interpretive definition of organizational communication is the process of creating meaning for interactions that constitute an organization. Organizational communication is "the organizing behavior that occurs and how those involved in the process transact and give meaning to what is happening. Mulyana (2013:31-33).

Management of PT. Anugerah Sawit Inti Harapan based on the results of an interview with the Head of Agronomy who is the highest leader in the plantation sector, said "The concept of organizational communication that we built in the PT.ASIH plantation was formed with a culture of *istiqomah* carrying out the mandate (religion, integrity, positive attitude, commitment, loyalty) This is the main foundation that we continue to convey to all staff, supervision and all employees, considering that the land we manage is marginal land or tidal swamp with quite difficult challenges so it requires hard work that is measured and directed with the foundation of the organizational communication concept " .

In the management of PT. This award for palm kernel hopes can be seen that the communication concept that is built is formed in a symbol or culture that is inherent and becomes its own characteristic in managing plantations in tidal swamp land. West & Turner in Rico & Hayat (2021) says the notion of communication is the use of symbols to interpret and create meaning in communication where cultures and patterns of life are formed among other people (perhaps ethnic, socioeconomic, or a combination of all differences).

The strategy for managing tidal swamp land must be well organized, especially for technical implementers in the field, in this case HR Staff must have innovation and expertise in carrying out directions from management because the land that is managed based on the results of an interview with one of the agronomy staff said "land We have started to open this marginal or tidal swamp in 2012, we went through a lot of challenges, we even failed in the first 3 years, 2012, 2013, 2014, in 2015 we found a new concept and innovation which we called using the term *cambering* by elevating the

planting point to get top soil with a height of 70 cm, then for the next 6 months after being raised it will be ready to be planted, it is proven that our plants planted in 2016 until now produce good production according to management expectations, this

pattern continues we organize and we communicate in a structured and systematically to all technical implementers in the field”.



Picture. 2 Cambering Pattern Land Clearing Process

The tidal swamp land management strategy for oil palm growth must pay attention to a good water management system. The water management system built in oil palm plantations must be able to answer the main challenges faced by tidal swamps, namely high soil acidity and poor drainage. Subagyo and Susanti (1998).

The innovation developed by the management of PT. The Palm Oil Award, which is the core of hope in the formation of ready-to-plant land, which is called cambering, becomes a new science in clearing marginal tidal lands that can manage water systems, top soil feasibility, and improve soil properties, all of which are realized as a result of good organizational communication within the management scope so that all technical implementers can realize a new innovation that can make marginal land or tidal swamps optimal. This refers to the opinion of Drucker (2012) in Makmur and Thahier (2015), innovation is a specific tool for companies where innovation can explore or take advantage of changes that occur as an opportunity to run a different business. It can be presented as a discipline, learning, and practiced to realize the expected goals.



Picture 3. Planted Area of PT. ASIH in Tidal Swamp Land

Organizational communication formed by the management of PT. The Inti Harapan Sawit Award has become very successful because it is carried out every day in a systematic manner, so that currently plantations built on marginal land or tidal swamps have great potential and produce highly competitive production. Even though it failed in the first three years, PT. Anugerah Sawit Inti Harapan was able to make *Company Management Organizational Communication To Form Staff Hr Innovation In Tidal Swamp Land Management- Rico, Risa Dwi Ayuni, Muzahid Akbar Hayat, Dewi Merdayanty, Siti Fatimah*

changes as stated by (Lewin, 1951) that organizational change includes three stages, namely unfreezing, moving, and refreezing as a process that every organizational change will definitely go through. The three processes have been passed by PT. The Inti Harapan Palm Oil Award and it is proven that currently, plantations managed in tidal swamp areas have great potential.



Picture 4. Morning Apple Process and Production Exploitation of PT.ASIH

4. CONCLUSION

Tidal swamp land in Indonesia is one of the marginal lands that have the potential for oil palm development. To achieve high crop productivity, several obstacles such as water management systems, improvement of soil properties, and others will be resolved by good management and good organizational communication of HR staff so that all field technical staff have new innovations in plantation management, especially on marginal lands or tidal swamps. The strategy carried out by PT.ASIH management with symbols or forms of organizational communication that they organize in a culture of *istiqomah* carrying out the mandate has succeeded in changing plantation governance which had failed for the first 3 years and is now a plantation that has high competitiveness with optimal production according to the expectations of the company management.

REFERENCES

- Jones, G. R. (2007). *Organizational Theory, Design, and Change*. USA: Pearson Prentice Hall.
- Lewin, K. (1951). *Field Theory in Social Science: Selected Theoretical Papers*, 1st ed. Harper: New York.
- Makmur dan Thahier, Rohana. (2015). *Inovasi dan Kreativitas Manusia, Bandung*: PT. Refika Aditama.
- Mulyana, D. (2013). *Komunikasi Organisasi: Strategi Meningkatkan Kinerja Perusahaan*. Bandung: PT Remaja Rosdakarya
- Rico & Hayat, M. A. (2021). *Kesalahpahaman Komunikasi Suku Dayak dan Suku Banjar*. Jurnal Ettisal. Vol 6(2).
- Robbins, P., S., & Judge, T. A. (2017). *Organizational Behavior*, 17 Edition (Global Edition). Pearson Education: England.
- Sugiyono. (2011). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.

- Subagyono, K. dan E. Susanti, (1998). *Sistem Aliran Satu Arah sebagai Alternatif Strategi Pengelolaan Air di Lahan Pasang Surut*. Prosiding Seminar Nasional dan Pertemuan Tahunan Komisariat Daerah Himpunan Ilmu Tanah Indonesia, p : 347 - 354.
- Suriadikarta, D.A. (2005). *Pengelolaan Lahan Sulfat Masam untuk Usaha Pertanian*. Jurnal Penelitian dan Pengembangan Pertanian. Vol. 24 (1).
- Syairozi, M. I. (2017, September). *Analisis Pajak Dan Variabel Makroekonomi Terhadap Penerimaan Pajak Pernghasilan*. In Seminar Nasional Sistem Informasi (SENASIF) (Vol. 1, pp. 338-350).
- Syairozi, M. I., & Rosyad, S. (2022). *Inovasi Daun Lontar Untuk Meningkatkan Produktivitas Masyarakat Desa Lawanganagung*. Jurnal Pengabdian kepada Masyarakat Nusantara, 3(1), 131-136.
- Winarna, D. Wiratmoko, E.S. Sutarta, S. Rahutomo, dan Sujadi (2007). *Potensi dan Kendala Lahan Rawa Pasang Surut Untuk Budidaya Tanaman Kelapa Sawit*. Prosiding Seminar Nasional Pertanian Lahan Rawa. Kuala Kapuas, 3-4 Agustus 2007. P: 223 – 235.