

Leadership Communication Style in Forming Corporate Identity (Renewing PT Peruri's Corporate Reputation through the BUMN Business Concept Transformation Program)

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ABSTRACT: BUMN is a state-owned company that handles and manages assets belonging to the nation and these assets have benefits for the lives of all Indonesian people. BUMN also has the task of being a driving force for economic growth and facilitating employment opportunities for the wider community. Basically, BUMN was founded to create a prosperous society in various fields. In this way, it is hoped that people's needs at all levels can be met. Various needs whose fulfillment is managed by BUMN include health, transportation, construction, energy, mining and minerals, agriculture, fisheries, plantations, finance, and others. Fulfilling these needs is then managed professionally and commercialized to the public. From the efforts carried out, BUMN makes a profit. BUMN as a state-owned enterprise, in order to be able to progress rapidly and have good business governance, needs to have a dynamic mindset in carrying out all business programs to generate revenue and profit. All BUMNs must produce good and high-quality business performance, human resources, systems as corporate identity and be able to make a positive contribution to the nation and state. Indonesia currently has 95 BUMNs that have been declared to have sound governance and are able to compete, which previously numbered 142 BUMNs. Some went bankrupt and even went bankrupt and were reorganized in a restructuring process with the aim of renewing and refreshing the company's performance. Entering the industrial era 5.0, communication has become the main pulse in the development of modern organizations, namely bringing changes to the future of corporations that have global competitiveness with strong local resources through the transformation of business concepts and dynamic mindsets. Peruri, as one of the state-owned companies that manages the issuance of state money and letters, valuable state-owned logos, is carrying out business transformation to answer challenges in the competitive era to become a corporate champion at the level of a world class company. This type of qualitative research aims to analyze the Peruri transformation process and voice the idea of the importance of transformation. The research uses a transformative paradigm framework, with an interpretive approach and library methods. Data was obtained from several literature materials and content analysis.

KEYWORDS: *Leadership communication style, business transformation, corporate identity, Peruri, BUMN*

I. INTRODUCTION

BUMN, which stands for State-Owned Enterprises, is a state-owned company. BUMN also has the task of being a driving force for economic growth and facilitating employment opportunities for the wider community. BUMN is one of the three main actors in the country's economy apart from cooperatives and private businesses. BUMN is called the State Company (PN). Meanwhile, BUMN is an abbreviation for State-Owned Enterprise. As the name suggests, BUMN can be interpreted as a company owned by the state and its business is run by the state. Whether the company is wholly owned, a large part, or a small part and is the responsibility of the government.

Basically, BUMN was founded to create a prosperous society in various fields. In this way, it is hoped that people's needs at all levels can be met. Various needs whose fulfillment is managed by BUMN include health, transportation, construction, energy, mining and minerals, agriculture, fisheries, plantations, finance, and others. Fulfilling these needs is then managed professionally and commercialized to the public. From the efforts carried out, BUMN makes a profit.

BUMN which is in the form of a PT and owns shares of at least 51% is called a Persero or Liability Company and this institution is intended to pursue profits. BUMN was not founded without a purpose. As stated in Law number 19 of 2003 concerning BUMN, the objectives of establishing BUMN are as follows:

1. In general, it contributes to the movement of the national economy. Meanwhile, in particular, BUMN provides additional income for the state. Therefore, a healthy BUMN is a BUMN that benefits the state, rather than burdening the state with its operations or debt.
2. Pursuing profits in order to increase state income.
3. Providing services in the procurement of high quality goods or services that are needed by many people.
4. Become a pioneer in business activities that have not been carried out much by private parties and cooperatives. With the existence of BUMN, it is hoped that the areas that have not been worked on can be managed well.
5. Apart from that, a healthy BUMN is not a company that monopolizes trade, but also provides opportunities for the private sector to work in certain fields. Provided that the private company meets the specified requirements.
6. Take a pro-active role in providing guidance, service and assistance to entrepreneurs from economically weak groups, cooperatives and the community. Usually this goal is summarized in a corporate social responsibility (CSR) program.

Seeing the uniqueness of BUMN compared to other types of business, BUMN has a special function and role in the national economy, so it is very important to have a strong leader to carry out this big responsibility and be able to bring the company (corporation) to improve & advance in responding to business challenges that continue to develop with the times.

Reported from the electronic print media *Republika* dated February 15, 2023, BUMN governance is getting better, BUMN assets are also increasing, from 2021 amounting to IDR 8,978 trillion to IDR 9,867 trillion, a growth of IDR 889 trillion in one year. "That is certainly an amazing growth in assets," said Said Abdullah, chairman of the Budget Agency of the House of Representatives at the time of his opinion in Jakarta.

This achievement is a particular note as well as a portrait and a whip for SOEs to become more advanced and worthy of being a role model. The success obtained cannot be separated from the figure of a leader who can create added value to the company, and a leader is required to have: vision, integrity, courage, caring, wisdom, enthusiasm, commitment and sincerity. Tips for achieving a vision include several stages of mission planning that are synergistic with the vision that has been determined by a company, one of the most important and supportive is effective communication that creates the necessary understanding and trust.

The communication process that occurs within an organization, especially regarding communication between leaders and employees, is an important factor in creating an effective organization. Effective communication depends on satisfactory superior-subordinate relationships that are built on climate and trust or a positive organizational atmosphere. Leadership communication style in a company is to influence the thoughts, feelings, attitudes and behavior of other people to carry out activities or work to achieve the goals a leader wants to achieve.

The quality of communication between subordinates and superiors is a function of the interpersonal relationship established between them and how this relationship fulfills the subordinate. To form good cooperation, it is clear that there is a need for good communication between the elements within the organization. Good communication will create mutual understanding and comfort at work.

Entering the industrial era 5.0, communication has become the main pulse in the development of modern organizations, namely bringing changes to the future of corporations that have global competitiveness with strong local resources through the transformation of business concepts and dynamic mindsets. The dynamic in question is reducing boundaries that complicate the flow of communication in implementing business programs, layered bureaucracy that wastes time and slows down the progress of active business. Dynamic is an indicator of active change, dynamic can be interpreted as not standing still, continuing to move and being able to adapt to the demands of the current situation.

BUMN as a state-owned enterprise, in order to be able to progress rapidly and have good business governance, needs to have a dynamic mindset in carrying out all business programs to generate revenue and profit. All BUMNs must produce good and high-quality business performance, human resources, systems as corporate identity and be able to make a positive contribution to the nation and state. Indonesia currently has 95 BUMNs that have been declared to have sound governance and are able to compete, which previously numbered 142 BUMNs. Some went bankrupt and even went bankrupt and were reorganized in a restructuring process with the aim of renewing and refreshing the company's performance.

To create healthy business governance and to carry out all these responsibilities, a successful organization must have conducive internal relationships. Communication is the right way to build the intended internal relationships. Face & Pause, 2010, explains that communication in organizations is a process in which communicators convey stimuli or messages usually in the form of words with the aim of changing or shaping the behavior of other people (communicants). With these changes, perceptions and goals will be gained. The communication process often occurs anywhere and at any time, including communication between superiors and subordinates in an organization.

Prasetio, 2016 in his book out of comfort zone, states that a leader must be able to support employees by building the same spirit (leading people) and work strategy (managing business) in order to form uniform work behavior (corporate behavior). It is very clear that company leaders in a corporation play an important role as communicators, the way and communication style of a leader in conveying messages to employees must be conducive.

The message conveyed is not only in the form of orders or instructions, but also an appeal, direction and invitation for change with a positive aim. This can be conveyed in coffee morning forums, one on one meetings, sharing sessions or special events such as: receiving awards, company celebrations, and so on.

PERURI, is one of the BUMNs that has a functional role as a state money printing company (PP. Number 6, 2019). PERURI has the main responsibility for printing money according to orders from Bank Indonesia and printing stamps, excise stamps, passports, land books and other security documents. Business capital is obtained from the captive market and regulatory support from Government Regulation (PP) no. 32. This makes the company culture in a comfortable area (comfort zone).

In the era of technological development with massive digitalization systems, comfort zones are very inappropriate, technology will continue to move beyond arithmetic. No company is built to become a lagging and monotonous business. Competition will always be there, times continue to move forward with many changes, even though Peruri does not have local competitors, it is not a passive company. Peruri still needs changes to progress its performance to become a world class company, with a continuous transformation process.

Creating global world class based company performance, healthy governance and quality human resources is not an easy job. Peruri is also a role model for private companies, with skills in building business breakthroughs to answer the demands of changing times that continue to move every second. An effective strategy is needed, the communication style of a leader who is knowledgeable, has a visionary spirit and character can have a big influence on changes in the behavior of his subordinates.

Kuswarno in Suryaningsih (2009), the communication skills of leaders in an organization are one of the determinants of success in carrying out leadership in an organization. Communication is the main force in forming a dynamic patterned organization connecting work systems, organizational goals and the individuals within it.

II. DISCUSSION

Communication & Organization

Communication is a basic human activity. By communicating, humans can relate to each other both in daily life at home, at work, in the market, in society or wherever humans are. Muhammad (2011), there is no human being who will not be involved in communication. According to Handoko (2007), communication is the process of transferring understanding in the form of ideas or information from one person to another.

Organization According to Robbins (2001), an organization is defined as a consciously coordinated social unit, consisting of two or more people, which functions on a relatively continuous basis to achieve a common goal or series of goals. Humans establish an organization because of several individual goals and will only be achieved through actions that must be carried out with agreements or mutual agreement.

To implement this agreement, cooperation will be able to facilitate, streamline, streamline and optimize the achievement of the goals to be achieved together. Organizational Communication according to BurhanBungin (2006), basically the definition of organizational communication is communication between humans (human communication) which occurs in an organizational context where there is a network of messages between each other. In a broader sense, organizational communication is the process of creating and exchanging messages in a network of interdependent relationships to overcome an uncertain or ever-changing environment.

Communication Flows in Organizations According to DeVito (2001), in communication there are several communication flows that occur. The flow of communication itself is the channeling of all information, emotions and desires involving all elements, employee duties and personal relationships.

Redding and Sunborn's perception in Muhammad (2009), the flow of information in organizational communication interactions can be in the form of: 1. Vertical Communication a. Upward Communication (Upward Communication) b. Downward Communication (Downward Communication) 2. Horizontal Communication (Lateral Communication) 3. Diagonal Communication (Cross Communication). According to Koontz in Moekijat (1993) quoted by Ruliana (2014), the purpose of organizational communication is to bring about change and to influence actions towards the welfare of the company.

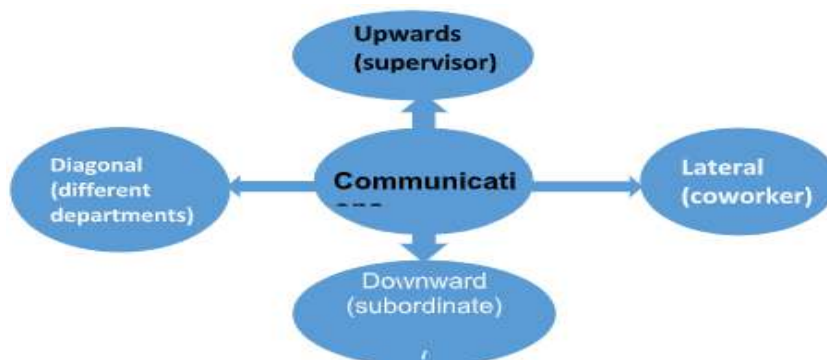


Fig. 1 Organization Communication Flow, Redding & Sunborn (2009)

III. COMMUNICATION & LEADERSHIP STYLE

Style is a typical habit that each individual has in communicating (Smeltzer et al 1991). Communication style is defined as a set of specialized interpersonal behaviors that are used in a given situation. Each leader has a different communication style in moving their organization to achieve organizational goals and each leader will develop their own style.

Leaders as the center of strength and dynamism for an organization inevitably have to be able to communicate with all parties, both formally and informally. Based on style, etiquette and information flow patterns, communication in organizations can be classified into formal communication and informal communication. Pace and Faules in Rachmawati (2009), explain that "formal communication is communication according to the organizational structure, namely downward communication, upward communication and horizontal communication, while informal communication does not depend on the organizational structure".

Smeltzer (1991) states that "Managerial communication is used by managers in planning, organizing, and controlling of human resources as is to achieve given goals". One of the determining factors for organizational success is the leadership's communication style, where effective and trustworthy communication must be created between leaders and subordinates. This is important in improving business performance and fulfilling the company's vision and mission. The success of business governance is an indicator; good and bad internal relations between employees and his leadership.

This is in accordance with what Smeltzer et al (1991) said: "Manager requires an integrated system in this process consisting of how it is in process, strategy of communication plan, leadership and determining leader communication mode". From this information it can be seen that when studying leadership communication, you must pay attention to the dimensions of leadership communication which include the communication process, communication planning strategies, and also the communication style. Each leader has a different communication style in running their organization according to the vision and mission that is planned.

Communication style is defined by Tubbs & Moss in Ruliana (2014) as a set of specialized interpersonal behaviors used in certain situations. Tubbs & Moss further stated that there are six communication styles in organizations, namely:

1. *The controlling style* This communication style is controlling and characterized by a desire or intention to limit, coerce and regulate the behavior, thoughts and responses of other people. People who use this communication style are known as one-way communicators. Those who use this controlling style focus more attention on sending messages. They have no interest and attention to feedback, unless the feedback is useful for their personal interests. These one-way communicators are not worried about other people's negative views, but instead try to use authority and power to force other people to comply with their views.
2. *The equalitarian style* An important aspect of this communication style is that it has a common ground and is characterized by the two-way flow of verbal and written verbal messages (two-way traffic of communication). In this communication style, acts of communication are carried out openly, meaning that every member of the organization can be relaxed, casual and informal. They are people who have a high level of caring attitude and the ability to build good relationships with other people, both in a personal context and in the work environment. This communication style will facilitate communication actions within the organization, because this communication style is effective in maintaining empathy and cooperation, especially in decision-making situations regarding complex problems. This communication style also ensures that information sharing takes place between members of an organization.
3. *The structuring style* This communication style utilizes verbal messages in writing and verbally to establish orders that must be carried out, scheduling of tasks and work as well as organizational structure. The sender of the message (sender) pays more attention to the desire to influence others by sharing information about organizational goals, work schedules, rules and procedures that apply in the organization.
4. *The dynamic style* This communication style has an aggressive tendency, because the sender of the message understands that the work environment is action-oriented. This communication style is often used by campaigners or supervisors who bring in salespeople (salesmen or saleswomen). The aim of this communication style is to stimulate or encourage employees to work faster and better. This communication style is quite effective in dealing with critical problems.
5. *The relinquishing style* This communication style reflects a willingness to accept other people's suggestions, opinions or ideas, rather than a desire to give orders, even though the sender of the message has the right to give orders and control other people. Messages in this communication style will be effective when the sender of the message is working with people who are knowledgeable, experienced, thorough and willing to take responsibility for all tasks or work assigned.

6. *The withdrawal style* The consequence that arises if this communication style is used is a weakening of communication acts, meaning that there is no desire for people who use this communication style to communicate with other people, because there are several interpersonal problems or difficulties faced by these people. When someone says "I don't want to be involved in this problem", it means that he is trying to escape responsibility, but also indicates a desire to avoid communication with other people. Therefore, this communication style is not suitable for use in the context of organizational communication.

Of the six communication styles described: the equalitarian style is the ideal communication style, while the withdrawal communication style is not ideal. Other communication styles still support and help according to the right conditions and situations, related to the implementation of company programs, including: transformation, rebranding, restructuring, repositioning which involves all organizational personnel. A company's performance achievements are largely determined by the communication style of a leader in the organization to establish good and conducive relationships with the individuals involved (internally).

Etymologically, the term leadership comes from the basic word "pimpin" which means to guide or guide. From the word lead, the verb to lead was born, which means to guide or direct. In terms of terminology, many experts provide definitions. Robbins in HarbaniPasolong (2013) states that leadership is the ability to influence a group towards achieving subsequent targets. Keating in HarbaniPasolong (2013) states that leaders are the axis for their followers to mobilize, influence and take responsibility for actions/intentions/desires in achieving a common goal.



Fig. 2 Leadership Patterns in Organizations, Keating (2013)

Successful leadership in influencing other people is largely determined by the skills and ability to carry out communication functions well. Good and effective communication will be determined by a leader's trust and confidence in leading to influence subordinates to support & follow in making steps for change. Confidence and trust can only be formed if the leader realizes his responsibility to create a harmonious work environment, communicate well in line with the communication function in order to achieve the company's goals, intentions and aspirations.

Prasetio (2016) states that to be a leader who is trusted by his subordinates, he must be able to build transparent, honest and integrity communication, so that employees will support every business program that is designed, including being involved in change through a dynamic business transformation program so that the company's performance is good and Healthy. A leader worthy of trust always be in harmony between the words spoken and the actions taken, be responsible and A trustworthy leader (spiritual company) is able to prioritize public/employee interests over personal interests.

A leader, according to Spencer & Spencer in Mulyana (2002), must have competencies such as: motives, traits, self concept, measurable knowledge and skills and accompanied by adequate credibility. Aristotle stated that in rhetoric theory, leaders are communicators and must pay attention to aspects: ethos (ethics), logos (logic) and pathos (emotional ties) in conveying messages, speeches, instructions or policies.

IV. CORPORATE IDENTITY

Identity have a meaning characteristics, signs, or identity attached to someone or something that differentiates them from others. Identity can also describe or mark an individual's external appearance, which is always displayed when interacting. Identity always provides special signs or characteristics that differentiate because of identity is formed from within the individual and cannot be duplicated or imitated to be similar.

AloLiliweri (2007), stated that etymologically the word Identity comes from the word identity which means: 1) the condition or reality of something being the same, similar to each other; 2) conditions or facts about something that are the same between two people or two objects; 3) conditions or facts that describe something that is the same between two people (individuality) or two groups or objects; 4) shows a habit of understanding identity with the word "identical".

Kapferer (2004), says that identity is a process that involves aspects of internalization (self/identity) and externalization (self-image/image). Positive identity is formed and communicated objectively through 6 (six) aspects by Kapferer using the hexagonal identity prism model.

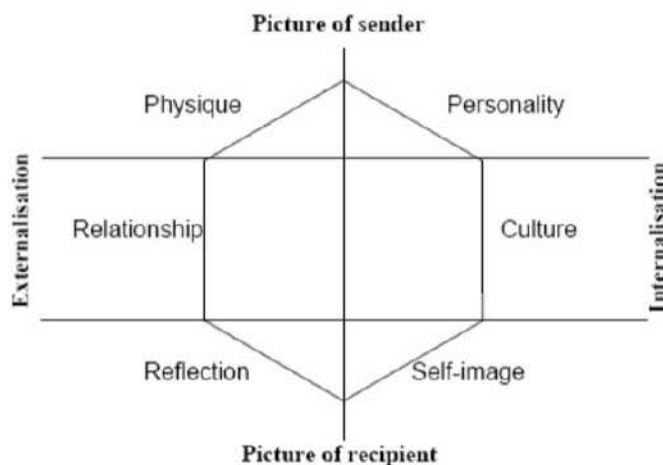


Fig. 3. Hexagonal Identity Prism Model, Kapferer (2004)

If it is related to the nature of a leader's communication style, a leader is a communicator (sender) who must have 6 (six) important points to build his identity as a leader to his subordinates (receiver). Having a positive personality, habits (culture) that are in accordance with the company's cultural values, a modest appearance (self image), a healthy and enthusiastic physical appearance, can establish good top down interactions (relationship), and worthy of being a role model (reflection).

All of this is the foundation for building closeness and trust among subordinates so that everything conveyed as instructions, decisions or policies will be followed, obeyed and implemented and good synergy is formed.

Watson (2007) states that identity is formed from space, nature, community and individual conditions over a long period of time and identity is very dynamic. Identity is created from the daily lives of individuals (leaders) in their social groups, such as: family, work environment, community. If we look deeper, identity does not only belong to individuals but is also part of the culture of an organization and even the culture of a nation.

Agenti (2007), a company with a corporate identity that clearly represents the existing company, in accordance with the image held by all company constituents, will gain a strong positive reputation.

Corporate identity, according to Van Riel and Fombrum (2007), Corporate Identity is the reality and uniqueness of an organization which is integrally related to its external and internal image and reputation through corporate communication. So, corporate identity is the result of the unique reality of a company which is integrally related to the company's image and reputation both externally and internally through corporate communications.

Identity consists of various attributes used by its members to describe a company, these attributes are:

- 1) Communication: the company shows its identity through verbal messages. Communication is the most tactical tool used by management or company leaders to convey identity.
- 2) Behavior: related to company culture, not only visual elements but the core values held and implemented by the company. The company shows its identity through the initiatives it supports and the behavior or attitudes it implements.
- 3) Symbolism: the company shows its identity through designs that are visually visible, namely logos, building designs, uniforms, etc. These visual aspects are used to harmonize other forms of corporate identity and create markers to emphasize what the company stands for or what it is for.

Smith (2010), in his book *Marketing Communication an Integrated Approach*, says corporate identity is: strategic assets that help achieve long-term communication goals and become a symbolic uniform that expresses everything about the organization or company, and reflects the personality, core values, culture and direction of the company's goals.

Smith further explained that corporate identity is actually what the company displays as its identity for the public to see. Corporate identity has several important elements, such as: literacy, advertising, annual reports, products & packaging, interior & exterior design of buildings, uniforms, livery & signage, letterheads, logos.



Fig. 4. Elements of Corporate Identity, Smith (2010)

Corporate identity is an understanding that is regulated by a company as the company wants to be known, described, connected and remembered by the public. Establishing a consistent corporate identity is important for a company, because identity is what differentiates a company from others. A well-defined corporate identity can also forge a strong emotional connection with the public, which can increase loyalty and trust in the company.

Transformation

Transformation is a form of change in a thing or situation or condition. Nurgiyantoto (2018) stated that transformation is a transition process or change in circumstances in one thing, such as: culture, business model, structural diagram, educational methods, and so on, so only one aspect experiences change. Transformations are formed with the aim of adjusting the composition of a situation or situation and making it easier to see objects from a new perspective. Transformation can be interpreted as: conversion, modification, renovation or change of form. In carrying out the business activities of a company or corporation.

The word transformation is often used to refer to the meaning of change. This word comes from the English word transform, which means (1) to change in composition or structure; (2) to change the outward form or appearance of and (3) to change in character of condition. From these meanings, the understanding can be drawn that transformation means a change in the composition or structure, appearance or character of a condition. Other terms that are similar to this word are metamorphose, convert and transmute.

All three can be interpreted as a change, where not only the degree changes but the type changes. This is in line with the opinion of Daszko, Macur & Sheinberg (2020) who state that all transformations are forms of change, but not all changes can be called transformations "all transformation is change, not all change is transformation", it is called a transformation if it refers to a type of change. , "transformation is a change in kind; not a change in degree".

Change is inevitable, change can happen suddenly over time (revolution) or require a longer process (evolution). Kotler (2009) in his book *Chaostics "The Age of Turbulence"*, said that change occurs triggered by a stimulus, including: crisis, opportunity (change), challenge (challenge), competition (competition).

The description above as intended is a change in the meaning of transformation, Kilman and Associates in Lamsihar and Huseini (2019) stated that there are ten agreed areas to explain the concept of transformation both in terms of definition and reasons as a stimulus, why an organization needs to carry out transformation: (a) Transformation is a response to environmental and technological changes; (b) Transformation is a new model of organization for the future; (c) Transformation is based on dissatisfaction with old things and belief in new things; (d) Transformation is a qualitatively different way of perceiving, thinking, and behaving; (e) Faced

transformation can spread organizational thinking at different levels of absorption; (f) Transformation is driven by line management; (g) Transformation occurs now, without end, and forever; (h) Transformation is managed by experts from within and outside the organization; (i) Transformation represents the leading edge of knowledge about organizational change; (j) Transformation results in more open communication and feedback for the entire organization.

BUMN transformation process

Change requires a series of processes that are organized and have a timeline for each achievement. Thus, with changes in the form of transformation, it is not an instant job, several processes must be passed through planned stages, this is called a transformation strategy.

Transformation strategy is a planned determination process that focuses on the long-term goals of the organization where the planning requires a change. According to Klasen (2019), the organizational transformation strategy includes 4 categories called "4R", namely Renew, Reframe, Revitalize and Restructure.

Renew organizational renewal strategy related to HR elements that accelerate the transformation process and organizational spirit. Organizational renewal involves investment in human resources so that organizational human resources have new skills and abilities to achieve organizational goals.

Reframe is a shift in the organization's conception of how an organization can achieve its goals. An organization is sometimes hampered by a certain mindset so that the organization loses the ability to develop mental models that suit the organization's demands. Through the "Reframing" approach, a new mindset will be opened in an effort to achieve organizational goals. Revitalize is an effort to encourage growth by linking the entire organization with its environment. Restructure or restructuring approach is related to the form of organization and the level of competition that the organization can achieve.

Winarno (2010) stated that transformation in BUMN must include several important components which are key to achieving goals, which include:

1. **Organizational Culture** Culture/culture in an organization is the norms of behavior and values that are understood and accepted by all members of the organization and are used as a basis for the rules of behavior in the organization, for example changes in the vision and mission of a company, where every employee must work to achieve the company's vision.
2. **Organizational Structure**, a formal pattern of grouping people and work, activities and relationships between various organizational sub-units which is often depicted through an organizational chart, an example of which is a change in structure to a functional structure that focuses on the work focus of each section or division.
3. **Human Resources (HR)** are productive individuals who work as drivers of an organization, both within institutions and companies who have a function as assets so they must be trained and develop their abilities, for example providing training to develop the capacity of each individual or searching for new employees according to with capacity and competence.
4. **Financial Resources & Financial planning** is the management of funds needed by the company in terms of cash inflows and outflows, as well as the most appropriate sources and uses of funds, for example the financial manager plans the allocation of funds both in terms of capital and company debt, so that the company can continue to operate.
5. **Marketing**, marketing is a total system of business activities designed to plan, determine prices, promote and distribute goods that can satisfy desires and achieve target markets and company goals, for example, BUMN provides a good image through the public about the products and services provided, including product or service innovation.
6. **Technology**, technology is the entire means of providing goods necessary for the continuity and comfort of human life, for example, the development of Indosat's internet connection with the launch of the Palapa satellite.
7. **Operational**, formulation related to the scope of how to carry out work activities, for example, a division carries out each of its respective tasks without any imbalance in work and in accordance with the focus of their respective work.

Prasetio (2016) said that a company management transformation process must have clear goals and commitment to achieving change targets which include: performance appraisal, customer value, working environment, learning organization. Transformation in a company is not the work of one person, in this case the leader, but involves all internal parties. A transformation will be successful if the leader is involved directly as a funnel and driving force.

PERURI Transformation

Peruri, which has so far provided services to the captive market up to 90%, while the non-captive market is no more than 10%. Seeing this, Prasetyo (2016: 291), stated that Peruri's main goal in carrying out transformation is to increase the contribution of the non-captive market so that the company grows sustainably. Transformation is not an easy thing to realize, it is illustrated as a new space where hope is still faint, dark, uncertain, with many obstacles.

Kasali in Prasetyo (2016), explains, change brings us to a situation of fear, because we will encounter new areas that were unknown before, good or bad, dangerous or not, what is clear is that we are no longer in a comfortable space (comfort zone), More deeply, it is said that if we stay in that comfortable arena for too long, we will actually end our life journey (life begins at the end of your comfort zone).

Peruri has aspirations to be able to speak on the international stage and be able to develop business in the digital sector. This is stated in the company vision; become a company that continues to grow and become a world class company in the field of integrated security printing & systems. On this basis, Peruri management has launched a business roadmap stage, which will be carried out within 5 years, starting from 2017-2021. Starting from the first building foundation stage (2017-2018) and continuing with the go to market stage (2019-2021).

Peruri also launched a transformation initiative which is divided into 4 focus points, namely: HR, business, culture, structure & systems. All business and transformation programs are included in the RJPP agenda, and this is a point of concern for all Peruri people to be implemented immediately.

Republika print media news, 18 February 2023, Peruri was declared to have won the 1st place digital transformation award at the 2023 BUMN Awards event at Grand Sahid Jaya Jakarta. This award clearly responds to the fatigue and seriousness of all employees and management in carrying out the transformation of the business concept towards an international standard company.

Research methods

The research uses qualitative research, with library research methods. Hamzah (2019), explains that in the context of library research, data is obtained through exploration of library materials which are studied holistically, then analyzed based on a particular framework of thought or theory/philosophical paradigm that underlies them, also using a certain approach in accordance with the research objectives.

This research uses a transformative framework paradigm, which seeks to voice ideas about the importance of understanding the context of change in the form of transformation, especially in the transformation of corporate business concepts, so that it can raise awareness among company leaders, especially state-owned companies (BUMN CEOs), and can further improve the quality of business and managing business governance at the "Good Corporate Governance" level and achieving business sustainability and internal prosperity, including the constituents involved in the success of the business.

The approach used is interpretive, namely as a form of effort to understand an understanding. Researchers read and examine library materials that are appropriate to the research objectives, then analyzed using content analysis.

Research result

Peruri, as the only state-owned company that is engaged in printing State Money and State-owned securities, cannot afford to be careless in carrying out this very crucial business. It is very important with the existence of Peruri, which has no comparison, to continue to progress and prioritize its reputation in the sustainability of healthy BUMN performance in business governance (Good Corporate Governance). Peruri launched the transformation for fundamental reasons as a stimulus, which is mapped out in a business roadmap as a guide towards a world class company with a 5 years work agenda, from 2017 to 2021, as follows: Preparation (2016-2017), Evolving (2017), Emerging (2018), Leading (2019), World Class (2020-2021).

Peruri, as a role model, is very fortunate to have a capable leader who is able to read the situation of very massive and rapid business changes and implement all the provisions of the instructions, targets and decisions of the Ministry of BUMN. The bottom up communication flow approach really supports the success of the transformation process, because the strength of the organization is superior human resources who have a spirit of integrity, this needs to be encouraged by the leadership.

Transformation within state-owned companies such as Peruri provides a lot of added value and more dynamic business improvements within the 4R concept, where this concept was developed to implement the transformation of Peruri's 4 main pillars: HR, Business, Systems, Corporate Culture and includes 7 points of direction from the Ministry of State-Owned Enterprises, namely:

Renew, carrying out corporate transformation, leadership training and team building for all employees as HR development (1), including periodically by collaborating with training from the Army Team (Kopassus). This is done to provide mental resilience and a sense of positive solidarity as well as a strong spirit of nationalism. Apart from that, every Peruri employee is able to think positively (open mind), behave positively (customer orientation) and act positively (performance integrity). Peruri also announced changes to the stages of the HR development process starting from: employee selection (recruitment) system, performance appraisal, reorganizing transparent and fair appreciation, competency and compensation (benefit) values, career development evaluation, training need analysis, optimization of information systems based on Human Capital Management System (2).

Reframe, Peruri created a business roadmap (3) which has a comprehensive long-term guide with precise targets and projections, no longer doing business in the comfort zone area with captive customers, but daring to enter the dynamic zone business area, namely capturing other opportunities by optimizing property (4) including: production, machines, employees and distribution which are well integrated with each other.

Revitalize, Peruri launched a professional quality assurance program (5) for its customers, namely Bank Indonesia, which includes confidence to requirements, safety security, competitive price list. All products must comply with the required quality standards and be oriented towards customer focus, customer trust and customer satisfaction (6).

Restructure, Peruri developed the concept of leader and followership (7), namely, success is not the responsibility and effort of one personnel (superior/leader). The success of a company is determined from the foundation of the business, namely human resources who have a positive contribution to business development and changes in accordance with the company's vision and mission. Therefore, to reach the peak of a successful business, it must start with successful human resources who have a high level of shared value, including: adaptive, initiative, supportive and anticipatory.

All of these steps are taken to determine the value of a corporation (corporate value), so that Peruri's performance is always "very good" (organization performance) in the eyes of constituents. The sustainability of a healthy corporation (corporate reputation) is highly demanded, especially in the disruptive era (competitive era). The transformation of Peruri's business concept is an effective means of determining the condition of a new Peruri (corporate identity) that is advanced, passionate/dynamic and reaches the level of Corporate Champion.



Fig. 5. Scheme of Peruri Business Transformation Process, researcher (2023)

V. Conclusion

The strategy for building a successful business as a whole requires the strength of a leader who is fully qualified, consisting of knowledge/science, ability, behavior and mentality. Leaders are selected to bring internal (HR, system, culture) and external (customer, market) success to a business and make breakthroughs and develop competitive, reputable and sustainable businesses.

Achievement as intended requires processes and stages that are full of development and change programs both cognitively, affectionately and actively, including communication styles created by leaders to build trust, a conducive working climate for their followers, namely employees or employees and constituents. The internalization and externalization processes among employees are carried out by considering the principles of

fairness, commitment and full awareness that the success and sustainability of the business is a challenge that must be borne and fought for together.

Linked to the research results and understanding of the 6 (six) leadership communication styles, the researchers concluded that a leader of a corporation should simply focus on 5 communication styles in carrying out the implementation of his duties and responsibilities, namely:

1. Providing instructions in HR development training programs really requires the ability to have a structuring communication style, namely providing direction and a clear picture of the benefits of development training in order to produce quality human resources.
2. In examining work results or training development results by visiting training centers, providing encouragement and monitoring implementation, evaluating results and progress of the company's business development plan, it is very necessary to use a controlling communication style.
3. In raising enthusiasm and support for employees to move forward together, build & maintain the sustainability of the company which will have an impact on interest, salaries, incentives, rewards and the future sustainability of the parties involved, so that the message can be conveyed well, a dynamic communication style can play a role.
4. In leading meetings or open discussions with a team of directors, management and subordinates, a leader really needs to give himself the opportunity to listen to ideas or opinions from his team and subordinates, so that all information related to the company's performance and ongoing programs can be known completely and transparently, in Employees need to appreciate this, the role of the relinquishing communication style is very appropriate to use.
5. In interacting with all constituents (internal & external), carrying out business collaborations with other companies/corporations, or holding coffee mornings or sharing sessions with employees, opening interviews with the media and the public, a communication style with a reciprocal flow that supports each other is needed, top down and bottom up (two way traffic of communication), this model is the communication style that is considered the most appropriate and appropriate in organizational communication interactions: equalitarian communication style.

Suggestion

BUMN as an asset business entity for the Indonesian nation, has a moral responsibility towards the state and society, one of which is providing full support for foreign exchange income. Challenges in the future will be more competitive and many unexpected business turbulences will be encountered. Business concept transformation BUMN does not stop in dynamic zone, next step must be increase and entering to growth zone for maintaining Good Corporate Governance.

It is required that all leaders assigned to BUMN have equal capabilities and competencies in accordance with the prerequisites determined by the Ministry of BUMN, even though the leader duties and responsibilities are full of political policies. To make BUMN a corporate champion, basic leadership criteria are very necessary, right person in a right position, namely: (1) A clear, clean and moral track record, (2) A strong, dynamic, visionary, capable, excellence-oriented spirit. together and upholding the ideology of the Indonesian nation, (3) Have measurable academic and practical abilities.

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