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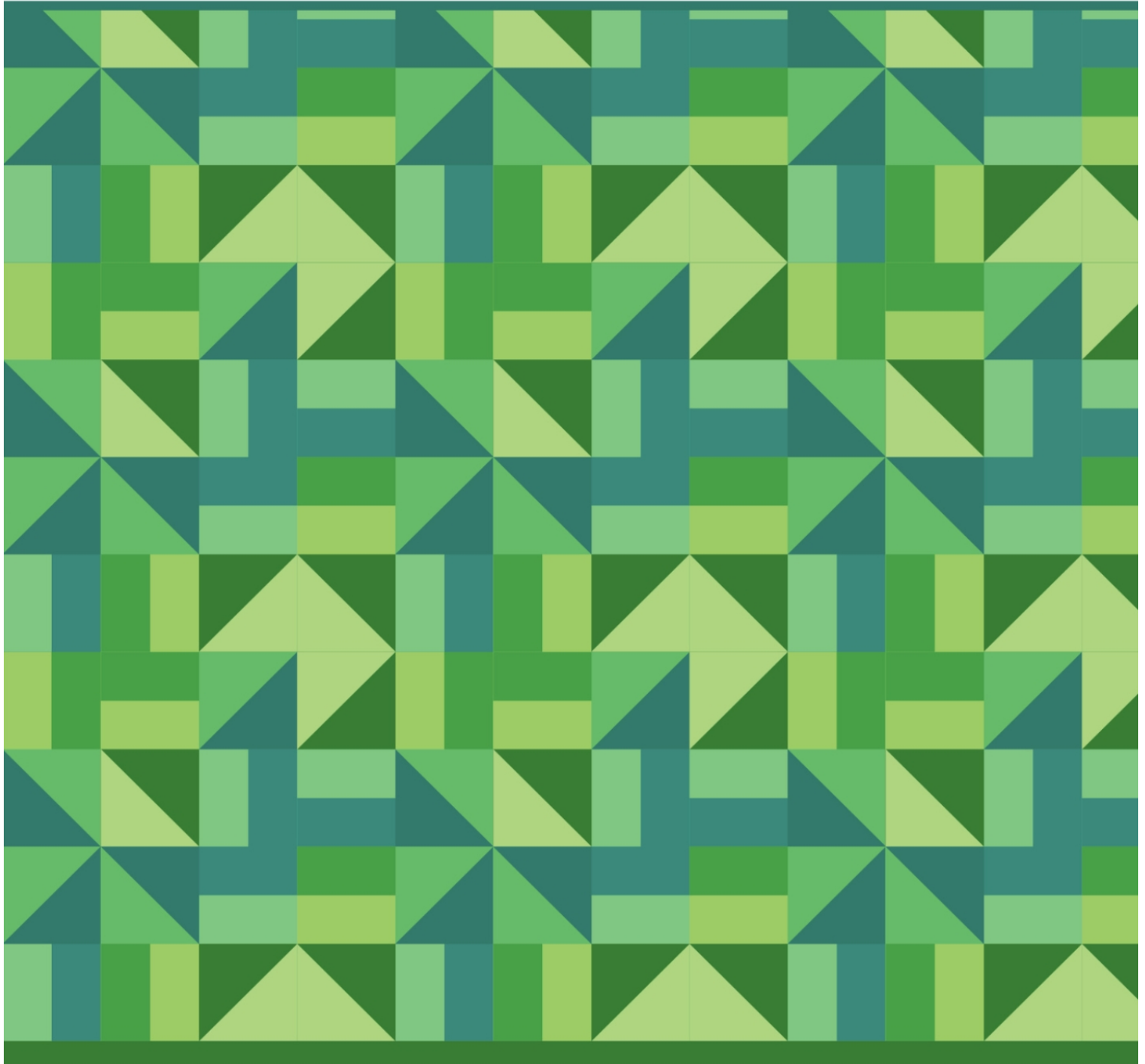
Strategic Communication in Banking Services: Navigating Public Diplomacy and Employee Well-being in Digital Era

In the dynamic landscape of service marketing, effective communication strategies are imperative for banks to build trust, engage customers, and manage their reputation. This volume delves into the Service Marketing Communication Strategy of Banks, shedding light on the Rohingya Crisis Public Diplomacy, and exploring the role of employees in managing work stress through public relations discourse and interpersonal communication, leveraging personal sport devices.

In the digital era, banks are faced with the challenge of not only delivering financial services but also effectively communicating their value propositions. Service marketing in banking involves creating a compelling narrative that resonates with customers, addressing their needs, and differentiating the bank from its competitors. Banks employ a multi-channel communication strategy, utilizing traditional mediums such as print and television, as well as digital platforms, social media, and mobile applications. By delivering consistent messages across various channels, banks enhance their brand visibility and credibility. Banks must engage in responsible corporate citizenship by contributing to relief efforts, supporting local communities, and transparently communicating their involvement. This not only fosters a positive brand image but also aligns the bank with societal values, enhancing its reputation as a socially responsible entity.

Editor in Chief of JCPR
Assoc. Prof. Dr. Ulani Yunus, MM

Public relations discourse within the organization can serve as a tool for fostering a positive work environment. Regular communication from leadership about the bank's commitment to employee welfare, recognition of achievements, and open channels for feedback contribute to a supportive workplace culture.

Employees are the backbone of any organization, and their well-being directly impacts the quality of services provided. In the banking sector, managing work stress is paramount to ensuring employee satisfaction and, consequently, delivering superior customer service.

Innovative approaches to employee well-being include leveraging personal sport devices. Many banks now encourage the use of fitness trackers or smartwatches to promote a healthy lifestyle among employees. These devices not only track physical activity but also provide insights into sleep patterns and stress levels.Interpersonal communication plays a significant role in managing work stress among employees. Providing training in effective communication, conflict resolution, and stress management equips employees with the skills needed to navigate workplace challenges. Moreover, encouraging open dialogue and creating forums for employees to share their concerns fosters a sense of belonging and camaraderie.Incorporating these personal sport devices into workplace wellness programs encourages a holistic approach to employee well-being. Banks can organize fitness challenges, offer incentives for achieving health goals, and create a positive and energetic work environment.

In addition, the problems of the Indonesian people is public diplomacy plays a crucial role in shaping public perception, especially when addressing sensitive issues such as humanitarian crises. For banks operating in regions affected by crises, like the Rohingya crisis, public diplomacy becomes an essential component of their communication strategy.

Jakarta, January 2024
Editor in Chief of JCPR

Assoc. Professor Dr. Ulani Yunus, MM

"Public relations discourse within the organization can serve as a tool for fostering a positive work environment"

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ABSTRACT

Technologies matched the effectiveness of various health activity strategies, such as exercise monitoring, information, and social support. The purpose is to find out that technology has become part of delivering sports information that is used by the applications and devices, creating communication between individuals and devices they used to plan and record sports and exercise routines, physical performance, and record all the activity.

Effective communication can occur if the sender and the recipient have good skills in exchanging the messages. This study may provide an overview of verbal and nonverbal that may occur during communication in sports activities. This manuscript seeks to analyze whether technology Enhances or hinders Interpersonal Communication. George Herbert Mead's symbolic interaction theory is applied in this investigation. It uses a technique that includes a survey of the literature and interviews with certain users of personal sports equipment to examine three fundamental concepts: mind, self, and society. According to the study, a person's capacity to interpret symbols is what makes up their mind. Therefore, everyone must interact to develop their mind and get that meaning. Then, the self is the ability to accept and adapt based on the judgment of another person's point of view. Moreover, an individual in the surrounding environment will deliver people in the process of taking tasks in society; they even can form a community as the same user of personal sports devices.

Using Symbolic interaction theory, humans will perform an action based on the meanings attached to the action. Nevertheless, humans can obtain their purpose from social interaction with others.

Keywords: Sport Device, Interpersonal Communication, Community, Symbolic

INTRODUCTION

We might have identified the impact that the internet has changed the way people organize and connect to the people surrounding them. These developments will continue to impact our understanding of how emerging technologies can improve particular kinds of social involvement. The advent of the Internet altered everything. It affected how people perform business, interact socially, shop, and even spend their free time; all of these have been profoundly affected and modified by society's digitalization. Indeed, the equivalent process that has produced such an upheaval of how people has also fundamentally changed how people follow and engage in sports.

Further, Internet of Things (IoT) and human-computer interface (HCI) have permitted the successful completion of an array of tasks efficiently and timely. Many intelligent and highly engaging platforms for students' PE-based education can use IoT and HCI. The proposed study examined different methods for recognizing athletes in images and videos captured during practice. Wearable and portable devices can develop to monitor a player's health during physical activity.

Modern culture has made sports a way of life, and technology has made it easier for people to use sports equipment. One activity that is a feature of modern society's lifestyle, or what is usually referred to as urbanities, is sports. Sports and lifestyles cannot be separated in any way. As a result, urbanites are provided with several amenities to make it easier for them to exercise, and many investors view opening a fitness center as a viable business. Given that more individuals in Indonesia are becoming aware of healthy lifestyles and that just 1% of the country's population belongs to a fitness center, the prospects for a fitness center serving the B-C market group are even more promising. According to a MarketResearch.com report, the value of the Asia Pacific fitness and health center market will be $ 21.27 billion in 2018. Irawan Amanko, Chief Executive Officer of ReFIT Indonesia, stated in the article (Suhartadi, 2017) that the market value of the fitness business in Indonesia is "estimated at around Rp. 2-3 trillion per year."

Therefore, the article above explains how the industry of Fitness Centers quickly developed because technological advancements also supported it. One of the fitness centers in Jakarta delivered a bracelet used as a locker lock. The customers at this fitness center attach a bracelet to their hand to place and open the locker during a visit and exercise at the fitness center. However, the bracelet, which is named RFID Wristband, is made of various digital lockers. The RFID Wristband connects to the scanner placed in each studio door at the fitness center; the machine records the presence of members and connects directly to the mobile application. With the application on the cellphone, fitness center members can see various information, class programs, and personal collections of activities carried out.

However, since covid 19 hit the world, people have started to do physical restrictions when leaving the house. So that many activities, especially sports, are carried out at home. Social restrictions, do more activities at home, maintain social distance, and avoid crowds are effective ways to reduce the risk of transmitting COVID-19 outside the

home. The problem is, self-isolation activities at home tend to have a negative effect on a person's mental health. Self-isolation activities accompanied by fear of contracting COVID-19 and excessive exposure to hoax information can have the effect of anxiety and depression. To reduce the boredom and anxiety caused by self-isolation, many people have started trying to establish a pleasant daily routine. One of them, they start sports activities as part of a healthy lifestyle to boost the body's immune system to be immune from virus attacks.

An online survey conducted by Sitohang, M. Y, 2021 said that in early December 2020 with 321 respondents showed that 1 in 5 people who had not previously exercised started exercising during the COVID-19 pandemic. In addition, almost half of the respondents who had been exercising since before the pandemic changed their sports activities for the better. They increase the duration of exercise and increase the type of exercise performed. Sports activities are indeed proven to reduce the effects of stress to maintain immune function because physical activity can reduce the effects of anxiety which in fact continue to haunt us while staying at home. Long before the COVID-19 pandemic occurred, many people had lived a sedentary lifestyle or lacked physical activity which could have a negative impact on health. During the COVID-19 pandemic, running and exercising at home (home workout) were the most popular types of exercise by respondents (79%).

Therefore, exercising at home (for example, home workouts) can be a choice of exercise for those who avoid social interaction in an effort to prevent COVID-19. In practice, exercising at home is included in the category of sports that are safe, easy and inexpensive. This program includes aerobics (e.g. walking around the house or surroundings), strength training, stretching exercises, and a combination of strengthening and stretching muscles. the impact is that the technology products in sports and health are increasing at the industry level, such as sports equipment at fitness centers, sports competitions, health therapy in hospitals and health clinics, and the invention of individual technologies. One of the individual technologies is smartwatches, which connect to mobile health applications. There are many brands of smartwatches that humans use to communicate their sports activities. According to the online magazine menshealth.com, 5 of the best 2019's smart watches are the Apple Watch, Fitbit Versa, Samsung Galaxy Watch, Garmin Vivo Active 3 and Matrix Power Watch X(Lane, 2019).

In addition, the results of research in the United States show that using sports applications on smartphones can provide a "challenging" effect for users. The track record of physical activity in the application features makes users even more challenged to increase their physical activity. For example, in the app feature it is noted that the user has walked 2000 steps today. The next day, users will challenge themselves to be able to do further or at least the same as yesterday (Sitohang, M. Y, 2021).

Interestingly, the habit of exercising independently and using a smartwatch and mobile apps have finally continued until the end of the Covid 19 outbreak. This study explores how satisfied people are with how new sports technology is being used to arrange their sporting activity. The innovation of technology utilized in sport communication, such as watches linked to mobile health apps, was the subject of this study. This study includes

a number of goals, including examining how people communicate their participation in sports via watching sports and using its health applications on mobile devices. That can take many forms of interpersonal communication, not only face-to-face conversations, phone calls or video calls but also how it can move further and make people interact and form communities among the same users. This study assumes that Interpersonal communication is changing. The sport application user can find a new way to communicate. Face-to-face activity may replace an application designed based on individual needs. Interpersonal communication in conventional starting in certain activities needs to be included. Connecting between many devices (sport watch and smartphones) proliferates digital interaction in an internet platform. The designer created the same symbol to build a society with specific interactions.

LITERATURE REVIEW OR RESEARCH BACKGROUND

a. Interpersonal Communication

Insancamila, Rizqi, and Norhabiba (2022) said that, when there is direct or face-to-face communication between people, it is called interpersonal communication. Message processing can also be referred to as message recipients, in this process what happens is the interpretation of other people's communicative behavior so that the meaning of their behavior can be understood. Next is interaction coordination, which is the process of aligning message production and message processing to produce a smooth exchange. The process of interpersonal communication is followed by social perception, namely capturing events or activities of ourselves, other people, social relations, and social institutions.

Gamble and Gamble said communication may come in two ways: interpersonal or intrapersonal. Interpersonal communication happens where there are at least two persons communicating, exchanging and learning information that helps sustain relationships. Intrapersonal communication is communication within self. It happens if someone thoughts of evaluating within himself; intrapersonal communication does not involve anyone else (Gamble & Gamble, 2022).

The Shanoon-Weaver communication model, as seen below, has six elements to transmit how a message is sent and received. There are a source, message, channel, noise, receiver, and feedback (Fulginiti & Bagin, 2017)
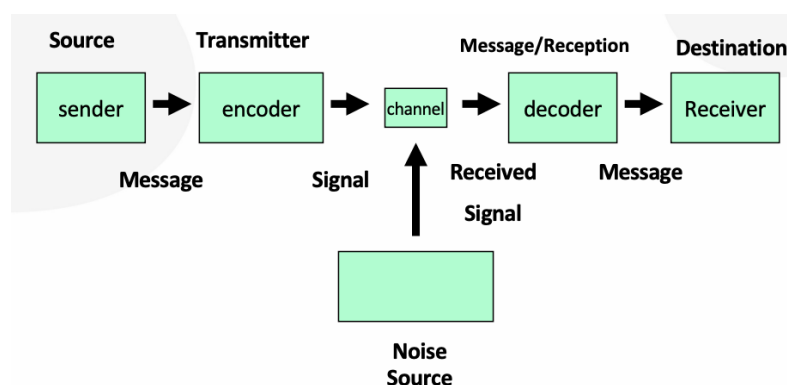
Figure 1 Shannon/Weaver Model (Fulginiti & Bagin, 2017)

The source sends the message; the encoder specifies how to send the message. Then the message will choose the channel. The channel is medium. For example, a tweet would be sent via Twitter to the audience using a computer or a smartphone. The computer or phone is the channel. The next element in the Shannon-Weaver Communication Model is the decoder. It takes the message and arranges it in a proper format. In the example using Twitter, Twitter would be both the encoder and decoder. (Fulginiti & Bagin, 2017). If the communication were one-way, it would stop here. If the communication is two-way, it would have one additional element, feedback. "Feedback is powerful too. Feedback tells the communicator how this message is being received (Broom, 2009, p. 272 in Nelson (2012)).

I.A Richards described that the visual aspect has significant meaning in communication to be able to change one's way of thinking. For example, a person's moment depicted in a photographic figure, visuals can embody one's interpersonal messages and are reflected in one's cognition. In this view, interpersonal communication is defined as the process of creating something that is unique, has meaning, and has an impact on the mind of someone who receives the message (Nurdin, 2020, p.18). Interpersonal communication is the basic thing that humans need because humans are social creatures. Humans need other people to exchange thoughts, information, opinions, and feelings.

b. Symbolic Interaction Theory

Symbolic interaction is one of many theories in social sciences. This theory claims that facts are based on and directed by symbols. The foundation of this theory is meaning. Symbolic interaction examines the meanings emerging from the reciprocal interaction of individuals in a social environment with other individuals.

This theory was pioneered and developed by George Herbert Mead in 1920-1930, this theory focuses on individual and group interactions, where these individuals interact face to face by using symbols in the form of words, signs, and gestures. . Rohim (2016) explained that this theory is influenced by social structures that shape certain behaviors, which in turn affect the formation of symbolization in the process of interaction in social life. Symbolic interaction theory focuses on two things, namely humans in society will never be separated from interactions with others and interactions that occur in society are reflected in certain symbols with dynamic tendencies (Rohim, p. 87).

It focuses on the question, "Which symbols and meanings emerge from the interaction between people?" According to this theory, people live in both natural and symbolic environments. *Symbolic interaction* is a process that enlivens the reciprocal meaning and values with the aid of the symbols in the mind. George Herbert Mead composed three basic ideas among others: Mind, Self and Society (Siregar, 2016).

1. Mind is the ability of a person to make and use symbols that exist to get meaning. Each individual needs to interact in order to develop and acquire that meaning.
2. Self is the ability to accept and adapt by basing it on the judgment of another person's point of view. This theory is one of the theories that examine the self himself and his environment.
3. Society is an interaction relationship between each individual and the surrounding environment that will lead humans to the retrieval process tasks in the community (Siregar, 2016).

In general, Sobur (2016) stated that the theory of symbolic interaction is based on three basic foundations for drawing conclusions, that is, humans will basically perform an action based on the meanings contained in that action. But that meaning can only be obtained from the results of social interaction carried out with other people, and these meanings will indirectly be perfected when the interaction process takes place. Interestingly, on this reserach focus on how that interaction happens throughout the personal devices such as smart watch and mobile apps.

c. Sport Technology 4.0

The availability of data relating to biomechanical, physiological, and performance characteristics is rising because of new wireless technologies. There seems to be a subliminal belief that gathering factual "big data" is the way to disseminate more pertinent knowledge to advance athletes' health and boost sports performance. Technologies for monitoring athletes are widely used, developing quickly, and aggressively pushed. Compiling, integrating, and separating valuable and pointless material streams has become a daunting challenge as sports organizations are increasingly bombarded with "big data." The monitoring of ever-increasing streams of objective data is the direction that current trends in sports continue to take.

Sports scientists are thus driven to gather a variety of data utilizing a variety of commercially available assessment tools. Professional sports organizations also make significant investments in new technologies (in terms of time, money, and skilled human resources). Instead, there is a commercial motivation to create new technologies and advertise them to practitioners to urge them to see what the new technologies might offer. Accordingly, entrenched and embodied, experience-dependent, and goal-directed performers-environment interactions both direct and constrain sports behavior.

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Most people exercised for 30-60 minutes with a frequency of one to two times a week. Exercise with moderate to vigorous intensity for less than 60 minutes, as practiced by the majority of respondents, is in accordance with the recommendations of the World Health Organization (WHO). Exercise with this pattern is considered effective in boosting the immune system because it stimulates the exchange of different immune cell subtypes between the circulation and tissues. In addition, the habit of exercising at moderate intensity, for about 60 minutes, is the easiest exercise habit to do (Sitohang, M. Y, 2021).

METHODOLOGY

The research used a qualitative descriptive approach. The researcher also uses the case study method, which is qualitative research, to find the meaning of an activity to investigate what kind of process occurs. The results will examine an in-depth understanding of the individual, group or situation (Emzir, 2016). The case study aims to find out about something in depth. Therefore researchers use this method to examine the impact of human-computer interaction on innovation on personal sports devices. This study executes primary data analysis. The significant independent variable in the invention is human-computer interaction. Personal sports devices are also a dependent variable. Researchers used data collection techniques with interviews, documentation studies, literature studies and online data searches.

Information will be obtained directly through interviews. In-depth interviews can be conducted face-to-face with or without following interview guidelines. Meanwhile, a documentation study is a form of qualitative data collection method by viewing or analyzing documents made by research subjects or other people about the subject (Herdiansyah, 2014, p. 143). Researchers also use library research; library research can be done by reading books or literary works related to research problems. Through this process, researchers can explore research theories, methods and techniques to obtain additional data to support research. The data may come from the library or previous research reports (Sugiyono, 2014). The online data retrieval method is searching data through online media (such as the Internet or other network media that provide online facilities), allowing researchers to use online data and information in the theoretical form as quickly and efficiently as possible and academically. (Bungin, 2017: 128).

The data is separated by categories; Mind, Self, and Society. Mind category content is a question about how users can recognize symbols appearing in the sport application and how they understand the meaning of it. On the Self part, researchers try to collect how users use symbols in their interaction activities and how it helps them express themselves. Last in Society. Researchers gain all answers regarding how they communicate using the application to inform their condition, interest, and achievement. That data was an open question so researchers could better understand how the sport application built interpersonal communication and community participation. All not categories of answers were eliminated and put to a side.

RESULTS AND DISCUSSION

Symbolic Interaction

The term is self-explanatory. As we acquire symbols, we become empowered to interact with others using those symbols. The user of the sport device is getting a symbol as a treasury in his mind. The various features that often appear when used add alternative symbols that will later be used in a particular interaction. Many kinds of symbols that enter into the concept of consciousness occur accidentally. It occurs when the user receives the symbol as a stimulus in a particular interaction.

Sports in the past were a personal activity. People do the sport to fulfil their healthy needs instead of joining a particular circle. Sports achievements are never published except for athletes representing organizations or countries. Nevertheless, now it is changing; people put sport as one of their lifestyles. Doing sport can be a chance to join or become a member of society. The same interest people gather through many mediums, including digital. By interacting with a group with the same interest, people can improve their ability in interpersonal communication. Confidence, as the main element in those communication activities, is not showing up as a barrier anymore. The technology provides many symbols to choose from and to represent what they feel and think.

In human communication, Interpersonal Communication is one of the activities in using and understanding a symbol. In the digital era, the symbol does not only appear in humans, such as expression, gesture, or intonation. The created Symbols can use an icon that many people understand. The same understanding can create the application designer based on user habits. Symbols, as the interaction element, play the primary role in making the same understanding. Users can very quickly pick the symbol and use it in certain conditions.

Mind

The mind would not exist without society, symbols, and the self (again, as the triangle graphic illustrates). In the mind phase, the user of the sport device filters symbols based on their comfortability in communication. All symbols became the alternative in interaction among the same user. In the human mind, people keep many symbols in different categories. In the Mind phase, the user results from a sports application that designs based on human feelings and needs. Applications provide many symbols the user can choose and keep as a new 'vocabulary' in communication.

Inside the mind of the sports device appears a new category shaped from the device. The device design's very user-friendly power makes it much easier for the user to adjust themselves to the symbol. With a simple icon, the user can understand the symbol's meaning. It was shown in the interview results that "easy" is one of the reasons for using a sports device. Those symbols stay in their mind until they acknowledge another symbol. In the digital era, a new symbol is straightforward to introduce. The application earlier published already shapes many symbols with specific meanings; for example, social media was born before sport application as a trend. It helps users familiarize themselves with

icons Like Love, Thumb Up, Thumb Down, chat box, and uploading images with captions. As the interviewee said, those symbols stay in the user's mind, and using icons in applications makes them communicate easier and express their feelings.

Data also shows the connection between applications and other devices that make the user repeatedly hit by symbols. All symbols automatically translate to a specific meaning, as mentioned by the interviewee in how they can understand how to use a symbol for communication with each other. Mentioned in a study that communicates an achievement in sport, some athletes communicate with each other and share valuable information, enjoy more and pull more fans (2022:27) JURNAL THE UNIVERSITY OF LAHORE.

Self (Symbolic Self, Social Self, and the "I" and "Me")

Before symbolic interactionism, people believed that the self was a self-sufficient, independent being, and that all of its characteristics were innate. Mead believed that the self is an object of social relationships and, as such, is both a byproduct and an active participant in those interactions. Again, symbols as they are enacted in social encounters are the essential component that binds the individual to society. Because only humans have symbols by which we can think about who and what we are, only humans have a sense of "self". Part of our sense of self is formed by the attitudes, values, and ideas that we have developed through symbols.

One of the answers of interviewees mentioned that using sport application is only to get acknowledgement from the community. Meaning the symbol they keep in mind represents their message. They also believe that people who accept the message will have the same understanding and they can communicate with each other. During the Self-phase, the user will decide to use which symbol and how to understand it. The self becomes an essential phase because it will construct the social self through the sport application. 'I' happened during their consideration of which symbol is essential compared to others. The user is looking for a symbol as something essential to use based on circumstances. Using the specific symbol is at 'Me' conditions. Users can make free decisions by using many symbols to interact with others. Especially in interpersonal communication

At the self, the user sports device stage can differentiate its use in a particular interaction. As stated in the interview, the features available in the sports application used can represent the need for symbols in communicating. Nowadays, the user looks comfortable and can use the selected symbol. As a form of reciprocity, users can also understand messages conveyed by other users. The ease of using symbols is no longer in the design but in user preferences. It is increasingly visible at the Self-decision stage in determining which symbol to use and how to respond to a symbol occurring.

Society

From the symbolic interaction perspective, the essence of a society is the interaction and communication of individuals through symbols. Users who are comfortable with specific sports applications may create a community that has a way of interacting using

symbols in common. The interviews show that similarities in using symbols encourage users to interact. For users, interactions do not form a particular community physically or exclusively because, according to users, the communication occurs more on the desire to show the existence in an environment with similar interests. The user can interpret the meaning of every symbol other users use to express their feelings. Interpersonal communication happened in informing every achievement; some also made a group target. Every person in that group will report how far they have achieved the target. The society appears through the same application user.

CONCLUSION

Based on the results and discussion above, here are the following conclusions:
Mind; Users are familiar with understanding the features present in smartwatches and applications. They can describe and efficiently use existing sports features without reading the manual beforehand. Nevertheless, they only use features that follow the needs they usually use.

Self; The application and smartwatch users usually use apps that suit their needs and daily exercise habits. While many features are available on apps and smartwatches, they only use apps that suit their interests and daily activities. Some of the reasons are:
1. Record activities
2. Synchronized with the smartwatch
3. Acknowledge the distance, pace and time. As well as being able to see the progress of each exercise and its achievements, such as; heart rate, pace, time, calories burnt, etcetera.
4. Easy to use and easy to understand about the features provided.

Society; The users also interact with each other. Some of them are members of a community of users from similar applications. Even though they do not meet directly through the application used, they usually meet during sports activities. It is essential to discuss with each other and exchange information and knowledge to be helpful in the ongoing training. Mobile phone applications connected to smartwatches are not directly used as media to communicate with other users. Users usually use social media as a medium to interact. It can reach a wider audience, not just users of similar applications. The skill in using applications supports their activity.

Interpersonal communication is changing by the application in sport society. The symbol provided makes the user much easier to communicate among them. Interpersonal communication is not based on face to face activities any more, but facilitated by the application. In the future the concept of Interpersonal Communication is shifting. Symbols can replace many satisfactions in human interaction. This study showed using the symbol in a digital platform is very comfortable and creates satisfaction. The interaction became different in the conventional way, delay response is not a problem during communication. The user is more concerned about how to communicate with themselves. The reaction by

using the symbol in the community also creates a comfortable situation. Users no need to rush themselves to react to some symbol. Interpersonal Communication using digital platforms by using many symbols can shape a special community with a specific style of interaction. Community is not a physical group anymore but can be built based on the specific application.

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Public Relations Discourse on X (Twitter) and Analysis of Public Relations

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ABSTRACT

In the twenty-first century, public relations gained a new form along with digital media, as well as having a wider area of dialogue. Especially social media offers new opportunities for the development of public relations strategies that focus on building and developing relationships with sharers. While creating dialogical, interactive and relationship development-oriented strategies with social media as a part of public relations, it is also thought to contribute to the development of theory and practice. As previous studies have focused on how web-based communication is used for public relations purposes, this study aims to reveal what is published about public relations on X (Twitter) and how the features of the platform can contribute to public relations practices. In order to examine how public relations discourse is represented on social media, the contents obtained by using the hashtags #halklailiskiler and # publicrelations on X (Twitter) were analyzed. Using content analysis, an exploratory research focused on the type of messages shared and the themes that emerged about public relations were evaluated qualitatively. As a result of the research, the possibilities of acquiring, developing and distributing information in the field of public relations and the ability to strengthen the public relations strategy of social media are emphasized. Since the study covers a two-month period and is researched through a single medium, it has been interpreted with limited data.

Keywords: *Public Relations, social media, X (Twitter), representation.*

INTRODUCTION

The approach that public relations has had since the time when it was professionally mentioned is to regulate the relations of an institution by establishing strategic communication with its target audiences. Public relations, which is an integral part of a successful institution, is used to strengthen the image, create new target audiences, and draw attention to a subject. Press releases are only one part of corporate mission and vision setting, image creation and public relations strategies. However, public relations, which is defined as a set of activities aimed at ensuring an integration between the institution and its environment, is tried to be understood with a two-pronged approach. The first of these involves the public relations or relations of an institution, while the other covers the branch of science used to describe a practice or technique(Göksel, 1994: 5). Today, public relations theory and practice are largely based on management perspectives and a multifaceted understanding that prioritizes a strategic focus on the

field. Public relations now proceeds with information focusing on multifaceted interdisciplinary inquiries(Valentini & Edwards, 2019). With this feature, an important aspect of public relations is to form ideas. This understanding has not only changed the way of communicating with digital networks and even the way of doing business, but has also dominated an area of managerial and organizational information where analyzes of (Dietrich, 2016: 17) public relations theory and practice can be made and monitored. In this regard, public relations has a changing and dynamic structure that progresses with the development of communication technologies. Generally, the internet can turn into a tool that provides solutions to modern public relations, providing feedback, crisis management, information production, and communication difficulties in a special context.

This study, which examines the issues discussed by public relations on social media, accesses public relations information and investigates its potential benefits, discovers the purpose for which right relations information is shared. In this context, it discusses how much social media includes public relations theory and practice through public relations discourse. Twitter, which creates new opportunities in public relations studies, examines how public relations discourse is represented by revealing the contributions of content that strengthens public relations theory and practice.

LITERATURE REVIEW

Social media helps public relations practitioners understand how they communicate and the best way to reach their target audience. It is possible to observe this with the content created according to the features of social media tools. Today, although many social media platforms have similar structures, each of them has a prominent aspect and audience. Such a structure requires the presentation of public relations practices to be reshaped according to the platform and audience.

Public relations focuses on establishing and developing relationships with social media and target audiences. And as for its base, it is based on dialogue. It is aimed to maintain the mutual relationship with the dialogue and to ensure participation. Therefore, digital communication platforms have an important place in public relations studies in terms of creating an interactive, continuous and meaningful communication/relationship strategy. An important element that emphasizes public relations messages on social media is Hashtags. Hashtags are one of the ways to initiate dialogue and draw boundaries to determine the categories of messages and shape the interaction process. It also facilitates the finding of relevant content and provides information exchange. Hashtags, which are an important tool for public relations in order to create a power that mobilizes the masses and to generate a community within the framework of a specific subject, can increase the value of shared content and thus play an important role in reflecting attitudes. Social media is used to present important corporate values such as corporate news, product promotion, and event notification to the public, especially during periods of personal or corporate crisis. With social media, both institutions, corporate stakeholders and the public in general can request

information, offer suggestions, help or request; in short, social media can be used as a method or technique of communication.

It is now one of the commonly accepted opinions that social media opens up new opportunities for the creation of innovative public relations strategies that focus on building and developing relationships with stakeholders on the basis of creating meaningful dialogue(Paliwoda-Matiolanska, vd., 2020). The reasons for the adoption and adaptation of this expanding sphere of influence of public relations in a short time are the formation of a competitive environment and easy and fast access to target audiences. So that a public relations process that cannot be active online and cannot communicate effectively will neither create the desired image nor maintain its existence(Petrovici, 2014: 80).

Social networks help target specific audiences in terms of public relations. X (Twitter) is used as an effective tool for this targeting. Despite Twitter being not the single and privileged platform, its short, instant and useful structure and real-time communication make this effect easier. X (Twitter), which is referred to as the biggest relational and communicative phenomenon on the internet aimed at sharing information and establishing connections with other users, offers much of this opportunity to communicate on social media (Xifra & Grau, 2010: 171) today, and since the basis of public relations is communication, it becomes an important tool that undertakes this function.

In their research with (2011) public relations practitioners, Evans et al. emphasize the importance of X (Twitter) as a tool that directly connects with the media and will not go out of style, but will always be at the forefront in creating an integrated campaign and communicating with the target audience. Xifra and Grau emphasize that as a result of (2010) the fact that this important tool also indirectly supports the development of public relations theory and practice, as well as being a tool of professional use, the contribution of shared professional experiences to the development of public relations knowledge and structure is clear. Saffer et al. made an approach about the description and perceptions of the profession in their research in which they showed that (2013) public relations is perceived as higher quality than a corporate account with high interaction. Accordingly, the level of X (Twitter) interaction affects the quality of the relationship.

The researches mostly provide recommendations by revealing opinions on how X (Twitter) is used and how it works successfully for public relations purposes (Evans vd., 2011)for (Su vd., 2017) (LaMarre vd., 2013) (Frame & Bratche, 2015) (Tarhan vd., 2022) (Yıldırım, 2014) (Algül & Danış, 2020) Çalışkan & Baytimur, 2018) (Dursun & Taşdemir 2021) (Arslan, 2017) (Tanyıldızı & Demirkıran, 2018). While these studies contribute to public relations practices, it can be assumed that they also improve public relations theory and practice since they reveal the use of X (Twitter) accounts according to the interaction needs of followers. Furthermore communication has moved beyond one-

way messaging, it has become digital and has become a goal as well as a tool for announcing campaigns. This purpose is experienced with social media, which carries the transparent cover of public relations. In this respect, social media has also revealed three communicative functions: information, participation and community(Su vd., 2017). For this reason, tweets have continued to increase their effectiveness by encouraging participation with informative content and community-building practices using hashtags. Therefore, it is no longer possible to keep public relations away or separate from these channels.

METHODOLOGY

The aim of this study is to focus on two main issues. The first is to consider the current state of Xifra and Grau's2010) exploratory work. Hereunder, it is to determine what sharers post when they talk about public relations on X (Twitter) and how it contributes to and can be found in the theoretical and practical development of public relations. The second is; based on the (Taeyeon & Phua, 2020) views that hashtags are seen as a power to mobilize target audiences(Zahra, 2020), are used as community-building practices (Su vd., 2017) and reflect attitudes by increasing the perceived value of information, it is to evaluate that public relations discourse is used as an expression that shapes the content and draws attention to the content.From this point of view, the second purpose of the study is to determine whether the sharings made are used for public relations professions and practices or to draw attention to other issues.

Based on the aims of the study, analysing public relations discourse on X (Twitter) helps to understand how science and industry studies are constructed. In order to analyse how public relations discourse is used on X (Twitter) through the hashtags #haklailişkiler and #publicrelations, the research questions of the study were formed as follows on the basis of the question "What do X (Twitter) users say using the discourse of 'public relations' ?":

1- What is the theoretical knowledge density of the posts made with the hashtag #halklailişkiler?
2- What is the professional/practical knowledge density of the posts made with the hashtag #halklailişkiler?
3- Has the hashtag #halklailişkiler been used in posts other than public relations profession and practices?
4- What is the theoretical knowledge density of the posts made with the #publicrelations hashtag?
5- What is the professional/practical knowledge density of the posts made with the hashtag #publicrelations?
6- Has the hashtag #publicrelations been used in posts other than public relations profession and practices?

With this study, which adopts a qualitative approach to public relations discourse, the content published on X (Twitter) used to interact and disseminate information, as well as the role it plays in following the general public and up-to-date topics are observed.

The data collected in the study were analyzed by content analysis. The data collected by content analysis are first conceptualized, then organized according to the concepts revealed and the themes explaining the data are determined. The aim here is gathering similar data within the framework of certain concepts and themes and to interpret them by organizing them in a way that the reader can understand (Yıldırım & Şimşek, 2006: 227). Accordingly, categorical analysis was used in the research. According to this analysis, messages are grouped into categories according to certain criteria and then coded and based on the relevant dimensions of the research. After the categories are created, the collected data are placed in the categories and their frequencies are determined(Bilgin., 2014: 19). Qualitative and quantitative data are interpreted together, as the quantitative data obtained with this measurable analysis makes it possible to present a qualitative judgment(Koçak & Arun, 2013: 24).

Tweets, which are tweeted repeatedly and tweeted in response to a tweet were not included in the data collection process. The person or institutions sharing are not specified. The data were made under the same categories in both Turkish and English. The research covers two months between January and February 2023 with retrospective screening. The data obtained using the hashtags #halklailişkiler and # publicrelations were manually coded. A total of 366 tweets (#halklailişkiler=85; #publicrelations=281) were obtained and categorized to analyze the content after they were defined. In addition to the categories previously developed by Xifra and Grau in the categorization, new categories have been added:

a. Job position: includes information about the announcements of job applicants and job seekers in the field of public relations for certain positions in public relations.
b. Academic information-article: This category includes articles, comments and questions from people in the field.
c. Application: It includes information sent by public relations executives as representatives of institutions.
d. Press release: Contains links to press releases to be announced and read.
e. General information about the public relations sector: It includes sharings about the communication strategies of the public relations sector or organizations.
f. Research and surveys: It includes questionnaires and invitations that readers are asked to answer in order to find out their opinions.
g. Announcements: The institution's tweets about the organization of events, announcements and seminars are included.
h. Practice: It includes the posts about the practices made/to be made about public relations.
i. Reward: Includes sharings about corporate or individual rewards received.
j. Special day: It includes the sharings made about special days and meetings.
k. Social responsibility: Sharings about social responsibility activities are included.
l. Visits: It includes sharings about corporate or individual visits.

The 12 categories created were grouped under three main headings as "public relations practices, theory development and information" and the fourth category was evaluated as others which are outside these three categories;

- Under the category of public relations practices, there are social responsibility studies, campaign and advertising, press release, research surveys, announcements of events.
- Under the category of theory development in public relations, there are academic studies and articles, theoretical information that can be useful in the sector, and educational programs where theoretical information is shared.
- The information category includes job application announcements, special day celebrations/commemorations and visits.
- In addition to these categories, the content is not related to public relations theory and profession, but only includes studies using hashtags.

RESULTS AND DISCUSSION

In this part of the research, the data collected are analyzed and explanations are made to answer the research questions. The data in Table 1 shows the distribution of tweets containing the hashtag #halklailişkiler by categories. The data in Table 1 were obtained using Turkish characters and tweets in Turkish language were evaluated.

Table 1: Distribution of data collected with the hashtag #halklailişkiler

				∑
Theory development	Academic knowledge - Article	N = 11	28.95%	N = 38 44.71%
	Sectoral publications	N = 19	50.0%	
	Education	N = 8	21.05%	
Public relations practices	Social responsibility	N = 1	4.55%	N = 22 25.88%
	Campaign-advertising	N = 5	22.72%	
	Press release	N = 3	13.63%	
	Research-survey	N = 1	4.55%	
	Announcement	N = 12	54.55%	
Informing-News	Job Position	N = 3	25.0%	N = 12 14.12%
	Reward	N = 1	8.34%	
	Special day/celebration/commemoration	N = 4	33.33%	
	Visiting	N = 4	33.33%	
Tweets using the hashtag #halklailişkiler, which relates to topics outside the theory and practical public relations and informing - news category.	The posts in this category were made for the purpose of complaint and criticism and the lack of public relations was mentioned.			N = 13 15.29%

∑ = N=85 = 100%

According to Table 1, the theory development category includes 44.71% (N=38) of the analyzed tweets. The highest sharing rate in the distribution of theoretical

knowledge is seen in sectoral publications (50.0%; N=19). The ratio of academic information and articles is 28.95% (N=11), and the sharings rate of education is 21.05% (N=8). The theory development category has the highest rate among other categories and has the most content sharing.

The public relations practices category contains 25.88% (N=22) of the tweets analyzed. Announcements constitute the majority of the posts in this category (54.55%; N=12). Consequently, campaign-advertising sharings are listed as 22.72% (N=5), press release as 13.63% (N=3), social responsibility as 4.55% (N=1) and research-survey as 4.55% (N=1).

The informing and news category includes 14.12% (N=12) of the analyzed tweets. Although the sharings in this category have the lowest rate among other categories, the distribution does not differ much in the categories within itself. Accordingly, in the informing and news category, special day/celebration/commemoration 33.33% (N=4) and visiting 33.33% (N=4) is rates are equal, while job position has a rate of 25.0% (N=3) and reward sharing has a rate of 8.34% (N=1).

Only #halklailişkiler tweets on topics other than theory and practical public relations studies were found to be 15.29% (N=13). The content of the posts in this category was constituted by complaints and criticism and the lack of public relations behavior in situations where X (Twitter) users expressed their dissatisfaction was mentioned.

Based on the data in Table 1, the answers to the research questions created within the framework of the subject specified on the basis of the research can be given as follows:

- The vast majority of the posts of those who post about public relations on X (Twitter) are the sharings about the theory of public relations and its practices. Academic articles, institutional publications and trainings can show that theoretical knowledge can be produced which can contribute to the practical aspect of public relations.
- Following theoretical information sharing, the most shared content consists of professional/practical information. These are the contents that directs communication, develops mutual relationships and aims for continuity of communication with followers.
- In addition to sharings of theoretical and practical public relations, it is also seen that the concept of public relations is used as a way that people use to draw attention to their problems. Considering that this ratio is higher than the informing-news category, it can be said that hashtags on social media offer an exit door to mobilize the relevant party, especially on controversial issues.

In Table 2, the data shows the distribution of tweets containing the #publicrelations tag by categories. The data in Table 2 were obtained using English characters and tweets in the same language were evaluated.

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Table 2: Distribution of data collected with the hashtag #publicrelations

Theory development	Academic knowledge - Article	N = 34	20.86%	∑
	Sectoral publications	N = 115	70.55%	N = 163
	Education	N = 14	8.59%	58.00%
Public relations practices	Social responsibility	N = 9	30.0%	N = 30
	Campaign-advertising	N = 13	43.34%	10.68%
	Press release	N = 6	20.0%	
	Research-survey	N = 1	3.33%	
	Announcement	N = 1	3.33%	
Informing-News	Job Position	N = 11	30.55%	N = 36
	Reward	N = 6	16.67%	12.81%
	Special day/celebration/commemoration	N = 18	50.0%	
	Visiting	N = 1	2.78%	
Tweets using the hashtag #publicrelations, which relates to topics outside the theory and practical public relations and informing - news category.	Sharings in this category include posts related to public relations from corporate or individual accounts and posts that are not related to public relations.			N = 52 18.51%

∑ = N=281 = 100%

According to Table 2, the theory development category includes 58.00% (N=163) of the analyzed tweets. The highest sharing rate in the distribution of theoretical knowledge is seen in sectoral publications (70.55%; N=115). The rate of academic knowledge and articles is 20.86% (N=34), and the rate of education-related posts is 8.59% (N=14). The theory development category has the highest rate among other categories and has the most content sharing.

The category of public relations practices includes 10.68% (N=30) of the tweets analyzed. Campaigns and advertisements constitute the majority of the posts in this category (43.34%; N=13). Following this, social responsibility sharings are listed as 30.00% (N=9), press release as 20.00% (N=6), research-survey as 3.33% (N=1) and announcement as 3.33% (N=1). Sharings in this category have the lowest rate among other categories.

It includes 12.81% (N=36) of the tweets analyzed in the information and news category. The sharings in this category are at least less than theory development among other categories, and a little more than public relations practice sharings. Accordingly, in the informing and news category, special day/celebration/commemoration has a rate of 50.00% (N=18), job position has a rate of 30.55% (N=11), reward sharing has a rate of 16.67% (N=6) and visiting has a rate of 2.78% (N=1).

The proportion of tweets using only the # publicrelations tag for topics other than theory and practical public relations and informing-news categories is 18.51%

(N=52). Sharings in this category include posts related to public relations from corporate or individual accounts and posts that are not related to public relations.

Based on the data in Table 2, the answers to the research questions created within the framework of the subject specified on the basis of the research can be given as follows:

- The vast majority of the sharings of those who post about public relations on X (Twitter) are the sharings of academic, sectoral and educational in the category of theory development. It can show that these posts develop theoretical knowledge that can contribute to the practical aspect of public relations.
- Following the theoretical information sharing, the most shared content consists of other posts that are not related to the posts where only the public relations tag is used and professional expressions/aphorisms related to public relations are included.
- Information in the informing and news category is the content that directs communication, develops mutual relationships and aims to maintain communication with followers, where a situation or subject is conveyed as news.
- Sharings containing public relations practices constitute the part with the lowest rate in the category.
- It is seen that more sharings were made with the #publicrelations tag in the English language during the data collection process, and all of the sharings were from the public relations theory and practical field. In addition, the hashtag was not used as a complaint tool in the data obtained in this language.

CONCLUSION

It is possible to realize that public relations discourse on X (Twitter) contributes to the development of theoretical and practical knowledge indirectly, if not directly, both through the content developed and as a result of the opportunities provided by the structure of the digital platform. Shaping the content of public relations discourse with information can contribute to the development of its theoretical structure and its use in a field that draws attention to the content can enable X (Twitter) to contribute to public relations as an important tool.

This study is one of the studies that examines how public relations discourse can contribute to the field on X (Twitter) by using public relations discourse and how public relations discourse is represented. The results of this study discuss the data on how public relations are and can be used in social media. While the studies on the subject address the use of social media in the conduct of public relations campaigns, the current study is examined in terms of its contribution to the theory and practical development. The common conclusion of all of them is that everyone is now aware of the integration of X (Twitter) into public relations communication strategies.

The use of public relations discourse on X (Twitter) of the data obtained as a result of the research is as follows:

- The posts made under the public relations hashtag show that theoretical and practical information is shared more intensively in both languages. The aim is to inform the public about public relations theory and the practices carried out.
- Within the scope of the study, it is seen that people look for help with the public relations hashtag at the point of solving their problems on X (Twitter). The fact that public relations is placed on the basis of a complaint can be argued that the concept and its applications are not fully understood or public relations is seen as the first stage of the solution process.
- It is seen that the research data is used beyond one-way messaging. Accordingly, it can be said that the sharings were made for the purpose of an announcement and informing the public. Feedback was expected only in research surveys.
- In the scans made in foreign language, it was determined that more sharings were made in the data collection range compared to the scans made in the mother tongue. The fact that these sharings are mostly in the category of theory development highlights the contents of the scientific contributions of public relations.
- Public relations discourse is practiced not only by professionals but also by people who are interested in public relations.

In particular, the opportunities offered by X (Twitter) to individual or corporate public relations in many subjects such as public relations discourse, crisis communication management, solution seeking, campaign communication, marketing, informing/news sharing on social media are developing day by day. All content contributes to the theoretical and practical aspects of public relations for practitioners and theorists, as well as providing a resource area for the exploration and development of new topics. X (Twitter) is an earned media for public relations and one of the easy ways to understand and monitor the development of the industry. It is an important tool in creating a successful public relations strategy and ensuring that stories are heard. X (Twitter), where all kinds of content can be published, allows other people to speak about their posts. In X (Twitter), some content promotes products or links are placed in press releases. Since public relations practitioners need to follow the media, it is essential that they also master this tool. Keeping the audience up-to-date, watching what stakeholders share, increasing the number of followers is important in terms of sharing public relations on X (Twitter) and learning about public relations.

Public relations' presence on X (Twitter) is not only about crisis management but also about building and maintaining relationships with target audiences. With this approach, announcing sectoral and scientific developments in the field and sharing new topics for public relations practitioners, educators, students and anyone interested in the field will both indirectly lead to the development of public relations in terms of content and facilitate stakeholders to master the theory and practice of public relations.

X (Twitter) has created a more transparent world. It can be said that it can inform public relations theory by helping everyone in the field of public relations to gain insights about public opinion and to analyze these insights in order to make improvements. It

can lead to the development of knowledge as much as it allows the spread of knowledge. In this respect, X (Twitter) can be defined as an integrative tool that can be used to add value to public relations theory and practice. It seems inevitable that different social media tools will help gain interest and knowledge in the field of public relations in the context of their features.

Social media is now used by everyone for different purposes and in different ways. It constitutes an effective way of word of mouth communication process. Since both public relations and social media are used to build and maintain trust in institutions and their messages, it has become usual for them to be integrated. Each social media platform can be used in its own unique way to help public relations, and each offers possibilities for how it can be used to add value to public relations theory and practice. Information that will help public relations activities can be produced from the platform features. It can ensure the development of up-to-date information. It can provide information by using various and unique ways of conducting research. Opportunities are offered to obtain, develop and distribute information about the sector. It also has the ability to strengthen its public relations strategy.

The sharing of public relations theory and practice may indirectly contribute to the development of the field by increasing the value of information perceived by the target audience, leading to the production and research of new information, or expanding the areas where the shared information is used. The accumulative nature underlying science leads social media, which is one of the important tools of public relations practices, to shape the form and content of professions and practices.

As a result, since the study covers a period of two months and was researched through a single medium, it was interpreted with limited data. In this respect, since the study covers a limited period of time, in terms of time interval, it can be expanded by using different public relations-based hashtags and different social media platforms.

BIODATA

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Implementation of Bank as a Service Marketing Communication Strategy in Increasing the number of customers on blu by BCA Digital

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ABSTRACT

Marketing communication activities through strategies to develop market penetration and brand positioning strategies are very significant efforts for blu by BCA Digital. blu is an all-in- one banking product that is a solution to answer the financial and non-financial needs of digital savvy through an interconnected digital ecosystem, as well as spreading brand awareness for the BCA Digital platform. This study aims to identify blu's marketing communication strategy with the implementation of public relations, marketing mix, efforts and challenges in their promotional activities. This research also seeks to find the most dominant form of blu's promotional efforts. Descriptive qualitative method is used in this study. The data collection was carried out through non-participant observation, in-depth interviews, literature review and archiving. Key informants were obtained through purposive sampling technique. Data analysis was carried out by means of data reduction, data presentation and verification. shows that blu is very dominant and active in carrying out digital promotional mixes through mobile application platforms, social media and establishing collaborative partnerships with various communities to build ecosystems. In addition, blu also has the goal of educating its multi-segment target audience to make blu's digital banking relevant to everyday life. blu launched a mobile banking application which as of December 2022, the users achieve more than 1.1 million people. This achievement could not have been separated from good collaboration and integration with fintech partners, cooperation with companies and various universities with bank as a service or blu access is installed in the partner's applications.

Keywords: *blu by BCA Digital, Marketing Communication, Digital Bank, Bank as a service, BaaS.*

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INTRODUCTION

July is the month of blu by BCA Digital, which will enter its second year in 2023. Despite its youth, blu by BCA Digital continues to strive to create financial solutions that are relevant, integrated, simple, and uncomplicated for its clients' different financial demands. To continue to support all financial needs and to always be #SiapJadiPegangan – greetings to its loyal customers – blu proudly carries the spirit of collaboration titled #Better2Gether, to thank blu customers and partners who have faithfully supported blu by BCA Digital over the past two years.

"We are constantly trying to encourage Blu customers to be more active in using Blu's various features and products for their financial needs, both daily and long term," said Lanny Budiati, President Director of BCA Digital. This collaborative spirit of #Better2Gether is also one of our efforts to become a leading digital bank and a dependable one-stop-solution application."

blu's desire to become the premier digital bank and the customer's first option is more than just a catchphrase. blu by BCA Digital is partnering with a large number of partners to achieve its goals.

All of this, of course, is done by blu to guarantee that blu is there wherever the consumer is active. As a result, all offline and online digital touchpoints for blu consumers are touched, ensuring that all customers have visibility and ease of access. The aggressiveness of PT Bank Digital BCA's communication and marketing activities, or blu by BCA Digital, may have been inherited from its parent firm, PT. Bank Central Asia Tbk. blu by BCA Digital, originally known as Bank Royal, has been in operation since 2020, following its acquisition by PT Bank Central Asia Tbk.

BCA Digital is a branchless bank of the future that focuses on serving the digitally aware population through the blu digital banking smartphone application. blu by BCA Digital is here to let clients conduct financial and non-financial transactions via cellphone.

Some of its features, such as bluSaving, bluDeposit, and bluGether, are intended to provide consumers more control and independence over their funds.

The blu app is also available in the Google Play Store and the Apple App Store. Blu by BCA Digital is available not just as direct digital banking, but also as a bank as a service (BaaS), allowing clients to undertake a wide range of financial transactions, such as creating accounts, transfers, and topping up e-money through partner platforms, without switching applications. blu now works with partners from a variety of industries, including Blibli, Telkomsel, Redi, CGV, MRT Jakarta, FUNDtastic, Moduit, EmasKITA, and two campuses from Binus University and ITHB Bandung.

A remarkable accomplishment for a digital bank. blu by BCA Digital is likely well aware of the need of utilizing the notion of Integrated Marketing Communication (IMC). It is considered that integrated marketing communications are an attempt to create conditions in which consumers/customers do not switch to other products/brands, hence maintaining consumer/customer loyalty to the items or services produced.

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An integrated marketing communication notion is efforts to maximize sales levels by carrying out combined marketing operations that are related to one another. Furthermore, Integrated Marketing Communication (IMC) is supposed to assist corporations in conducting marketing addressing the benefits and even negatives of owned products more clearly and addressed to consumers.

Based on the above description, the researcher is interested in conducting a more in-depth study/research with the title Implementation of Bank as a Service Marketing Communication Strategy in Increasing the Number of Customers on blu by BCA Digital.

Blu by BCA Digital has a great opportunity to capture the digital bank market share through several product marketing strategies that use seven stages of marketing communication strategy, namely goal setting, targeting, message content, media selection, promotion mix development, budgeting, and evaluation.

These seven marketing communication tactics are quite beneficial in product promotion. The purpose of this study is to use a qualitative technique to examine the marketing communication strategy at bank blu by BCA Digital. Data will be gathered from informants representing the marketing team, clients, and prospective consumers via interviews, observation, literature research, and internet searches.

This was done in the hopes of better understanding the marketing communication strategy for the blu by BCA Digital by employing the seven stages of a marketing communication strategy, which are as follows: setting goals, identifying targets, determining message content, selecting media, developing a promotional mix, budgeting, and evaluating.

Data will be gathered from informants representing the marketing team, online loan clients, and prospective consumers via interviews, observation, literature research, and internet searches.

This was done in the hopes of better understanding the marketing communication strategy for the blu by BCA Digital loan product by employing the seven stages of a marketing communication strategy, which are as follows: setting goals, identifying targets, determining message content, selecting media, developing a promotional mix, budgeting, and evaluating.

LITERATURE REVIEW OR RESEARCH BACKGROUND

DigitalBank

Digital bank services are electronic services created by optimizing client data so that consumers can conduct their activities safely and securely in a totally electronic environment (Financial Services Authority, 2020). In certain countries, digital banks are referred to as Neo banks. Because of their innovative business model, which provides end-to-end totally digital solutions and/or services that harness technical capabilities, digital banks have an edge over traditional banks (Windasari et al., 2022). Furthermore, certain digital banks are backed by existing organizations with significant business experience and ecosystems, which results in benefits such as high brand awareness and

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rich data to increase customer insights and acquisition (Fu & Mishra, 2022).

Digital Savvy

In a nutshell, digital savvy or tech savvy is the ability to use technology to achieve a purpose. In other words, tech savvy is synonymous with technological literacy. As a result, the purposes of this tech savvy vary, including:

- looking for information in cyberspace
- learning new skills or items
- networking or adding friends via the internet
- completing assignments or work and others.

This is the audience for blu among BCA Digital users.

Integrated Marketing Communications

The notion of Integrated Marketing Communication (IMC) is acknowledged to be highly diversified. According to an Affiliate Advertising Agency in America, Integrated Marketing Communication (IMC) is a concept that can maximize communication as a whole by merging the duties of a clear and coordinated communication plan (Shakeel & UlRehman & M.Syed Ibrahim)

Experts 4Smith, P.R., and Ze Zook also claimed that Integrated Marketing Communication (IMC) is a type of integrated marketing communication for a corporation, both for profit and non-profit. Marketing communications are employed in promotions to acquire both financial and non-financial benefits (Smith, P.R & Ze Zook, 2011: 265).25Smith, P.R., and Ze Zook define marketing communication as 1) advertising, 2) sponsorship, 3) packaging, 4) social media and web sites, 5) sales promotion, 6) selling & sales management, 7) direct marketing, 8) merchandising, 9) exhibitions, and 10) public relations. Smith, P.R., and Ze Zook (2011):265.

Tjipto, an expert, claims that Integrated Marketing Communication (IMC) is an extension of the phrase advertising (promotion). The distinction between advertising and IMC is that advertising is primarily focused on one-way communication, whereas IMC stresses two-way communication. Advertising, in his opinion, is a form of mass communication, whereas IMC is more personal. Tjipto (2008):205.

Meanwhile, according to Kotler and Armstrong (2001: 138), Integrated Marketing Communication (IMC) is an organizational concept that involves integrating and aligning communication channels in order to deliver messages in a straightforward, coherent manner and to give consumers confidence in the products offered/marketed.

IMC strategy is inextricably linked   realm of marketing. Sales promotion, publicity,   advertising (advertising) are the four basic methods of IMC. Kotler (1996):243. The creation of communication instruments such as sales promotion, sponsorship, personal selling, advertising, word-of-mouth, public relations, packaging, corporate identity and the internet in the marketing communications mix (IMC) for their products. (Prisgunanto 2006:27).

The goal of implementing Integrated Marketing Communication (IMC) or

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integrated marketing communications is to be able to provide/distribute a product's message to consumers/society with clear and consistent messaging. Integrated Marketing Communication (IMC), on the other hand, is useful for building brand awareness of a brand, which will sustain consumer loyalty to the product/brand.

The marketing system paradigm has moved from a traditional system to online marketing by reducing physical marketing constraints such as time, nation, and the need to meet suppliers and customers. Marketing communication tactics, according to Mahmud Machfoedz's book Modern Marketing Communications, are: "Determination of a marketing promotion objective and marketing promotion objective by a company through the creation of a marketing message plan and marketing materials through marketing development using the promotion mix method and the provision of a marketing budget to achieve an evaluation and control of an appropriate and useful marketing plan." Here is the description:

Setting Promotion Objectives

A business uses sales or marketing campaigns for a variety of reasons. One or more goals can be achieved with a single promotion, one or more goals can be achieved with multiple promotions. The purpose of sales promotion can be described as: identifying and attracting new consumers, communicating about products, increasing the number of consumers for known products, informing consumers about improving product quality, inviting consumers to visit the stores where the products are sold. Motivate consumers to buy a product.

Determination Promotion Target

According to Chris Fill quoted by Mahmud Machfoedz in his book titled Modern Marketing Communication "Segmentation is a technique used to sort the mass market into units that are easier to identify so that the needs of individual consumers can be met more easily."

Marketing Message Design

The Process After establishing promotional goals and objectives, communication continues to develop ideals and determine effective messages. The ideal development describes the process or situation in which the message must attract attention, arouse interest, arouse desire and stimulate action. When implementing good messaging, marketing communicators should pay attention to three things namely: message content, message structure and message format.

Marketing Media Channels

In addition to messages, communicators or marketers should also pay attention to the selection of media as marketing communication channels. The media is a channel for delivering commercial messages to target audiences. These media can be newspaper, magazines, television, radio, outdoor media, transit advertising and direct

mail.

Development of Marketing

The company entire marketing communications program is called the promotion mix or promotional mix, consisting of special blend of advertising, personal selling, sales promotion and public relations.

Marketing Budget Provision

One of the hardest decisions businesses make is how much to spend on advertising. To determine the amount of promotional costs to budget, the company must establish a method for determining the size of the budget. More clearly, according to Munandar, the meaning of the balance sheet is expressed as follows: \"A systematically organized plan in which all business activities are included, which are expressed in monetary units (units) and are valid for a certain period (period) to come.\ From the above, the budget cosists of elements, namely: Plan, which is a preliminary determination of activities or activities to be performed in the future. Activities, which includes all activities that will be performed by all units business. Monetary, expressed in monetary units, i.e. units (units) that can be applied to a wide range of business activities. In Indonesia, the applicable currency is the "rupiah". There is still some time to come which indicates that the budget applies to the next masses. This means that what is included in the budget are estimates of what will happen and what will happen in the future.

Evaluation and Control of the Marketing Plan

Marketing strategies must be responsive and adaptable to changing circumstances. Evaluation and monitoring must be ongoing to keep the strategy on track and indicate when adjustments are needed. 1According to Arikunto, evaluation is: "Activities to collect information about the operation of something, which is then used to determine the appropriate alternative when making decisions. The main function of evaluation in this case is to provide useful information for the decision maker to base on that to determine the policy to be adopted based on the evaluation carried out.

Evaluation of marketing actions and results is very important to monitor performance in line with goals. Therefore, companies need to review their marketing goals and effectiveness from time to time. Every business should regularly and regularly re-evaluate its strategic approach to the market. Evaluation can take a lot of time and energy for marketers because evaluating marketing strategies is labor intensive. Evaluation can also be aligned with research.

METHODOLOGY

The research process uses qualitative research methods presented descriptively while analyzing the increase in customer base through the implementation of an integrated marketing communications (IMC) strategy. The descriptive method was chosen because

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the research conducted deals with current events and relates to current circumstances. Nazir (2011: 52) explains that the descriptive method is a method for Investigating the state of a human group, a subject, an environmental condition, a system of thought or even a class of events in the presents.

The purpose of this descriptive research is to make systematic descriptions, drawings or drawings, as well as the relationships between the phenomena under investigation. Furthermore, this method was chosen because this research seeks to find a description of a group of people to achieve the group's goals, so that the group phenomenon can be clearly and accurately revealed.

In this study, the researcher acts as an observer. The data are transcripts of observations and interviews, both electronic and manual (researchers personally visited blu's office). In addition, data triangulation is also performed based on activities or events (visit to the center for blu's 2nd anniversary celebration titled bluday Celebration), reports on the implementation and implementation of the event , as well as documentation and sources on the Internet. In addition, bibliographic studies are used by researchers to strengthen the quality of data, information and the various issues related to this research. Theoretical references from various sources constitute the basis and the main key of this research.

RESULTS AND DISCUSSION

In this discussion, researchers categorize essential concepts and themes to facilitate the explanation of the analysis, so that the results can be easily understood. Categorization refers to the stages of marketing communication strategies, which are as follows:

Setting Promotional Goals

blu by BCA digital actively carries out continuous promotional activities both above the line, below the line and digitally to maintain awareness of the Blu brand and products among (potential) customers. This facilitates the acquisition of new customers, which in turn increases the number of new customers.

blu develops promotional programs and new service features tailored to its target market, which is digitally savvy. Additionally, blu has streamlined existing products and features and made them easier to use and better suited to customer needs.

Determine Promotional Target

blu is for prospects and customers who are able and willing to keep up with internet technology and adapt quickly. In other words: they are potential customers and tech-savvy customers. The advertising target group includes potential customers and prospects who quickly adapt to technological advances because they already have smartphones and are ready to spend their productive time on the Internet.

Marketing Message Design

blu by BCA Digital constantly sends a friendly message to its customers with the slogan #SiapJadiPegangan. The spirit of collaboration with the slogan #Better2Gether.

From this post, we can see that blu uses easy to understand, simple and catchy language while composing and delivering his message. In other words, by reading this post, we can easily understand that digital banking services are blu.

Marketing Media Channels

blu uses a variety of marketing mediums to introduce, greet and even touch its customers, including:

- Banner ads: Displayed as an image or text on a website, usually placed at the top, side, or bottom of a web page.
- Video ads: Short videos are played before, during or after viewing online video content.
- Making THE UWISE BROTHERS video series on YouTube generated 15,671,493 viewers over 9 months. BCA Digital's channel blu has over 54 thousand subscribers with 224 videos.
- Pop-up ads: ads that appear in a separate window on top of the web page viewed by the user.
- Social Media Ads: Displayed on social media platforms such as Facebook, Instagram, Twitter and others.
- Pay Per Click (PPC) Ads: Advertisers pay only when someone clicks on an ad.
- Google AdWords is an example of a PPC advertising platform.
- Display Ads: Graphic or multimedia ads that appear on various websites and advertising networks.
- Sponsored Content Ads: Ads presented as editorial content or advertiser-sponsored posts.
- Ad Retargeting: Retargeting ads to users who have previously visited the advertiser's site.
- Mobile Ads: that appear on mobile devices such as smartphones and tablets
- Email announcements: Announcements are sent via email or newsletter to a list of subscribers.

Development of the Promotional Marketing Mix

Optimization of marketing activities of products, services and promotional programs for (potential) customers, blu is divided into:
- Sales promotion: MRT ticket for IDR 2, Refund IDR 22,000 for BPJS transactions on Blu application, Discount IDR 22,000 for virtual card transactions at Astro, SayurBox, Grab, 100% refund (up to 22,000 IDR) for QRIS transactions at CGV, Chatime , Chatime Atelier, Cinepolis, Cupbop, Under the stairs, Family Mart, Fore, Gindaco, Go!Go! CURRY, Hokben, Kopi Kenangan, Menantea, 100%

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cashback (maximum Rp. 22,000) with BluVirtual Card on national and international e-commerce, 100% cashback (maximum Rp. 22,000) for package purchase #HematLengkap at Telkomsel, 22% discount (Rp. 222,000 IDR) transactions on Blibli via blue payments, 22% discount (IDR 22,000 max) for virtual card transactions on Klik Indomaret, Segari and Sociolla, 22% discount (IDR 200,000 max) on virtual card transactions on tiket.com and 22% Refund (up to IDR 200,000) of transactions in FUNDTastic, Moduit and EmasKITA during the purchase period. 70% cashback (maximum IDR 5,000) when paying with blue QRIS on Jumpstart for a minimum purchase of IDR 7,000, 22% discount on bluInsurance product transactions (maximum IDR 200,000), 25% cashback (maximum IDR 25,000) when paying with blue QRIS on McDonalds for a minimum purchase of IDR 25,000 and much more. This has strong appeal to digitally savvy people as it caters to their financial transactions and lifestyle needs.

- Social Media Ads (Broader): Blu advertises across multiple social media platforms, including YouTube, Instagram, TikTok, Facebook, and Twitter

- Advertising: In addition to online channels, blu also promotes OOH (Out-of-Home) advertising and TV commercials.

- Special events: blu often organizes special events such as press conferences, press visits, meetings and more.

- BCA Digital's blu also not only focuses on business development, blu also helps protect the earth in a more sustainable and healthy way, through the #bluBuatBaik initiative that has been around since blu's inception. In the second year, blu collaborates with Rekosistem as a waste management partner. This campaign started with the blue Virtual Run initiative in October 2022, which managed to partner with 17 running communities followed by a total of 2,625 participants from 214 cities in Indonesia. Participants in the Blu Virtual Run managed to cover a total distance of 174.525 km. The proceeds from blu Virtual Run will be used to build 7 blu x Rekosistem waste stations which will be spread across the areas of JABODETABEK, Bandung and Surabaya.

- A total of 15 new blu features in 2022, including: 1) bluVirtual Card, 2) Lucky Draw, 3) bluGift to other blu and other banks, 4) bluSaving/blbluGether for 20 accounts, 5) Account opening without notifications, 10) Revamp tracker, 11) Transfer to multiple, 12) Add new payment/purchase senders, 13) Chat directly with WA haloblu, 14) Peek Balance and 15) QRIS shortcut.

- One of blu's efforts to provide customer convenience is to build its own digital ecosystem. As a Bank as a Service (BaaS), Blu customers can open accounts, transfer funds, top up e-money and other transactions from partner platforms without switching applications. At present, blu has successfully collaborated with partners from various industries such as Blibli, Telkomsel Redi, CGV, MRT Jakarta as well as two campuses namely Binus University and ITHB Bandung. blu will

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continue to expand access to financial services in the future. The investment and payments sector is the next step.

- From January to December 2022, the top five blu customer transactions were transfers, cardless cash deposits, e-money top-ups, cardless cash withdrawals and QRIS. Although blu by BCA Digital has not yet released a credit function, it has also disbursed more than IDR 3.2 trillion in credits through cooperative segment financings in January 2023, followed by co-financing and a routing.

Provision of Marketing Budget
Whereas BCA Digital blu is a digital bank controlled by PT. Bank Central Asia allocates an adjusted budget to optimize all promotional programs.

Evaluation and Control of Marketing Plans
In addition to BCA Digital's blu work to optimize its touchpoint network, blu has introduced several new initiatives to increase product retention
They build customer trust and want to grow services, such as:
- Develop loyalty programs to increase customer retention in transactions with other banks, ATM/debit card transactions, mobile and internet.
- Since its inception, blu's goal has been to be useful and reliable to customers for all their banking needs.
- In addition to active blue customers transacting every day, customer confidence has also increased as evidenced by the growth of Third Party Funds (DPK) which reached IDR 6.85 trillion in December 2020.

Table 1: Comparison of Assets, Total Third Party Funds (TPF) and loans provided based on the 2022 financial report (in million rupiah)

Bank Name	Total Aset	Total TPF	Loans Provided
Sea Bank	28.270.000	21.580.000	15.890.000
Bank Jago	16.965.295	8.274.385	9.157.817
Blu by BCA Digital	11.054.851	6.854.604	3.239.169

Let's take a look at the table above. The three digital banks were born in Indonesia almost simultaneously or are around 2 years old. The Bank Jago application, which was chosen as the most popular application, was launched in April 2021 and then the Jago Syariah application was launched in February 2022. In June 2022, users of the two applications had reached 3 million. What makes Bank Jago so popular?

If you save at Bank Jago digital you will be freed from monthly admin fees, free inter-bank transfer fees, can withdraw money at other bank ATMs without being charged a fee, can make foreign transactions and verify paypal accounts, and offers various promos such as sharing referral codes.

In addition to the advantages offered, Bank Jago also has a number of disadvantages, such as the lack of ATM machines, the lengthy registration verification process, and the unavailability of credit card features.

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Officially changed its name to PT. Bank SeaBank Indonesia (SeaBank) based on the Decree of the Deputy Commissioner for Banking Supervision of the Financial Services Authority Number KEP-12/PB.1/2021 dated 10 February 2021.

Compared to Bank Jago and blu by BCA Digital, SeaBank is a digital bank that is relatively quiet from marketing activities or frenetic events. But unexpectedly, judging from the financial parameters can be thumbs up. SeaBank's total assets reached IDR 28.7 trillion, Bank Jago IDR 16.9 trillion while Blu IDR 11 trillion. Likewise for Total Third Party Funds: Seabank IDR 21.58 trillion, Bank Jago IDR 8.3 trillion and Blu IDR 6.8 trillion.

Not to mention the total loans disbursed which are very decisive in maintaining the bank's financial liquidity, SeaBank ranks first with IDR 15.89 trillion, Bank Jago IDR 9.1 trillion and Blu is again in third place with IDR 3.2 trillion.

Is there something wrong with this performance record? Are blu's intensive and even promotion efforts not enough to attract and attract customers, both depositors and creditors? This is what we need to criticize. Even though since its inception on the blu by BCA Digital market, it has been clear that it is a subsidiary of Bank BCA, which is one of the largest private banks in Indonesia. Both the technological, financial and brand infrastructure are of course very strong. Even on the logo, blu never releases the inscription BCA, of course to provide guarantees as well as customer confidence that blu owned by Bank BCA will be safer.

The use of digital banking services continues to grow in Indonesia. So, what are the reasons people use digital banks?

According to the Populix survey results, quoted from katadata.id, as many as 75% of respondents rated digital bank services as practical and 74% considered their services easy to use.

Furthermore, 67% of respondents use digital bank services because they save time, 65% because of the many features, and 62% think digital banks make it easier for customers to track expenses.

There are also 61% who use digital banks because they are integrated with e-wallets, and 56% because they are integrated with e-commerce.

The Populix survey involved 1,000 respondents spread across major cities in Indonesia. The survey was conducted on 20-25 May 2022.

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No	Nama	Nilai / Persen Responden
1	Praktis	75
2	Mudah digunakan	74
3	Hemat waktu	67
4	Banyak fitur	65
5	Mudah melacak pengeluaran	62
6	Integrasi e-wallet	61
7	Integrasi e-commerce	56
8	Lebih aman	43
9	Direkomendasikan	29

Figure 1: Customer reasons for choosing a digital bank (databoks.katadata.id)

The table shows that the brand factor and the security of transactions are not the main motivations of digital banking users.

CONCLUSION

This study shows that blu is very dominant and active in realizing the digital promotion mix through mobile app platforms, social media and establishing collaborative partnerships with various communities to build ecosystems. In addition, Blu also aims to educate a cross-segment target audience so that Blu's digital bank is relevant to everyday life. blu launched its mobile banking application which, as of December 2022, has more than 1.1 million users. This achievement is inseparable from good cooperation and integration with fintech partners, collaboration with companies and various universities with banks as a service or Blu accesses installed in partner applications.

blu by BCA Digital is very aggressive in conducting marketing activities. However, there is still much room for improvement when it comes to the acquisition and performance of digital banks in the market. Marketing strategies and business plans must follow benchmarks or competitive studies so that blu's performance is measured against its competitors and can even become the best bank in its category.

BIODATA

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Lark: As a Medium of Interpersonal Communication for TNS Employees to Manage Work Stress Amidst the Covid-19 Pandemic

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ABSTRACT

Working from home (WFH) during the community activity restrictions period (PPKM), such as those imposed by Indonesia's government, leaves employees with little choice in dealing with work stress. Lark is a collaborative working media tool, during work from home all communication in TNS department took place in Lark. This study's importance is to see how Lark basically a formal working media tool can form an interpersonal communication between woman employees that help them to manage work stress during WFH and PPKM period. Since the trend of working from home is likely to continue even after pandemic, this research provides contribution and information related to communication tools and work from home consequences. The theory for this research is Computer-mediated Communication and Social Information Processing Theory (SIPT). This research method employs a qualitative approach through participant observation, in-depth interviews, and library study. This study finds that implementing WFH during the Covid-19 period resulted in heightened work stress among female employees in TNS Department. It was observed that sharing work-related burdens with coworkers proved to be effective in reducing work stress. Interestingly, sharing with a coworker was considered more beneficial than sharing with a spouse or family. Lark application which serves as a working media tool turns out can facilitate interpersonal communication among female employees. The application's instant messenger, phone call, and expressive emoji make it convenient for employees to share their concerns and stress, as compared to using video conferences.

Keywords: *Lark, Computer-Mediated Communication, Social Information Processing Theory (SIPT), Work from home, Work Stress, Covid-19 Pandemic*

INTRODUCTION

The emergence of Covid-19, a highly contagious disease that was rapidly spreading across the globe, had altered business, people, and life in general. As of April 2022, there are over 400 million confirmed cases and over 6 million deaths from this disease (World Health Organization, 2022). To combat the spread of this virus, many countries are implementing WHO-recommended health protocols, as well as imposing total lockdowns (Satgas Covid-19, 2022). To combat the spread of this virus, many

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countries are implementing WHO-recommended health protocols, as well as imposing total lockdowns (Bastoni et al., 2021). Indonesia was one of the countries that imposed PSBB, or Large-Scale Social Restrictions, which were later replaced by PPKM, or Implementation of Restrictions on Community Activities (Muhyiddin & Nugroho, 2021). Government restrictions on the movement of community activities (PPKM) of course have an impact on economic activities and businesspeople. This then normalizes WFH activities, which companies must implement to maintain business continuity (Mungkasa, 2020).

The phrases "work from home" or "remote working" have existed for many years, accompanied by extensive studies and research into these concepts. However, it is during the Covid-19 pandemic that these terms became widely known and used (Klopotek, 2017). Remote work, commonly known as WFH (Working from Home), is recognized as having both advantages and disadvantages in the context of the COVID-19 pandemic. On the one hand, WFH offers increased flexibility in managing work-related tasks (Buffer & Angellist, 2020; Ipsen et al., 2021). However, it is also associated with certain perceived drawbacks such as decreased work motivation, additional expenses for utilities and home internet, and challenges in establishing clear boundaries between personal and professional life (Asbari et al., 2020; Febrianty et al., 2021; Galanti et al., 2021; Sahni, 2020).

The interplay between WFH, work-life balance, and job stress has a substantial impact on job satisfaction, both directly and indirectly. Notably, the study reveals that adopting WFH as a novel approach can effectively maintain job satisfaction among Indonesian workers amidst the Covid-19 pandemic (Shabuur & Mangundjaya, 2021). Consequently, WFH is perceived as having positive implications that organizations should consider attentively in the future. On the other hand, studies also found that WFH during Covid-19 and restricted periods raised work stress, loneliness, and sleep deprivation (Vyas & Butakhieo, 2021). Especially woman, according to a United Nations assessment based on research undertaken by UN Women in collaboration with UNICEF, WFP, and UNDP, COVID-19 has a disproportionate impact on women's mental and emotional health, with 57% of women suffering greater stress and anxiety compared to 48% of males. Increased demands of care and household work, concern over job and income loss, and the consequences of movement limitations on gender-based violence may all be contributory causes (UN Women, 2020).

TNS department is one of the departments that has implemented a full-time WFH work system for employees during Covid-19 pandemic and PPKM period. During this day, all communication and information related to work took place in a company application called Lark. As the department in charge of platform security, there is a chance that TNS team will be exposed to or asked to review potentially harmful content (Bailliencourt, 2023). Given this, the company understands the importance of putting employees' mental health and stress levels first, for example, provides team-building sessions and gives employees the freedom to choose the date and location of the event, which usually occurs outside of the workplace. Unfortunately, when forced to work from

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home (WFH) and face restrictions on outdoor activities, employees are left with few options for dealing with work-related stress.

Every human interaction involves communication. Even when words are not exchanged with another person, the nature of our shared lifeworld inherently assumes a communicative context in every encounter. To be human is to be with other humans (Petricini, 2022). Humans are social beings according to Aristotle, the need to have interpersonal relationships and socializing are regarded to be one of the most fundamental aspects of life (Fudian & Oktavianti, 2021). Study shows that when people spend their time alone is less pleasurable than spending time with others and given the restriction period imposed by the government (PPKM) during Covid-19 pose a challenge to fulfilling the innate need for social relationships.

Given the pandemic situation, face-to-face communication and physical contact are no longer prioritized, and alternative forms of communication are emphasized to ensure safety. Poor communication characterized by intensity, lack of clarity, and complexity can give rise to misunderstandings, ultimately leading to decreased motivation and diminished psychological well-being (Yuliana & Rahadi, 2021). To alleviate stress during the Covid-19 period, several measures can be taken, including engaging in family communication, maintaining effective workplace communication, adhering to schedules, prioritizing health and safety, following government regulations, and minimizing exposure to Covid-19 news (Wolor et al., 2020).

The study found that communication plays a crucial role in supporting the mental and psychological well-being of students who are separated from their families due to migration during the pandemic. In this context, open and empathetic communication, along with a family's willingness to listen to the concerns of migrating students, becomes essential (Wowor & Putri, 2021). An additional study suggests that implementing successful approaches to interpersonal communication, whether in personal or professional settings, can alleviate stress, promote well-being, and enhance overall quality of life (Vertino, 2014). Moreover, virtual interpersonal communication is acknowledged as having a positive influence on increasing teacher motivation to engage in teaching activities (Das & Banerjee, 2021).

Information and communication technology in the form of computer-mediated communication (CMC) played a critical role in adopting WFH during a pandemic (Meier et al., 2021; Putri & Irwansyah, 2020). The advance of technology provides media to keep communicating, maintaining social connections, and fulfilling the need to interact during Covid-19 with one another. WFH offered a variety of media during the Covid 19 epidemic, ranging from lean to rich. The capacity of various technologies and mediums to duplicate messages varies. As a result, the communication parties can select the most appropriate technology and media to convey desired messages or to carry out communication. Computer-mediated communication (CMC) allows us to communicate, and share stories and information virtually without must be in the same room, even location. Indeed, CMC was found to have a good and positive impact on people's well-being amid the restriction period (Liu et al., 2019).

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Therefore, based on that background, this study aims to see how the Lark application, a working media tool, can form interpersonal communication between woman employees that help them to manage work stress during WFH and PPKM period amidst the Covid-19 pandemic. It is important to note that this research specifically focuses on the role of interpersonal communication among TNS woman employees as a coping mechanism for stress during the Covid-19 pandemic. The study is confined to woman employees within specific departments of TNS Indonesia, and the timeframe of the research is limited to the years 2021-2022, coinciding with the full implementation of WFH for TNS employees. The newness of this study is to explore the sources of stress of TNS employees amidst Covid-19. While some previous studies focus on the role of interpersonal communication in teacher motivation, and employee motivation, this research will analyze how the role of interpersonal communication between employee help them in managing their work stress amidst Covid-19, and then analyze the role of CMC in this research focus on Lark application as a medium for employee's communication, while the previous study focuses on another application such as Zoom, WhatsApp, Twitter, and others.

LITERATURE REVIEW & RESEARCH BACKGROUND

Computer-Mediated Communication

In 1991, Computer-Mediated Communication (CMC) was a relatively new and unexplored field in academic disciplines, and its credibility was not widely accepted. During that time, CMC mainly consisted of email and asynchronous discussion groups, such as newsgroups, listservs, and privately hosted BBS (Kelsey & Amant, 2010). Walther (1992) defined synchronous or asynchronous electronic mail and computer conferencing as processes in which senders encrypt text messages sent from their computers to receiver computers (Walther, 1992). According to Goldman (1999), CMC was broadly defined as text, audio, and video exchanges occurring between two or more individuals using computer software and interfaces, including private email exchanges, private chat rooms, newsgroups, and the World Wide Web (Dehkordi et al., 2012). The information shared through CMC could be directed toward oneself, others, or even an imaginary audience.

As time passed, the term "computer" in CMC evolved to consider the context of digital technology beyond just desktop computers. Today, people can access the internet through various devices like smartphones, laptops, tablets, etc. Therefore, CMC can be defined as the transfer of meaning between two or more humans using digital technology, focusing on how mediation affects communication processes via specific technology practices (Carr, 2021; Yao & Ling, 2020). CMC interactions can take various forms, including one-to-many or one-to-one transactions, synchronous or asynchronous processes, and diverse modes of interaction like typed text, spoken discussions, or visual/video messages (Holmes, 2005; Kelsey & Amant, 2010).

During the pandemic, Information and Communication Technology (ICT) played a crucial role in various aspects of life (Király et al., 2020; Y. C. Lee et al., 2021). The

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patterns of CMC significantly impacted the psychological, social, and economic aspects of communities (Arnus, 2015). Social media, being an internet-based platform that emphasizes human connections, played a vital role during this period, enabling people to connect, exchange knowledge, and create online network communities without face-to-face interactions. The introduction of new media tools has transformed how we establish and maintain relationships with others, whether they are friends, family, coworkers, or acquaintances (Carr, 2021; Luo & Walden, 2019; Treem et al., 2020).

CMC has accelerated the transmission and receipt of messages, and while it still takes time for senders to compose and receivers to respond to messages, the actual time to send and receive messages globally is now nearly instantaneous due to computer networks. This type of interaction is known as Interpersonal CMC. Interpersonal CMC includes dyadic interaction, where CMC tools facilitate direct one-to-one communication with a relational partner. It also involves lightweight interaction, referring to simple and quick messages that do not require significant time or effort to transmit, often seen on social network sites like Instagram, TikTok, and Facebook. Additionally, phatic interaction, which involves messages to establish mood, acknowledge, or demonstrate sociability, has adapted and evolved online despite the absence of many socioemotional cues (Carr, 2021).

Social Information Processing Theory (SIPT)

Understanding differences between individuals in various settings, whether in professional or personal interactions, is facilitated through interpersonal communication (Knapp & Daly, 2011). It involves communication between individuals who share fundamental connections, such as parents and children, coworkers and employers, and teachers and students. Interpersonal communication can occur in dyadic forms, involving two people, or extend to smaller groups, such as families (Berger & Roloff, 2019; DeVito, 2016). Certain theories regarding Computer-Mediated Communication (CMC) suggest that new media might not be suitable for fostering interpersonal relationships due to their limited support for nonverbal cues. This limitation makes it challenging to effectively convey aspects of one's personality, emotions, or sentiments in CMC interactions.

One of the earliest theories exploring how Computer-Mediated Communication (CMC) facilitates interpersonal interactions and relationships is the Social Information Processing Theory (SIPT). Walther's (1992) SIPT investigated how technology affects the development of relationships. Despite the absence of nonverbal cues in online communication, Walther suggested that relationships can still form, albeit at a slower pace (Carr, 2021; Olaniran et al., 2011; Walther, 1992). Interestingly, individuals adapt their communication styles to fit the different communication platforms available. The fundamental mechanism in SIPT is time: Users can adjust their verbal communication over a period in online settings to compensate for the lack of nonverbal cues and create a sense of electronic propinquity. Time in this context is not merely interpreted as

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minutes or days passing, but rather as the sequential exchange of interactive messages (Carr, 2021).

Interpersonal relationships are crucial in our lives, as they provide valuable support and assistance in our daily interactions. Through interpersonal communication, we nurture close connections with friends, family, and coworkers, allowing us to understand and be understood by others. This deepens and broadens our relationships, as we become more integrated into each other's lives. Interpersonal ties offer us social support, guidance, and a sense of belonging (Valo & Mikkola, 2019). Interpersonal communication, whether face-to-face or online, brings several advantages, including five key goals: learning, relating, influencing, playing, and helping (DeVito, 2016). The focus of this study is on interpersonal communication through CMC in this context is Lark among women employees within a single work department.

METHODOLOGY

This research was conducted using qualitative methods with interpretive paradigm, qualitative research can help to understand the viewpoints and experiences of participants or research subjects, which can provide useful insights into the phenomena or event subject of study (Creswell, 2013; Smith et al., 2009). McQueen (2002) stated that the interpretive perspective sees the world through "a set of individual eyes" and selects people who "have their own interpretation of reality" to "embrace the world view." The interpretive paradigm emphasizes the importance of the researcher obtaining 'insightful' and 'depth' information. (Thanh & Thanh, 2015).

Participant observation, interviews, and analysis of documents or literature are the data-gathering methods employed in this study, which are expected to be valuable and support the validity of this research (Flick, 2014; Hadi et al., 2021). As explained by Neuman, some factors to consider when picking informants include familiarity with the culture and involvement in, witnessing, and directly experiencing the phenomena presented in the research. Furthermore, they get involved in the field or research environment to ensure they can later provide answers and insights into the topic being studied (Neuman, 2007).

Therefore, researchers recruited exclusively female informants for this study, three of whom are married and two who are single. This is because women endure higher levels of stress during the period of the Covid-19 pandemic; according to UN Woman research, 57% of Indonesian women feel heightened stress compared to 48% of men.

Table 1: Informants Information (Processed by Author, 2023)

Code Name and Age (Anonymous)	Marital Status in 2021-2022	Position in TNS at 2022-2022
KR/27	Single-Married	Quality Analyst
NS/32	Married	Content Analyst- Quality Analyst
MD/30	Single	Quality Analyst- Team Leader
MS/27	Single- Married	Quality Analyst - Team Leader
HR/29	Single	Content Analyst- Quality Analyst

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This study employed a semi-structured interview method, in which interviews were done with open questions but with some constraints specified by the researcher in terms of themes and conversation flow. Furthermore, the outcomes of this study were analyzed utilizing the Miles and Huberman model data processing procedures described by Sugiyono, which consists of three stages: data reduction, data display, and data verification (Sugiyono, 2013).

RESULTS AND DISCUSSION

WFH and TNS Employees Work Stress During PPKM Amidst Covid-19 Pandemic

The Covid-19 pandemic has brought about significant changes in various aspects of human life, both personally and professionally, particularly in terms of social interaction and communication. Everyday activities such as exchanging handshakes as a means of introduction, conducting business meetings or in-person teaching, enjoying casual gatherings at cafes, going to malls, and exploring the outdoors have become uncommon, severely limited, or strongly discouraged during this period. The transition from working from the office (WFO) to working from home (WFH) is one of the key transformations experienced by employees, and it has had a profound impact on the workplace. TNS is one of the departments that has required employees to have a full-time WFH. While working from home offers certain conveniences during a pandemic, it is also believed to contribute to an increase in work-related stress. Informant KR27, argued that:

> ……TNS served as my initial employer in Indonesia, the first place I work in Indonesia, I pursued a college education abroad and resumed my employment there. Upon returning to Indonesia, I faced the challenge start work during the pandemic and PPKM. I have to adapt swiftly under these circumstances, and it surely added stress to the situation. Not only did I have to adjust to my work responsibilities and a new environment, but I also had to contend with the constraints of PPKM, which limited my freedom of movement (Informant KR27).

The study by Buffer & AngelList claimed that employees at WFH during the Covid-19 period struggled to communicate with coworkers (Buffer & Angellist, 2020). According to Beehr and Newman, job stress is a condition that arises from individuals' interactions with their work and involves making adjustments that deviate from their usual roles (T. K. Lee et al., 2022). Luthans (2008) defines stress as the way individuals respond to overwhelming physical and psychological demands brought about by specific circumstances. This adaptive response is influenced by individual differences and psychological processes related to adjustment.

In an organizational context, stress describes an individual's adaptive reaction to environmental factors that disrupt their physical, psychological, or behavioral well-being. Ivancevich and Matteson also suggest that stress can be understood as the

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outcome of an individual's interaction with their environment (Luthans, 2011). As the person that started to work in a new company with a new culture, vision, and mission especially started it during the pandemic, the stress felt by the informant can be seen as their response to adjust to a new environment.

According to the findings of the interviews, the informants claimed that WFH, particularly during the implementation of PPKM, influenced their working style and level of work stress. Informant NS32, added that:

> ……when WFH, my father was ill, it diverted my attention from my work because, aside from work, of course, I also had to take care of him, not to mention take care of my husband, and household chores. In addition, I was the first and only person working on my project for Indonesia when I initially started at TNS, thus I had complete responsibility in all the decision, without coworker to talk from the same country, my stress at the time was increased by feeling alone and the lack of friends with whom to chat (Informant NS32).

In the statement of the informant above, we can see that stress during WFH occurs due to the division of focus between homework and office work. When working in an office, the focus of employees is just getting the job done, but at home, external conditions such as the problems above are hard to avoid. This finding similar with UN analysis based on data from UN Women, UNICEF, WFP, and UNDP claims that COVID-19 has a disproportionately negative impact on women's mental and emotional health, with 57% of women experiencing higher levels of stress. Increased home and caregiver responsibilities, fear of losing one's job and money, and the effect of movement restrictions on gender-based violence may all be contributory factors (UN Women, 2020). The informants experienced the same event.

Data shows a significant proportion (67%) of individuals experience sleep deprivation while working from home, particularly during the lockdown period. This is mainly due to the absence of household assistants to help with domestic tasks, resulting in individuals having to manage both household responsibilities and their work (Joy, 2020). Married workers face additional challenges in establishing boundaries between their household duties, such as caring for children and family, while simultaneously fulfilling their work obligations. This situation becomes even more challenging as they find themselves confined within the conditions imposed by the Covid-19 pandemic for an unspecified duration at that time (Bahney, 2020).

One of the study's findings indicates that during the Covid-19 time, it became stressful for employees for them to work on sensitive subject during WFH. The possibility exists that TNS team could be exposed to or requested to examine potentially hazardous information as the division responsible for platform security. This was not a problem for workers prior to Covid-19 because TNS personnel had access to welfare services,

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including training, research-based resources, and professional counseling (Bailliencourt, 2023).

> …….TNS is the department that ensures the security of the platform and content shared, there were times when I worked on a lot of sensitive content, especially during the Covid period, and this really affected my mood and gave me stress. Especially because there are restrictions on movement by the government (Informant MD30).

Basically, both working from home and working centrally from the office, employees must still work according to the company's competency standards. This means that employees will still experience demands and feel the same work pressure as when working in an office (Asbari et al., 2020). Working from home does not mean reducing work tasks and employee responsibilities to the company, employees must still be able to complete work targets in a timely manner, achieve KPIs set by the company, and still be exposed to sensitive content. Employees who are unable to achieve work targets can experience stress. When restrictions on community activities are imposed by the government and employees must work from home, the employee's options for reducing work stress are limited.

Furthermore, an unstable internet connection also contributed to the stress of TNS employees at this time. According to a survey published by Ookla in the Speedtest Global Index for February 2023, Indonesia has slower internet speeds than other Southeast Asian nations. At 20.17 Mbps, Indonesia presently ranks 103rd out of 137 nations in the world for average mobile internet speed (Humas UM Sumbar, 2023).

> …..living in a relatively remote area of Indonesia with an often-poor internet connection and regular power outages are two things that can make WFH more stressed. Not to mention the unfriendly condition of the house. Naturally, if we work in an office, this issue won't be a concern, but when we work from home, things are different (Informant MS27).

It was discovered that the erratic nature of this internet connection contributed to the work stress experienced by TNS personnel throughout the WFH period, particularly by those who reside in Indonesia's rural districts. Additionally, the issue of power outages is a challenge for employees because, for those who use Wi-Fi at home, power outages also result in the loss of internet access.

The Role of Interpersonal Communication in Managing TNS Employee Work-Stress

In an early textbook on interpersonal communication, Giffin and Patton (1971) provided a definition of communication as "a process involving the sending and receiving of messages". During that period, group communication was understood as communication between more than two individuals, while interpersonal communication was typically considered as conversation between two people.

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However, relying solely on numerical criteria to define interpersonal communication presents a dilemma, as there are instances of interpersonal communication within families, among friends, and in the workplace that go beyond mere dyadic interactions (Carr, 2021). During the Covid-19 outbreak, the Indonesian government implemented a community movement control mechanism known as PPKM. The goal was to stop the virus's spread. However, the limitations imposed by PPKM limit the options available to people for stress management. This encompasses stress caused by the pandemic itself, as well as work-related stress, which is experienced by TNS employees.

Human interaction with others is a necessary part of life. Since human connection plays such a crucial part in their life, humans rely on interpersonal interaction to satisfy both their material and spiritual needs (DeVito, 2016; Yunus, 2023). According to Kathleen A. Vertino's research in *"Effective Interpersonal Communication: A Practical Guide to Improving Your Life,"* nurses have the opportunity to employ effective interpersonal communication strategies in various contexts, including personal and professional settings. By doing so, they can effectively mitigate stress, enhance health, and elevate their overall quality of life (Vertino, 2014). Face-to-face or online intrapersonal communication serves numerous goals. The five objectives are: to learn, to relate, to influence, to play, and to help (DeVito, 2016). From the interview, this objective is aligned with the experience of informants:

> …….in spite of the strain that comes with (WFH), I think that talking to coworkers about personal struggles and experiences—whether they are work-related or from personal life—can help lighten the load we are carrying throughout the pandemic. By communicating what we have gone through, we can collectively ease our burdens and find support in one another (Informant MD30).

> …….I've already mentioned that when I first started at this company, I was the only one in charge of projects for Indonesia. After two months of work, two additional team members were added to this project. At the time, I was relieved because I finally had companions with whom I could discuss work, and I no longer felt alone and lonely (Informant NS32).

The informants stated that their goal of conducting interpersonal communication with co-workers had various reasons. However, basically emphasizes the purpose of connecting, playing, and helping. Interpersonal Communication helps us in relating. This relationship will help relieve loneliness and depression, allow us to share and increase happiness and make us a more positive person. This informant's statement is in line with previous research which stated that communication has an important role in supporting mental and psychological health during a pandemic (King et al., 2023; Reddy & Gupta, 2020). Communication with others not only affects the sense of identity

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but also directly influences physical and emotional well-being. Consistently, research shows that communicating with others promotes health, whereas social isolation is linked to stress, disease, and early death (Wood, 2008).

According to the findings of the interviews, the informants claimed that they discussed their difficulties with coworkers. Share stories about enjoyable things, weekend activities, images, amusing memes, or simply spend time confiding in one another with friends, best friends, or coworkers. This objective may sound basic, but it is necessary because it can offer us time to balance our activities and take a mental break from all the serious things going on around us.

> ....for me, sharing stories and venting with coworkers helps me feel rejuvenated during WFH. Even while they can't offer solutions to the issues I'm experiencing, at least they will listen and provide entertainment. Chatting with pals was quite useful at the time because we couldn't go out, right, no hangout, no cinema, so we just chatted and shared stories (Informant KR27).

The informants also mentioned that communicating with coworkers about work stress during WFH was better than talking about it with their husband or family, the reason because they sense a deeper understanding. According to NS32 and MS27 while their spouses or family members may offer support when they share about their work stress, the understanding of the specific obstacles the informants face may be restricted due to their lack of involvement in the same work context. Contrarily, chatting and discussing with coworkers, who are working on the same project and encountering similar difficulties, leads to a deeper understanding. As a result, there are times when they don't need to elaborate on a problem because without any explanation of the issue, coworker quickly understands the situation. Through interpersonal communication people become aware of each other, build connections to other people, construct and maintain relations with them, and develop a sense of belonging to the same social system (Carr, 2021).

The Role of Lark as a Medium of Interpersonal Communication and Implementation of Computer- Mediated Communication

Previous studies on Computer-Mediated Communication (CMC) revealed that due to the lack of nonverbal indicators, CMC had problems in establishing interpersonal communication. The lack of features such as tone, bodily movement, gestures, and facial expressions in CMC limits the depth of message delivery. However, research also found that given time and in line with technological developments, interpersonal communication in CMC can be established. Zhenyang Luo and Justin Walden in Fundamental Changes Brought by Computer-Mediated Communication examine the impact of technology on the delivery of useful contextual cues in communications, whether and how closeness can be sensed through communication technologies, and how communication interactions between peers evolve over time.

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During the pandemic, numerous changes occurred, and one notable shift was the increased reliance on performing tasks "online." Work, education, and caregiving responsibilities all underwent a transformation, transitioning to a new connected way of functioning. The primary response to continue working from home and maintaining social connections was the widespread adoption of digital communication tools. However, the extent to which communication technologies played a protective role is still a matter of debate. While some previous research suggests that technology could help alleviate feelings of loneliness, particularly during lockdowns (Shah et al., 2020), there is also a considerable body of literature pointing to the potentially destructive effects of technology-mediated communication on interpersonal relationships during COVID-19 (Choi & Choung, 2021).

Lark is a comprehensive toolkit designed for modern teams to facilitate communication and collaboration. It offers a wide range of features, including audio and video conferencing, live chat, hand raising, project management tools like approval flow and workflow automation, instant messaging, and file sharing. Additionally, Lark provides unique capabilities like creating wiki pages and screen recordings.

During the outbreak of Covid-19 and the transition to remote work (WFH), the TNS department relied heavily on Lark for all communication and work-related activities. From on-boarding training to project collaboration and day-to-day tasks, the department utilized Lark's messenger, document sharing, meeting capabilities, minutes recording, chat rooms, calendar, and email services to effectively manage their work processes. The TNS department belongs to a tech start-up company, where the reliance on technology for communication tools is inevitable. The majority of TNS employees consists of Millennials or Gen-Z individuals who are well-versed with familiar knowledge in using technology.

As stated above, research mentioned how CMC can form communication especially during lockdown periods. All the Informants of this research stated that CMC in the form of Lark give them the ability to feel connection with people. Informants stated that:

> …..when WFH, I confided in or shared my problem to team mate on Lark application. Since all work communication is on Lark, talks or chats on Lark are like killing two birds with one stone, you can work and talk with friend at the same time (Informant NS32).

> ……if I felt overwhelmed, stressed at work, or had problems at home during WFH, I would have a chat with one of my friends on Lark, if they are not busy we usually do phone call, but if we're busy we will just chat, chatting on Lark is fun because of the emojis it's very expressive, so even if it's just chatting we can use emojis or stickers to show more emotion (Informant KR27).

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> …..when I started to feel lonely or bored because of WFH, me and my teammate who are also my best friends, will share and talk either by chats or voice call on Lark, so it won't be too lonely, this is convenient because we can still do all the work at the same time (Informant HR29).

In online communication, when individuals share personal information or emotions with their conversation partner, the partner tends to perceive the discloser as more likable and intimate than in face-to-face (FtF) interactions (Pang et al., 2018). People learn from others' self-disclosures, discovering commonalities and developing stronger affection. Cues in Social Information Processing Theory (SIPT) can be adapted through languages and emoticons. Other studies emphasize that in Computer-Mediated Communication (CMC), social norms of politeness must be explicitly expressed through linguistic means, conveying as much or even more affection than non-verbal vocal and physical cues in parallel face-to-face interactions (Carr, 2021). This includes using explicit statements of positive affection, offering encouragement, and praising the conversation partner's abilities or qualities (Pang et al., 2018; Walther et al., 2005)

According to informants (KR27 and MD30) when narrating their difficulties or offering support to friends experiencing stress and fatigue, they frequently express affection and encouragement through words, whether during text chats or voice calls. For instance, phrases like "pretty girl can do it", or "don't worry, everything will be fine, stay strong mom ", and "patient beb, sis, this shall pass" are commonly used. Adding expressions of affection to their conversations fosters a sense of closeness, uplifts each other, and helps alleviate the stress they feel.

According to informants' statement various and expressive emoji in Lark give joy and fun in conversation, the emojis can show the feeling and creating meaning. Informants will choose specific emoji to show their exact feeling while on chat. When they feel overwhelmed or exhausted by work and house chorus, they will show their feeling by specific emoji. According to informants there are some emojis they usually use to express their feelings.

Table 2: Emoticons Table (Processed by Author, 2023)

Informant Feeling	Chosen Lark Emoji
Exhausted, Tired, Overwhelmed.	😭 🥱 🤯 😵‍💫
Support, Thankful, Entertain.	🥰 🫰 💐 🥺 🤗
Happy, Shy, Admire.	😂 😆 😃 😌 🤩
Encourage.	👲 👊 💪

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Celebrate.

Emoticons have unquestionably gained widespread popularity among individuals who grew up in the digital age, and their frequent usage is a means of adapting to communication platforms with limited nonverbal cues (Candrasari, 2020). The incorporation of emoticons and emojis as substitutes for conventional non-verbal communication has brought about positive changes in digital interactions (Gesselman et al., 2019). Emojis have emerged as a significant element of social behavior in today's digital realm and can be strategically employed as affective signals, especially in the context of human courtship (Venter, 2019).

Lark has the feature of instant messenger, phone or voice calls and video conferencing or video calls. Previous studies have discovered that video conferencing or video calls were adopted as an alternative to face-to-face interactions during the Covid-19 pandemic, addressing the limitations posed by the situation (Fudian & Oktavianti, 2021). To fulfill the need for interaction with peers during this time, video calls became one of the most preferred communication formats, with approximately 70% of participants using them more frequently during lockdown than before (Meier et al., 2021). However, this current study conducted within the TNS department found that informants were more at ease and engaged in communication with coworkers through Lark's instant messenger and phone calls, rather than relying on video conferencing or video calls. This observation aligns with other research results, indicating that individuals adapted to the restrictions and diversified their communication methods, with a notable preference for instant messengers and video calls.

Based on the informants' perspectives, communication through Lark's instant messengers or phone calls is considered easier and more efficient, akin to sharing stories while working with coworkers to alleviate feelings of loneliness. The use of video calls was not deemed essential because the main priority during that time was work, and the informants did not place significant emphasis on gestures or facial expressions while sharing stories. Additionally, one informant mentioned that the unstable internet connection posed a challenge, making video calls disruptive to work productivity, especially since their work heavily relied on stable internet connections.

Supporting this finding, unstable internet connection has been a challenge for effective CMC. In some regions, video conferencing may not be a feasible choice due to limited access to reliable internet and high bandwidth connections. Despite being considered a solution, internet access on affordable mobile devices is still in its early stages of development. Consequently, the absence of accessible internet, sufficient bandwidth, and up-to-date technology significantly hinders the successful adoption and implementation of online media (Kelsey & Amant, 2010).

According to the informants' statements, interpersonal communication is possible in Lark, and from their statement, it's all because of the tools and features that are provided in the application. Lark has many features that can be used to

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communicate, from instant messaging to phone calls, and video conferencing. According to a previous study, video conferencing enables parties to see each other's faces through communication devices and establish a social presence, which is like to meeting in person directly, and helps them to pick up on non-verbal cues, sensory cues, and socio-emotional indicators. The finding also shows that Lark an application basically a formal working tool can establish interpersonal communication between coworkers.

Limitation, the study's focus on TNS employees during the Covid-19 pandemic may limit the generalizability of findings to other industries or non-pandemic scenarios. The Covid-19 pandemic and the associated WFH period may represent a unique and exceptional context. Consequently, the findings might not be applicable in non-pandemic or post-pandemic situations. Important to note that most employees in TNS consist of Millennials or Gen-Z individuals who possess a high level of familiarity and proficiency with technology, they are equally proficient in using the Lark application and similar technologies, neglecting potential differences in technology competency that might influence their stress management. Based on this limitation, the researcher proposes that upcoming studies should center on examining how baby boomer generation employees perceive the adoption of communication technologies like Lark. This research can delve into their attitudes and experiences, while also identifying potential factors that may hinder or facilitate their use of the platform. Future research can also perform comparative research involving multiple organizations to assess the effectiveness of Lark and other communication platforms in building interpersonal communication to manage work stress during different circumstances, such as normal working conditions, crises, or remote work situations while also considering employee demographics such as age, job role, and technological proficiency.

CONCLUSION

Working from home (WFH) during the community activity restrictions period (PPKM), such as those imposed by Indonesia's government, leaves employees with little choice in dealing with work stress. Lark is a collaborative tool, where chat, email, video conferencing, calendar, and documents can all be found in one spot. During work from home in the covid-19 pandemic all communication in TNS took place in LarkThis study's importance is to see how Lark, that basically a formal working media tool can form an interpersonal communication between woman employees that help them to manage work stress during WFH and PPKM period amidst the Covid-19 pandemic.

According to the findings of this study, implementing WFH during the Covid-19 period resulted in heightened work stress among female employees in TNS Department. The stress was attributed to factors such as exposure to sensitive content, challenges in setting boundaries between household chores and office work, unreliable internet connection, feelings of isolation, and a lack of communication and interaction. However, it was observed that sharing work-related burdens with coworkers proved to be effective in reducing work stress. Interestingly, confiding in a coworker was considered

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more beneficial than sharing with a spouse or family, likely due to the shared understanding of similar challenges and issues in the work environment.

This study also discovered that Computer-mediated-communication plays a crucial role in fostering interpersonal communication and helps employees maintain a sense of connection, even while working from home. Particularly, the Lark application, which serves as a working media tool, facilitates interpersonal communication among female employees, aiding them in managing work stress during the WFH and PPKM period amid the Covid-19 pandemic. The application's instant messenger, phone call features, and expressive emoji make it convenient for employees to share their concerns and stress related to WFH and the pandemic, as compared to using video conferences or video calls. Lark allows employees to interact and communicate with colleagues efficiently while remaining focused on their tasks, considering its primary function as a professional working media tool.

<div align="center">BIODATA</div>

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Indonesia's Roles in Myanmar's Rohingya Crisis: Through the Lens of Public Diplomacy

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ABSTRACT

Myanmar's Rohingya crisis is one of the intractable conflicts in South East Asia that has been unsolved until now. The Rohingya, as a minority group in Myanmar, suffer from human rights violations by the majority Buddhist Rakhine population with central government support. In effect, many of them fled to neighboring countries, such as Thailand, India, Indonesia and Nepal, and other countries across the region (UN Refugees, 2022). Indonesia, as one of the founding members of ASEAN, thinks that ASEAN must solve this conflict, but the obstacle faced by ASEAN is the non-intervention principle. With the differences in ideology and national interest of ASEAN member states, this conflict is not to be the utmost priority by the ASEAN Members. Indonesia gave attention to Myanmar's Rohingya crisis since the crisis emerged in 1948 at the same time Myanmar gained independence from Great Britain. As an ASEAN host this year, Indonesia intensified its role to be a peace broker through shuttle diplomacy and engaging key players in Myanmar. Indonesia realized that this conflict must be solved by bringing to the table the key players in Myanmar's Rohingya conflict. This conflict matters for Indonesia, because of a chance for Indonesia to be portrayed as one of the countries that enhance its reputation and want to revive its glory moment in the Soeharto era that can solve regional conflict. Public diplomacy will be used in this paper by seeing the efforts of the Indonesian government, especially during President Jokowi's second term. As Joseph S. Nye said <<soft power is the ability to affect others to obtain the outcomes one wants through attraction rather than coercion or payment>>, we can see the Indonesia effort through shuttle diplomacy, implementation of the Five-Point Consensus on Myanmar, and humanitarian aid to solve this conflict. The capacity of Indonesia to be an honest peace broker is natural because of the resources that Indonesia had in several areas, particularly in political and economic areas.

Keywords: *Public Diplomacy, ASEAN, Indonesia, Rohingya's Crisis, Shuttle Diplomacy*

INTRODUCTION

As on January 1st 2023 (until December 31st 2023), Indonesia will serve as ASEAN's chairman, but several challenges occurs particularly after the pandemic of COVID 19, not only in the aspect of economic, where recession happened in ASEAN member countries, but also in geopolitical context, where unsolved conflict of South China Sea between China, Malaysia, The Philippines, Vietnam, and Brunei Darussalam, also the Rohingya's Myanmar Conflict are still occurred. In fact, strengthening ASEAN's institutional capacity and effectiveness is one of the priorities that must be addressed by Indonesia. As stated by Foreign Ministry Spokesperson Teuku Faizasyah:

> "Some of the issues that will be discussed at the 42nd ASEAN Summit revolve around the themes of strengthening ASEAN institutions, drafting the ASEAN Post 2025 Vision, post-pandemic economic recovery, strengthening health architecture in the region, as well as other important issues in the region, such as the progress of 5PC implementation in Myanmar and other developments outside the region."(kemenparekraf.go.id)

Indonesia's effort to solve the Rohingya's Myanmar conflict is important to be studied, because the role of Indonesia to solve the regional conflict in ASEAN is not a new thing. Indonesia as the founding father of ASEAN feels a responsibility to keep peace and security in ASEAN. It is aligned with its "free and active" foreign policy principle, where Indonesia has commitment to maintaining world peace and order through its impartiality. Not only in regional conflict, such involvement of Indonesia as peace broker in ceasing Cambodian armed conflict and ending Vietnam's occupation in Cambodia, between the Philippines and the separatist group Moro National Liberation Front, and between Cambodia and Thailand over the conflict of the area around Temple of Preah Vihear, the effort of Indonesia as peace broker in wider arena also occurred last year when Indonesia tried to facilitate the meetings between President of Russia Vladimir Putin and President of Ukraine Volodymyr Zelenskyy in G20 summit.

However, both of president did not attended the summit, but at least there is an effort from Indonesia governement to priorities this issue, again, Indonesia realised the nature of the conflict between Russia and Ukraine is pure territorial conflict that actually did not have a place in G20 summit, which is economic forum, but the effects of this conflict undoubtedly impacted the global food security.

The Rohingya's Myanmar conflict that occured in decades has been drawing the attention of the international community. In Myanmar, the Rohingya have endured decades of violence, prejudice, and persecution. Media gave a place to this conflict, particularly in 2017, whereas UNHCR stated their largest exodus began in August 2017 (unrefugees.org). This article will discuss The Indonesia's Roles in Myanmar's

Rohingya Crisis: Through the Lens of Public Diplomacy with the division of four sections of discussion. The first discusses the Rohingya crisis in Myanmar: The Origin and Significance - as this conflict happened decades ago, the significance of this conflict is added by assessing the changing of Myanmar's rule and the effect on Rohingya-. The second dicusses Indonesia's Resources as mediator in regional conflict - as mentioned before, Indonesia's role as peace broker in Rohingya's Myanmar conflict is not the first time, therefore the success of Indonesia's effort in mediating regional conflict will also be discussed here. The third, conceptual framework and research method: Public Diplomacy - one of the outputs of Public Diplomacy is conflict resolution, beside branding and advocacy, for this reason there will be a link of the success of being peace broker to the image of the country-. The fourth will discuss the method of Indonesia to solve the Rohingya's Myanmar conflict: Shuttle diplomacy of Foreign Minister Retno Marsudi and The Implementation of the Five-Point Consensus on Myanmar.

Rohingya Crisis In Myanmar: The Origin And Significance

The nation of Myanmar, often known as Burma, is situated in the western part of mainland Southeast Asia. With a total population of 56.424.000 (2023), this country consists of various ethnicities. There are *taingyintha* or "sons of the soil", Chinese and South Asians (Alam, J., 2019). The Rohingya population is not recognized as an official ethnic group by the predominantly Buddhist Myanmar, as a result, they have been denied citizenship since 1982 (unrefugees.org).

The Rohingya population has resided in Rakhine State or Arakan, located in western Myanmar, since a long time ago. Shahabuddin argued that The Rohingya are specifically referred to be Muslims in recent times. Arakan, which is geographically isolated from the rest of Myanmar by a range of mountains, has always maintained a distinct political identity (Shahabuddin, M., 2019). Arakan had its kingdom in the 13th century with its capital Mrauk U. At that time, this kingdom was prosperous and had strong relations, such in economic and trade with the Bengal Sultanate. But, it did not last long, when Meng Khari (known as Ali Khan) annexed the territory of Bengal (e.g. Ramu in present-day Cox Bazar) (Shahabuddin, M., 2019).

As the British conquered Myanmar in 1824 and included Arakan as part of it, the Rohingya still resided there and after gaining independence they have been subjected to discrimination by the Myanmar government. Rohingya families are denied basic rights and protection due to their statelessness, making them particularly susceptible to exploitation, sexual and gender-based violence (SGBV), and other forms of abuse. Based on UNHCR, it makes them the world's largest stateless population (unrefugees.org).

After a significant wave of violence erupted in Myanmar's Rakhine State in August 2017, more than 700,000 people—half of them children—were forced to flee, arriving in Bangladesh. This was their greatest exodus (unrefugees.org). Not

only Bangladesh, but several neighboring countries such Indonesia, Malaysia, India, Australia, and other countries across the region (unrefugees.org).
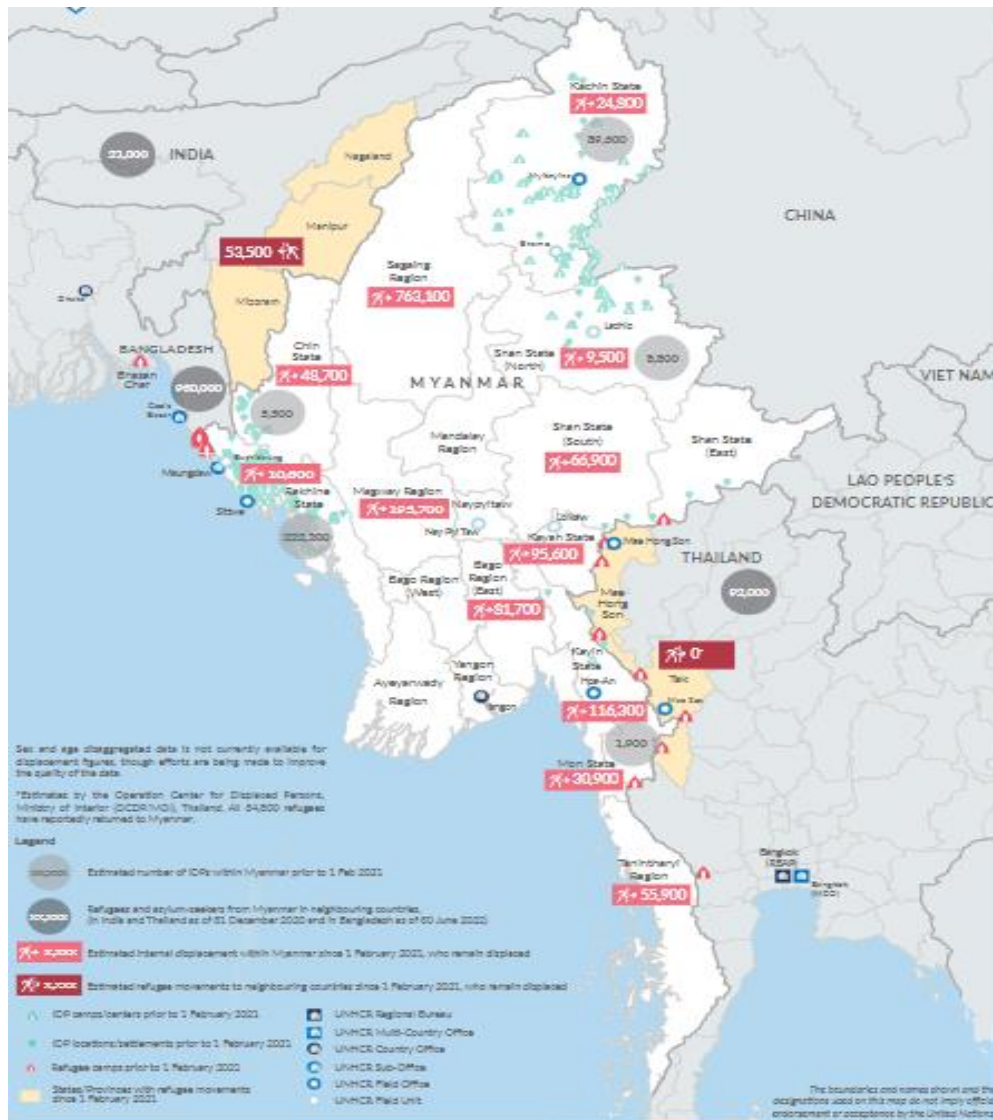

Figure I: Myanmar Emergency - Regional Overview Map
(as of 1 May 2023}

Despite Indonesia not being the top destination of the Rohingya population, but Foreign Minister of Indonesia, H.E Retno Marsudi thinks that Indonesia must take action to solve this conflict. The absence of ASEAN in solving this conflict due to its principle of non-intervention, made Indonesia separate itself to solve this conflict. In the next section, the discussion of Indonesia's resources as a mediator in regional conflict will be presented, and what kind of effort that Indonesia could give to solve this conflict.

Indonesia's Resources As Mediator In Regional Conflict

Every country in this world has resources to advance its foreign policy either by its hard power or soft power. When talking about hard power, many argue that military and economic capacity are the instruments to influence the behavior or interests of other political bodies. Whereas, when we talk about soft power, Nye stated it relies on:

> "Its culture (in places where it is attractive to others), its political values (when it lives up to them at home and abroad), and its foreign policies (when others see them as legitimate and having moral authority)"(Nye, Joseph S., 2011).

Indonesia as one of the largest democratic and Muslim countries in the world presented to the world that it is possible when democracy, Islam, and modernity go hand in hand (Sukma, R. (2011). Moreover, as Foreign Minister Hasan Wirajuda stated that:

> "Indonesia today stands proud as the third largest democracy in the world. As a nation with an overwhelmingly Muslim population, Indonesia is a living refutation of the erroneous notion that Islam and democracy are incompatible" (Sukma, R. (2011).

From that statement above, Indonesia would like to project to the world that democracy and moderate Islam are the soft power instruments of Indonesia. Managing a multicultural and multi-religious country is not an easy task. Indonesia indeed experienced intra-state conflict because of ethnicity and religious reasons, but those things were resolved properly by the Indonesian government and it shows the capacity of the government to tackle the conflict within itself.

Sukma said that several reasons have contributed to the increased use of soft power elements as foreign policy assets. There are (Sukma, R. (2011) :

a. The 2004 elections

The 2004 general election was an experiment of Indonesia's new democracy. It was the second election following President Suharto's resignation. However, this second election was substantially different from the previous one in many ways. This was because the 2004 election was the first held following the adoption of the fourth amendment to the 1945 Constitution. The amendment altered Indonesia's political system in a way that influenced the recruitment of the political elite.

b. The confidence in crafting democracy and Islam as foreign policy assets

This stemmed from the relative success in moderating Muslim constituent reactions to US reprisal in Afghanistan and the invasion of Iraq. Despite sporadic violent street demonstrations by extreme organizations, public protests against the United States were mostly calm. The Indonesian administration was able to gather backing from major Muslim organizations to warn the public that protests against the US should not be violent and that Indonesians should prioritize national interests over outsiders. Leaders of both Muhammadiyah and NU urged Indonesian Muslims to focus more on Indonesia's domestic issues and less on Afghanistan.

c. The ability to resolve protracted secessionist conflict in the province of Aceh through peaceful means

Gerakan Aceh Merdeka or The Free Aceh Movement was a separatist group seeking independence for the Aceh region of Sumatra, Indonesia. This group is undoubtedly challenging for the Indonesian government because many analysts worried about Indonesia's disintegration, or "Balkanization." However, it turned out the democratization process was encouraged to solve this conflict by peaceful means, with the output of the Aceh Peace Accords. This case always became a reference of President Susilo Bambang Yudhoyono's that dialogue is the most important tool in soft power to end intra-state conflict.

d. Reluctant participant in the war on terror

The combining of moderate Islam and democracy has finally succeeded in its efforts to prevent and combat the growing domestic menace of terrorism. Moreover, Vice President of Indonesia, Jusuf Kalla, said that there is a collaboration between police and ulamas, in which, on the physical front, the police fight the terrorists, while the ulamas [Muslim religious leaders] fight the ideological battle.

From the explanation above, many see that Indonesia is a newly democratic country that began its journey in 2004. However, the success of Indonesia in resolving the conflict at its home and outside proves that Indonesia had the resources to be a mediator in a regional conflict. The principle of "free and active" is often misinterpreted as Indonesia not wanting to be involved in creating a secure and peaceful world to live in, but on the contrary, free means that Indonesia will not take a side with any party when there is a conflict and active means that Indonesia will contribute to creating a secure and peaceful world to live through its involvement in various regional or international organization, and definitely by being a mediator between conflicting parties.

CONCEPTUAL FRAMEWORK AND RESEARCH METHOD: PUBLIC DIPLOMACY

The tool of public diplomacy is separated into five components: listening, advocacy, cultural diplomacy, international broadcasting, and exchange diplomacy, which is widely utilized by states. Exchange diplomacy is used to regulate the international environment by sending individuals overseas and allowing citizens from other nations to study and acculturate for a period of time (Cull, N. J. (2008). As a result, public diplomacy refers to an intentional communication strategy that clearly associates promotion within a country with its international public.

When it comes to the main functions of diplomacy, there are at least three important forms of diplomacy: economic diplomacy, cultural diplomacy, and public diplomacy. Public diplomacy, often known as people's diplomacy, is one of the several government operations aimed at directly communicating with various foreign publics. Public diplomacy also encompasses all official efforts to persuade the target segments of opinion to accept or tolerate the government's policy objectives.

In the case of the Rohingya's Myanmar conflict, Indonesia uses track one diplomacy or official diplomacy. De Magalhaes describes Official Diplomacy as (Magalhaẽs, C. J. 1988):

> "[a]n instrument of foreign policy for the establishment and development of contacts between the governments of different states through the use of intermediaries mutually recognized by the respective parties".

Track One diplomacy is distinguished from all other forms of diplomacy by its formal application at the state-to-state level. Track One Diplomacy is commonly regarded as a state's principal peacemaking tool in foreign affairs. It is carried out by diplomats, high-ranking government officials, and heads of state to influence political power structures.

The effort of Foreign Minister of Indonesia, H.E Retno Marsudi in September 2017, used shuttle diplomacy to try to resolve the Rohingya humanitarian issue in Rakhine State. She took a flight from Jakarta to Singapore, then to Myanmar, Thailand, and Bangladesh before returning to Jakarta. She argued that the safety of The Rohingya population is the utmost priority, and she also asked Junta Militer to refrain from using violence towards The Rohingyas.

I.   Indonesia's Public Diplomacy to Solve Myanmar Conflict: Shuttle Diplomacy of Foreign Minister Retno Marsudi and The Five-Point Consensus

At the UNGA High-Level Side Event on "Rohingya Crisis" in New York, 22 September 2022, FM Retno Marsudi appealed to the countries to resolve The Rohingya's conflict. There are three points that she addressed (kemlu.go.id): First,

their (The Rohingya) voluntary return requires security assurances and hope for livelihoods, second, the need to protect The Rohingya refugee's safety and security in Cox's Bazaar, and third, the urge for peace and national reconciliation.

In the third point, FM Retno Marsudi has been doing shuttle diplomacy to urge international communities to be involved in the realization of peace and national reconciliation. Following the Yom Kippur War in 1973, the term "shuttle diplomacy" was used to describe Henry Kissinger's efforts to mediate peace in the Middle East by "shuttling" back and forth between countries and leaders to establish cease-fires and peace deals (Hoffman, D. A., 2011). The model of shuttle diplomacy is not suitable for every conflict, whereas when it is difficult for conflicting parties to meet directly or meet at one table, shuttle diplomacy at least can be an alternative, to find a solution. Here, the mediator will "shuttling" back and forth between countries and leaders to bring a caucusus or a room to reflect what kind of proposition each party is willing to offer.

In the case of The Rohingya's Myanmar conflict, the negotiation is not between the Myanmar Government and the Rohingya's representatives. It is merely, between the Myanmar Government and the international communities. The reason is, that the Myanmar Government (now ruled by Junta Militer) does not recognize the Rohingya as its citizens, so for the Junta Militer, there is no room for The Rohingyas to negotiate with them. Therefore, the only way to resolve the conflict is through the effort from international communities to ask the Junta Militer to stop the persecution of The Rohingya; which is in international law, is called R2P or Responsibility to protect. In the end, FM Retno Marsudi succeeded in drafting a five-point consensus on Myanmar that was endorsed by the ASEAN countries.

Five-Point Consensus On the situation in Myanmar, the Leaders reached consensus on the following (asean.org):

- First, there shall be an immediate cessation of violence in Myanmar and all parties shall exercise utmost restraint.
- Second, constructive dialogue among all parties concerned shall commence to seek a peaceful solution in the interests of the people.
- Third, a special envoy of the ASEAN Chair shall facilitate mediation of the dialogue process, with the assistance of the Secretary General of ASEAN.
- Fourth, ASEAN shall provide humanitarian assistance through the AHA Centre.
- Fifth, the special envoy and delegation shall visit Myanmar to meet with all parties concerned.

So far, there has been no response from the Junta Militer to implement this consensus, but as the chairmanship of Indonesia in ASEAN is not ending yet, there is still a chance to push Junta Militer to implement this consensus.

BIODATA

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