

Bridging Cultures: Intercultural Communication in Public Relations for Jakarta Practitioners

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ABSTRACT

This research aims to describe how public relations practitioners apply intercultural communication competence, who have worked in government institutions, mass media, hospitality, and other organizations with a diversity of ethnic and cultural members, also should have specific competence to solve their problem communication in all daily activities. This research is based on an intercultural communication perspective, and interpersonal competence of public relations, with the research method being a case study, interviewing technique for gathering data, and qualitative descriptive analysis. Five key informants invited with different background organizations described that they have worked in public relations functions and follow the mechanism of intercultural communication competencies, such as motivation to communicate, sufficient knowledge of culture, appropriate communication skills, sensitivity, and character. The research result describes five competencies that have applied in their professional communication activities, especially building good relationships,



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mapping cultural background, having a high motivation to communicate with others, practicing relevant communication when they encounter several difficulties, then always trying to understand the psychology of others when they start to communicate, in formal or informal situation. Then, in the process of anticipating so as not to experience frustration or culture shock with communication partners from different cultures, the speakers also made adaptations, making relevant adjustments, based on the current situation, in the form of speaking in general, discussing local products, discussing the latest issues. and optimize social media. It becomes a medium to reduce the inconvenience of communicating due to differences in culture and background.

INTRODUCTION

The contribution of the economic drivers cannot be isolated from the history of the globe and the industry that gave rise to them. Face-to-face phenomena are becoming rare because they may manage their organization's business from their homes and their separate nations without physically interacting. Particularly in light of the Covid 19 pandemic, which began in December 2020 and is still continuing strong, and has affected Indonesia and other nations since then. This will consequently evolve into a multi-cultural entity in the context of business communication due to the diversity of people from different racial and ethnic backgrounds as well as different nations.

This diversity demonstrates people's willingness to interact and converse with people from different cultural backgrounds. Notwithstanding this, there are still challenges with language, technical communication, and

body language, particularly how companies handle disagreements. In addition, it was intimately linked to the Internet corporate communication process during the Covid-19 pandemic. In these corporate activities, how is the intercultural communication process carried out?.

On the other hand, the globalization of society requires the development of intercultural communication competencies relevant to corporate requirements. This involves the emergence of crises and industrial advancements that call for trustworthy human resources to facilitate cross-cultural communication. The statement by Max Weber, "If we learn anything from the history of economic development, culture makes the difference," was elucidated by Samovar and their companions (Samovar et al., 2010). In addition, all the multicultural shifts in the corporate world have produced a setting where "doing

business" necessitates cross-cultural collaboration.

Public relations professionals working in companies that interact with stakeholders across borders, particularly those who remain in Jakarta and begin employment as practitioners, they frequently interact with clients, suppliers, and other stakeholders. Why was Jakarta the city of choice? This is pertinent to the numerous international corporations that call Jakarta home and serve as a model for business operations for businesses worldwide.

The research team selected Jakarta because it serves as a hub for economic activity and a destination for business for both domestic and foreign businesses. This happens because it is designated as a special area for the Republic of Indonesia's capital city, meaning that the resources, infrastructure, and amenities are certainly sufficient to satisfy the demands of business organizations. Satellite cities including Depok, Tangerang, South Tangerang, Tangerang Regency, Bogor Regency, and Bekasi Regency also play a significant role in catering to the demand of business in Jakarta. In addition, the closest provinces—West Java Province and Banten Province—serve as a second home and source of support for entrepreneurs looking to live, work, and enjoy their free time.

Based on statistics from 2014 (www.data.jakarta.go.id), Jakarta became home to 4231 foreign businesses. There were 2699 firms in 2003, however, the number of businesses has since increased dramatically. This growth is consistent with the support that the federal government, local, district, and provincial governments, as well as other stakeholders, have offered in infrastructure, amenities, and transportation links. Public relations professionals need to thoroughly examine the business procedures that they must follow in both for-profit and non-profit establishments. This has to do with the organization's distinct nature and the

variations in its requirements. For-profit businesses need communicators who understand the demands of suppliers, distributors, media, and customers. Non-profit organizations, on the other hand, will concentrate on the government, workers, or other stakeholders.

In the Indonesian environment, the field of public relations is expanding rapidly. This applies to the review conducted by Sriramesh and Verčič (2002), which concluded over two decades ago. Public relations has rapidly expanded globally as a professional field. The advancement of communication technology and the global dissemination of information about goods, services, and lifestyles provides support for this. This occurs not just in the United States but also in Europe, Latin America, Asia, Africa, and the Middle East including the advancement of satellite and internet-based communication technologies as well as the formation of an economic bloc of nations.

Therefore, the researchers conclude that the establishment of multicultural contacts is supported by the worldwide public relations professional convention. The organizations under investigation in this study comprise both government and private entities, as well as multicultural members from both within and beyond the nation. In addition to this, public relations practitioners possess the interpersonal and intercultural communication skills necessary to meet the demands of their organization, due to the diversity of their membership. The reason the practitioners were chosen is because as the organization developed in a state of upheaval, this field led the way in managing communication between internal and external organizations.

Furthermore, it facilitates the establishment of two-way communication channels between major parties and organizations, including the



media, government, communities, investors, and interest groups. It is also pertinent to the study process that will be conducted in Jakarta, particularly with regard to non-profit organizations like government agencies and educational institutions and for-profit tourism organizations. The organization was selected due to the prominence of its intercultural communication initiatives, particularly among public relations professionals. These Jakartan institutions were chosen because of their PR initiatives that encompass cross-cultural communication methods and multi-cultural business contexts.

This study took place over about seven months, from February 2022 to August 2022. It is anticipated that this study approach will be beneficial, particularly in enhancing intercultural communication competency, particularly for public relations practitioners in their various fields. By educating students about the value of intercultural communication skills in their future employment, we may also contribute to the scientific advancement of intercultural communication.

This research is limited to the things stated below, the interviewing process for practitioners of Public Relations in Jakarta. This research dedication does identify competence especially related to intercultural communication. The location of this research is in Jakarta, Indonesia. Based on the background above, it can be formulated the problems in this research: "How is intercultural communication competence for public relations practitioners in Jakarta?"

The purpose of this research is to identify how intercultural communication competence is applied to public relations practitioners in Jakarta.

Contribution of the identification and model arrangement of intercultural communication competence by public

relations practitioners in Jakarta, consist of:

- a). Supporting the development of concepts and basic competencies of intercultural communication needed by practitioners of public relations.
- b). Provide inputting to managers in the field of public relations on basic competencies of intercultural communication, so that they become part of improving the curriculum content and learning methods in each field of study.
- c). Advice to the university which has public relations majors, and modeling of cross-culture communication base competence which has been gained by the student.

The literature review will describe several research journals, related to intercultural communication competence. Referring to previous research conducted by Puji Lestari, Retno Hendariningrum, and Prayudi in a research journal entitled "Cross-Cultural Business Communication Competence." This study aims to examine the effect of interethnic stereotypes on business communication competence among Javanese and Padang silver entrepreneurs in Yogyakarta and the field. This study includes the independent variable of interethnic stereotypes and the dependent variable of Intercultural Business Communication Competence. This study uses an objective perspective with quantitative data collection methods, as well as Structural Equation Model (SEM) analysis techniques.

There are 3 results from this research. The first hypothesis is that stereotypes between Javanese and Padang ethnic silver handicraft industry entrepreneurs are formed by three indicators or manifest variables, namely cultural values that are owned (auto stereotypes), inter-ethnic experience, and social prejudice against other ethnic groups. The second research hypothesis that was tested was stated as follows: "Business communication



competence among Javanese-Padang ethnic silversmiths is shaped by three indicators or manifest variables, namely motivation, knowledge, and communication skills."

The results of the third hypothesis test indicate that the level of business communication competence that occurs among Javanese and Padang interethnic silver entrepreneurs is positively influenced by the level of stereotypes that develop among them. Regarding the test of the third hypothesis, it strengthens Gudykuns and Kim's theory of intercultural communication influenced by culture, socio-culture, and psycho-culture. Indeed, culture (cultural values), sociocultural (interethnic experience), and psycho-cultural (prejudice) which are tested through the concept of interethnic stereotypes affect the competence of intercultural communication in business. (Lestari et al., 2020).

The next reference research is conducted by Moulita, Communication Studies, Faculty of Social and Political Sciences, University of North Sumatra, Indonesia with the research title "Intercultural Communication Competence of High School Students". This study is intended to see how the intercultural communication competence possessed by students at SMA Sultan Iskandar Muda Medan, the research method used is to apply a qualitative approach through the case study method. The purpose of qualitative studies is to focus on how people or groups of people can have different views in viewing a reality, usually social or psychological problems.

This research uses a case study method, as an exploration of bounded systems or cases. A case is interesting to study because of the distinctive features of the case that have meaning for others, at least for the researcher. Sampling techniques in qualitative methods are focused on seeking information from

specific groups and subgroups in the population. This study took a sample of students at Sultan Iskandar Muda High School, Medan. Students who become informants are those who represent several ethnic groups in SMA Sultan Iskandar Muda, Medan, including Chinese, Batak, Javanese, Indian, Malay, and Minang. In addition, samples will also be taken representing each class, namely classes X, XI, and XII.

The best level of proficiency according to the proposed concept, was found in individuals who had the best ICC elements, namely Informant 1 and Informant 6. Both informants had awareness or knowledge of their own culture and others, high self-concept, open-mindedness, and non-judgmental others, as well as being able to display social relaxation, interaction management, and social skills in intercultural interactions. Meanwhile, individuals who lack all elements of skills, such as self-disclosure, tend to find it a bit difficult to make friends, because of a lack of self-confidence. The most important thing is that communicators must have an understanding of intercultural differences, can overcome obstacles, and be willing to use these skills. In this way, intercultural communication can take place properly. (Moulita, 2019).

The next journal is that discusses The Importance of Intercultural Awareness and Intercultural Communication Competence in the Global Workplace, written by Amia Luthfia. (Luthfia, 2014). The research aims to demonstrate the importance of intercultural awareness and the ability to communicate effectively between cultures in the global era. The research method used is a literature study. Data and information were obtained from secondary data from books and references related to the article's theme.



The main sources of this paper are various research results that have been carried out in various journals and various intercultural communication textbooks. The result of this research is that globalization has given birth to thousands of international and multinational companies around the world. Interaction between foreign and local workers is unavoidable, business transactions and negotiations are not always successful and smooth.

Business transaction failures and declining company performance are often caused by cultural differences. For now, for business people and members of multinational organizations, understanding the culture of foreign partners is a must. Recognizing and understanding cultural differences that exist is of utmost importance. Each culture has its uniqueness and characteristics; different language means different culture.

Eliminate prejudice, stereotyping, and ethnocentrism. Increase cultural sensitivity, be open to differences and communication skills, and interact appropriately and appropriately. Local, multinational, or international companies should immediately conduct training in intercultural communication, sensitivity training, and intercultural understanding for all their employees. Intercultural communication competence can be achieved through the process of intercultural sensitivity, intercultural awareness, and intercultural communication skills. Companies that have intercultural competence will be able to succeed and maintain success in global business.

Another research reference that the authors include is a study conducted by Puji Lestari with the title of Stereotypes and Competence of Balinese and Chinese Business Communication Competencies (Studies Among Balinese and Chinese Silver Entrepreneurs). The

method used by this research journal is that this study uses an objective approach (quantitative data types) and is supported by qualitative data.

The quantitative data of this study were obtained from questionnaires from respondents' answers, while qualitative data was obtained from interviews with respondents. This qualitative data is used to clarify the findings of statistical analysis and to obtain comprehensive data regarding the effect of interethnic stereotypes on intercultural business communication competence among Balinese and Chinese ethnic silver entrepreneurs.

The variables of this study include the X variable (the latent variable is Interethnic Stereotypes), the manifest variable (X1=Cultural Values, X2=Interethnic Experience, X3=Social prejudice) and the Y variable (the latent variable is Intercultural Business Communication Competence), the manifest variable is Y1=communication motivation, Y2=communication knowledge, Y3=communication skill). The population of this research are silver entrepreneurs from Balinese (190) and Chinese (210) ethnic groups.

The results of this study conclude several findings that cultural values, inter-ethnic experiences, and social prejudices affect inter-ethnic stereotypes among Balinese and Chinese silver entrepreneurs.

Conceptually, the results of this study strengthen the intercultural communication theory of (Gudykunst, 2005), that in intercultural communication, humans are always influenced by cultural (including cultural values), sociocultural (including interethnic experiences), and psychocultural (including prejudices). social). Motivation, knowledge, and communication skills affect business communication competence among Balinese and Chinese entrepreneurs.



In addition, the results of this study strengthen Spitzberg's (2000) intercultural communication competence model, that motivation, knowledge, and cultural relativism in Bali China business understanding of Balinese-Chinese intercultural business communication understanding Balinese-Chinese intercultural business communication competence and communication skills form intercultural communication competence. Inter-ethnic stereotypes affect the level of business communication competence that occurs among Balinese and Chinese entrepreneurs. The results of this study support the concept of interethnic stereotypes affect intercultural communication competence, namely the more positive the interethnic stereotypes (the closer to reality), the higher the communication competence between them. (Lestari, 2007).

In addition, there are results from previous research that were also studied by the research team, namely the intercultural communication approach to PT Santos public relations in building empathetic communication.

The results of the study indicate that public relations practitioners carry out a process of adjustment, including adaptation to the organizational environment, both in terms of language and style of dress, as well as placing themselves as members of the local community, as a communication process of public relations empathy.

To create a cultural relationship between the organization and the public, through the building of trust and openness. This research was conducted by Neng Yuyu, Anisti, Dasrun Hidayat, and Mahardiansyah Suhadi, and was published in the Journal of Public Relations Profession, Padjadjaran University Bandung, Volume 4, No. 1, pages 1-22, in 2019. The research method used is a qualitative method, with an

ethnographic study of public relations, supported by observation data collection techniques and in-depth interviews with 8 informants. (Yayu et al., 2019).

Next, to gain intercultural communication competence, the targeted people must have cultural sensitivity, i.e. an attitude and way of behaving in which you are aware of and acknowledge cultural differences. Without cultural sensitivity, there can be no effective interpersonal communication between people who are different in gender race, or nationality.

After getting cultural sensitivity, people can improve intercultural communication by:

1. Prepare themselves to learn about other cultures.

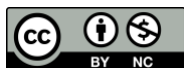
By learning people can face fears that may appear in intercultural communication. For example: fear of being cheated, being bullied, being disliked, etc.

2. Reduce the ethnocentrism of the people.

By learning their own culture, people develop their ethnic identity, i.e. a commitment to the beliefs and philosophy of the culture. A different type of cultural identification is ethnocentrism i.e. the tendency to see other people and their behavior through their cultural filters. People tend to evaluate their own culture as superior to other cultures. The way to reduce this ethnocentrism is by giving information about the positive sides of other cultures.

3. Confront stereotypes of other people
Stereotype is labeling the same image to a group of people. People can give stereotypes to ethnic groups, religious groups, racial groups, or even community groups. Stereotypes can be positive and can be negative. It can be a problem if people make generalizations of the stereotype to all members of a cultural group.

4. Increase mindfulness of the people



Mindfulness means behaving logically and realistically. Being mindful also means not following your unlogical or unrealistic reasoning. The opposite of mindful is mindless (unlogic/unrealistic). Mindless people may think that another group of people is cruel, materialistic, dishonest, rude, or greedy without logical/realistic reasons. This way of thinking must be changed by practicing them to think logically and realistically.

5. Avoid over-attribution to other people
Over-attribution is the tendency to attribute too much of a person's behavior or attitudes to one of the person's characteristics.

6. Recognize differences

To communicate intercultural people need to recognize the differences between themselves and people from other cultures, the differences within the other cultural group, and numerous differences in meaning.

7. Adjust communication

Intercultural communication takes place only when the people communicating share the same system of symbols. Therefore it is important to adjust the communication to compensate for cultural differences. As people adjust their communication, they recognize that each culture has its own rules and customs for communication. (Devito, 1992).

Next, cultural communication involves the negotiation of cultural codes through communal conversation. Communal conversations are communicative processes through which individuals negotiate how they will "conduct their lives together".

Like Hofstede isolates four dimensions of cultural variability: individualism–collectivism, low – high uncertainty avoidance, low – high power distance, and masculinity–femininity. Both ends of each dimension exist in all cultures, but one end tends to

predominate in a culture. Individual members of culture learn the predominant tendencies in their cultures to various degrees. It, therefore, is necessary to consider both cultural and individual-level factors when explaining similarities and differences in communication across cultures. (Gudykunst, 2005)

Then, we can continue this concept with intercultural communication competence. According to Spitzberg's review, intercultural communication competence is appropriate and effective behavior in a particular context. Meanwhile, according to Kim, intercultural communication competence is an individual's internal ability to manage the main features of intercultural communication, namely cultural differences and unfamiliarity, inter-group postures, and stress experiences. That is, to be a competent communicator means having the ability to interact effectively and appropriately with members of a culture who have a cultural-linguistic background.

Intercultural communication competence has 5 components of competence that affect a person's ability to interact effectively and appropriately in other cultures. The five components are (1) motivation to communicate, (2) sufficient knowledge of culture, (3) appropriate communication skills, (4) sensitivity, and (5) character. (Samovar et al., 2010)

The following is a review of these 5 components, starting with (1) motivation, which is an individual's desire to interact with others, both physically and emotionally, having a personal desire to improve communication skills. As motivated communicators, individuals show interest and make an effort to talk, understand and offer help. Furthermore, individuals want to relate to others on a personal level and have an international



perspective when interacting with other people from different cultures. So to have intercultural communication competence, it is necessary to motivate an individual to move beyond his boundaries and try to learn the experiences of people who are not part of everyday life.

Furthermore, (2) sufficient knowledge about culture. This aspect includes the knowledge component in intercultural communication competence means that individuals are aware of and understand the rules, norms, and expectations associated with the culture of those with whom the individual relates. According to Morreale, Spitzberg, and Barge, explaining that individuals need two types of knowledge to be competent, namely content knowledge and procedural knowledge.

Content knowledge is knowledge about what topics, words, meanings, and so on are needed in an institution. Procedural knowledge refers to knowledge of how to create, plan, and demonstrate content knowledge in a situation. Individuals need both types of knowledge to determine what communication strategies are appropriate, what protocols are appropriate, and what cultural habits need to be observed.

The next point, (3) ability, is that the individual must be able to hear, observe, analyze interpret, and apply this particular behavior in a way that allows the individual to achieve his goals. The next point, (4) sensitivity, is that communication competence requires participants to have an interaction that is sensitive to each other and to the culture displayed in an interaction. Sensitivity according to Pittinsky, Rosenthal, and Montoya, includes flexibility, patience, empathy, curiosity about other cultures, being open to differences, and feeling comfortable with others.

Furthermore, point to (5) character, is the whole of a person's choice, how individuals carry out these choices when individuals interact with people of different cultures. One of the most important traits associated with characters is whether they are trustworthy or not. Traits sometimes associated with trusted people are honesty, respect, fairness, and the ability to make the right choice, as well as honor, altruism, sincerity, and good intentions. (Samovar et al., 2010)

In the Open System model, a Public Relations Officer who can manage the environment is needed, according to the needs of the organization. In the context of the highest level of the organization, of course, Public Relations expertise is needed in managing the relationship and communication between the organization and its stakeholders, but also in managing environmental change.

In this context, it seems that it can be analyzed through one model, namely the Open System model. Cutlip, Center, and Broom (revised edition, 2006, sub-chapter on Open System Model) stated that there is disagreement among practitioners about the correct position in the public relations structure of an organization. On the one hand, this may be true, but there is an alternative to studying it using the Open System model which states that the basis for placing the PR function in the organizational structure, is suggested first of all how the public should be defined, and second, how its function helps organizations adapt or control the environment.

According to Grunig and White, this is inevitable, organization as a system goes hand in hand with other systems, which can change the environment. Systems can survive in different ways through adaptation to other systems or by developing common perceptions (cooperative adjustments).



If it is related to the four previous typical PR practices, the Open System model can be categorized as a two-way asymmetric approach, which means that the communication process goes two-way and the exchange of information causes changes on both sides of the organization's relationship with the public. One way with the two ways difference causes another way to describe a closed and open system approach to PR, namely Craft Public Relations versus Professional Public Relations.

Both approaches emphasize the main role of communication in social systems. In connection with the Open System model, PR must be selective and sensitive to organizational policies, procedures, and actions. The Open System PR model can be used to increase research capabilities to monitor public and other environmental forces, as well as strengths in organizations. (Cutlip et al., 2006)

According to the author, if we look at some organizational public relations practices that are not to the needs of the institution, generally because the PR Officer does not understand what the real PR strategy and tactics are. Or the not optimal understanding of top management on the role and function of public relations in the organization. This arises because top management only sees PR as a public tool. However, if the top management understands, they even put their PR unit in a very strategic position and determine all the policies adopted by the organization.

If you look back at how Public Relations is defined, it can be said that:

a. Public relations is the art and science of analyzing trends (this terminology, if we look at it further, has implications for the basic competencies of PR must understand research because predicting trends means measuring important options that will approach the

organization, media content trends, trend issues, and others).

b. Public relations predicts the consequences, provides counseling to top management, and implements a planned program as part of an effort to serve the interests of the organization and the public interest (analyzed further, it is clear that PR must understand managerial aspects, organizational structure, job disc mapping to understand the character and needs of organizational stakeholders).

Next, we look at the mapping of Public Relations activities - in the context of corporate communication/ internal and external communication of the organization - (which can be managed both by in-house PR/internal PR and PR Consultants), which includes:

- a. Media coverage monitoring
- b. Crisis management
- c. Corporate publications
- d. Prepare a press release
- e. Doing donation activity
- f. Lobbying
- g. Campaign management
- h. Measuring stakeholder opinion
- i. Sponsorship
- j. Special events
- k. Complaint management (Davies, 2003)

Meanwhile, public relations activities in government institutions also need to be studied, because they require general communication competence. As described by Sulistyoningsih who researched the Public Relations Strategy and Protocol for the Publication of DPRD DIY Activities, explained that DPRD DIY Public Relations has collaborated, and published activities, policies, and community issues online through print and electronic media. At the same time, other strategies include publication in print media, making supplements, interactive dialogues, live broadcasts, creating websites, press conferences, and media centers. All of these activities are aimed at the public so that they can find



out information, provide feedback, and provide suggestions on the policies of the DPRD DIY (Sulistyoningsih, 2017).

Finally, after reviewing and explaining all concepts and subject matter about intercultural competence and public relations aspects, as well as previous research studies, then important to describe the general framework of this research. The following will describe the general framework of this research.

Next, look at the results of the research from Farooq et al., (2022) that public relations in an organizational context also applies a communication management process, especially when carrying out program management. The need for intercultural communication competence is relevant to supporting smooth communication management in organizations, both when the organization is operating normally and when experiencing a crisis, which has an impact on the structure and management of its human resources.

Next, we can study the social categories and stereotypes communication (SCSC) framework, showing how communication about categorized individuals determines the formation, dissemination, and maintenance of social category stereotypes within cultural groups. (Beukeboom & Burgers, 2019). According to the research team, in practical applications, a public relations person also needs to understand how stereotype categories color the communication process, both when interacting with internal stakeholders and external stakeholders, even to the point of the emergence of bias, which forms different thought patterns and perspectives between organizations, public relations practitioners and the public.

METHODOLOGY

The method used in this research activity is a qualitative descriptive perspective and case study method, also using the constructivism paradigm for this research process. Several key informants can give information and general knowledge about intercultural communication competence, and intercultural communication competence in communicating with others who have different aspects. Besides that, it is to introduce techniques to improve intercultural communication competence and give awareness of the importance of intercultural understanding to society. And also gives a question and answer session, as well as a simulation about cases of intercultural communication.

Based on qualitative research perspective, not suitable applicable in genuine habitat, but members of culture society not to be holistic, but also a part of culture or group life surrounding. Even though the research subject non only a group, but also an individual, it means a "case study". (Mulyana. Deddy, 2018)

All kinds of research that have a qualitative perspective consist of several themes, its has theoretical in the human interpretation process. Second, focus on human act study and spiritual artifacts with social situation. Third, using humans as the main research instrument. Fourth, it can be used narrative template for riding and writing for audience consumption. (Lindlof, 1995). A case study, based on Yin, a case study is a research strategy for asking "how" and "why" if the researchers have little opportunity to control an event - an event that can be researched, besides that research focuses on contemporary phenomena in real life. (Yin, 2003)

In data collecting technique for qualitative perspective, process from gathering data, from many resources, such as in-depth interviews, observation,



and personal data, and using the triangulation technique with data checking. (Moleong, 2004) Primary data in this research is doing in-depth interviews, and secondary data is getting data from many sources, also distributing questionnaires to several respondents. With procedure in this research is an inductive process.

The interviewing goal is for the researcher to become familiar with the organization, and personnel, so they can understand symbols and culture from a subjective perspective., (Goldhaber & Barnett, 1998) The data-collecting process and in-depth interviews will start in May - June 2022. There are several key informants, consisting of:

1. Mrs. YL – Public Relations Officer of Government Agency
2. Mrs. KB – Public Relations Officer of Mass Media
3. Mr. AW – Public Relations Specialist
4. Mrs. IR – Marketing and Public Relations Specialist
5. Mrs. BIN – Communication Specialist

This research has several procedures, consisting of three steps. The preparation Step, for supporting this event consists of:

1. Collecting secondary data by online resources.
2. Making proposals and preparing the permit from several key informants who will be interviewed.
3. Making the interview guidance for doing interview.

The data analysis process is getting a simplification so all data can be read and interpreted. Qualitative data analysis can be as a tool to organize, manage, and synthesize until gathering patterns or systems can be learned and decided to share with others. (Moleong,

2004) In this research, all data was covered from many sources, with interview results and writing in the document and triangulation technique.

RESULTS AND DISCUSSIONS

After describing the character of the informants and the results of the interviews, the research team will describe the analysis of the data for this research. By the data analysis procedures that have been reviewed in the previous chapter, procedure is to carry out an analysis process based on existing data referring to the research concept, namely intercultural communication competence which consists of five aspects. As well as reviewing it based on the basic concepts of intercultural communication and organizational communication.

As a result of the researcher's observations, a Public Relations practitioner communicating within an organization with a variety of individuals with various backgrounds certainly gives a different feel and atmosphere. Even the narration and language of speech are also different, according to the character of each culture.

As a profession that is full of communication functions, public relations practitioners need cross-functional and cross-stakeholder interactions. The organization has two stakeholders, both internal and external. So the two types of stakeholders must be managed properly and the communication process must be clear. For the public relations profession, the ultimate orientation is the management of the organization's reputation, which is based on openness and trustworthiness. So with the communication skills of its practitioners, as well as the competence of its practitioners' communication, the organization's targets can be met.



Apart from that, if you look at the work process of public relations practitioners, it requires intercultural communication skills. As researched Onganga et al., (2021) knowledge of cultural diversity needs to examine several categories that include creativity, teamwork, cultural self-awareness, flexibility, respect, empathy, critical thinking, and language development. So public relations work with people from diverse cultures daily as they engage with various stakeholders on behalf of their organization and clients.

On the other hand, the target of public relations who had collaboration with marketing practitioners, and become marketing public relations, as well, must be able to achieve intakes and revenues that are relevant to the costs that have been invested. The two professions have different goals, but still require the application of intercultural communication competence, both when interacting with internal stakeholders (employees, leaders, shareholders, owners, and employees' families) as well as external stakeholders (mass media, consumers, government, community, investors and other interest groups).

Especially for marketing public relations practitioners, will focus on consumers, potential customers, distributors, and suppliers. So intercultural communication competence is applied to these stakeholders with different language and cultural backgrounds, both from within and outside the country.

When mapping the communication work of the fourth key information, said that:

"I can describe the communication activities which include coordination with consumers, coordination with employees and leaders, presentations in front of the public, and also I communicate with the government,

managing complaints and special needs from potential customers, as well as other activities."

This includes information management, where organizations need to respond specifically, including the public relations profession, especially how it reacts in response to information that is not conducive to organizational development. Organizations also experience crises and normal conditions. When a crisis strikes and information emerges that is often not based on facts, the competency of public relations practitioners must be optimally demonstrated.

As reviewed by Schneider & Boman (2023) a professional public relations practitioner are often advised to utilize proactive and reactive messages, as they may bolster attitudes and respond to a situation. From the perspective of proactive messaging, preparing prebunking or supportive messaging may help support the organization when a threat is detected and responding with reactive messaging may be useful for protecting credibility. Identifying which proactive and reactive messages to disseminate may rely on the nature of a para crisis and how much is understood about the intent of the source.

Based on the results from the interviews, the five key information have achieved intercultural communication competence, although there is still a need for strengthening in several aspects when communicating with external parties/stakeholders, especially during an organizational crisis, it has not been revealed.

Meanwhile, in terms of sensitivity, the key information responded in various ways, according to the main concept of intercultural communication, namely the first key information, said:



"I always prepare, map out who and how the culture was and what the background of the external parties I would meet."

And also the second key information describe that:

"What are the types of local food, the types of habits that are generally carried out by other parties, if I had an experience culture shock, I only need to look at social media briefly, while waiting for them to communicate again."

Meanwhile, aspects of intercultural communication competence, such as reducing the ethnocentric value of others, were not the focus and constraint of the speakers. In essence, they focus on preparing, recognizing, and understanding the character of anyone and how individuals from different cultures will communicate.

While they don't do stereotype patterning, they generally accept whatever characterizes each communication partner. Although stereotypes can be positive or negative, from the interviews, the five interviewees did not carry out this activity. But on the other hand, the third key piece of information said that:

"I use the stage of "increase mindfulness of the people", when I communicate with other parties from different cultures, and it is a natural thing, and if it is of financial benefit it will still be carried out as well as possible."

This is inseparable from the position of the speakers when they are active with consumers from various cultural backgrounds. And the fifth key information explains that:

"When discussing still goin on with another speaker, I also carry out the process of recognizing the differences that are owned by other parties or our communication partners."

And lastly, carrying out adjustment activities, in general, the interviewees did the same thing to automatically prepare themselves for changes in public relations practitioners. They explained that the adaptation process in each communication activity was always carried out by the resource persons. Personal and psychological adaptation of the speakers is an important aspect for them to communicate actively, and the target is to achieve organizational goals.

So according to the research team, when we review the intercultural communication competence of communication practitioners, in this case, public relations practitioners, there is a convergence or intersection between public relations and another unit, like marketing, which needs communication competence skills too. But both of them need the same intercultural communication skills.

In addition to supporting the organization's communication process, it can also be used to build long-term relationships with external stakeholders of the organization. For example, marketing practitioners, it can be focused on relationships and optimizing intercultural communication with consumers, vendors, and suppliers who have cultural differences, both from within and outside the country.

As for public relations practitioners, it can be focused on building intercultural relationships with leaders, employees, journalists, government or decision-makers, and the community. Even with the pandemic situation that lasted since 2020, until this research process was carried out (2022),



the process of intercultural communication also penetrated when it was done through online media (zoom meetings, google meetings, video conferences, video calls, and other applications via social media).

The penetration of intercultural communication targets this practitioner in the context of building relationships with stakeholders, resulting in more optimal communication and relationships. However key informants, still need initial mapping, brief mapping, short research or other terms, where they will negotiate attitudes, body language, and adaptation quickly and precisely, when interlocutors from different cultures have different responses or not, according to their desired target.

As reviewed by Edward T. Hall, in Winata et al., (2023) who explained that culture is not just one thing, but a complex series of interrelated activities with origins buried deep in society's past. They treat culture as a whole as a form of communication. Culture is communication, and communication is culture. In a vibrant and dynamic circle, culture regulates communication, and communication then reinforces and re-creates culture.

For practitioners of public relations in particular, it is also necessary to look at several other competencies that can support each other and can be applied in the application of this intercultural communication competence, here are some reviews. Here we try to analyze, how to become a reliable Public Relations officer, it takes some basic prerequisites and competencies, which include intercultural communication skills, writing skills, ability to speak or communication skills, public speaking skills, and ability to manage public relations events or programs.

This skill is very multitasking, for example, a Public Relations Officer can arrange budgeting, event rundowns, and

sponsorships, create program ideas that have news value, and manage events (master of ceremony, protocol, important guests, resource persons, venues, meal, place settings, and others), managing event publications through print, online, and others, as well as managing publication media such as the preparation and installation of banners, banners, x banners, and others.

When listening to various examples of these activities, it is also necessary to have other skills that support each other, including negotiation and lobbying skills, research skills/research public relations, the ability to manage relationships with organizational stakeholders, knowing the organization, the needs of the organization, the types of stakeholders and their needs, and also as well as other abilities according to the needs of each organization.

At the same time, according to the research team, it is necessary to pay close attention to the shift in the role of public relations, which is dominated by the role of other job titles, such as an influencer or the use of a public figure who acts as a buzzer. This means that the role of public relations, which is based on intercultural communication competence, is certainly not relevant if its role is managed by another function. As reviewed in the results of research that examines the role of public relations institutions that have lost their role, and are replaced by influencers. (Fadillah & Wibowo, 2022)

Regarding the competence of intercultural communication, of course, it will be relevant if an influencer can understand the cultural context of the parties with whom he communicates. However, as a representative of the organization, of course, its role cannot replace the public relations function which has a strategic role in organizational communication.



In addition, it is necessary to continuously develop communication competence for a public relations person.

This is relevant as described by Rakhmawati, in her research on communication fatigue in the public speaking community in the persuasion of communication competence, which explains that communication competence is a skill that needs to be developed and processed.

Public relations professionals who carry out public speaking activities need to pay attention to the process of increasing their communication competence in general.

Rahmawati's research results show that the reliability of speakers in conducting rhetoric is not something that is taken for granted but a skill that can be learned. In the public speaking community, members recognize weaknesses in speaking and develop competence by learning. Speaking as part of communication competence is not a single capacity of the communicator.

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So in practice, the public relations profession needs to hone their public speaking competence, as well as in the context of intercultural communication.

All of these aspects are relevant to the existence of a public relations unit that is strategic and independent so that

public relations practitioners can act strategically. Relevant to the review by Seidenglanz (2021), a public relations department of the future thus combines the information and communication function (the "newsroom"/"information center") with a strategy and management function.

The strategy team also fulfills the first requirement for centrality. The formulation of rules and processes is also an increasingly important challenge for the strategy team in a PR unit.

So the basic competency needs that must be possessed by public relations practitioners refer to aspects of organizational communication by optimizing units that are pro in the management process, problem solver oriented, competent work teams, and measurable and clear public relations work targets in the organization.

Finally, the research result describes five competencies have applied in their professional communication activities, especially building a good relationship with an adaptation communication process, mapping cultural background, having a high motivation to communicate with others, practicing relevant communication when they encounter several difficulties, then always try to understand the psychology of others when they start to communicate, in a formal or informal situation.

CONCLUSION

The conclusions that can be drawn based on the results of interviews and data analysis are that five aspects of intercultural communication competence have been used by the five speakers, with various uniqueness. Starting from the aspect of knowledge, namely using English as the language of instruction when communicating with partners or other parties. Audiences with different cultures generally have different characters and backgrounds with each



speaker, ranging from ethnic Arabs, Chinese, Malays, and from cities outside Jakarta. All key informants generally prepare and investigate first, before carrying out activities according to their job description in the field of public relations, and also related to other activities, such as marketing and organizational communication activities in general.

All key informants have high enthusiasm when communicating with others who come from different cultures, they feel enjoy and happy and try to be optimal in meeting the expectations of their communication partners, both in terms of achieving company goals and maintaining interpersonal relationships and not causing differences of opinion or arguments that tend to be counterproductive to the original purpose of communicating.

Furthermore, in the process of anticipating so as not to experience frustration or culture shock with communication partners from different cultures, the key informan also made adaptations, making relevant adjustments, based on the current situation, in the form of speaking in general, discussing local products, discussing the latest issues. and optimize social media. It becomes a medium to reduce the inconvenience of communicating due to differences in culture and background. The focus of the stakeholders who become the communication partners of the resource persons are the government, consumers, employees, and other stakeholders who are relevant and closely related to the organization.

Suggestions that can be proposed in this research are to follow up with other research that uses a quantitative approach and or a qualitative approach with different methods and theoretical studies, for example using phenomenology and communication

ethnography to obtain objective, in-depth, and wider-coverage data.

For practitioners of communication, public relations and marketing, it is necessary to use relevant intercultural communication competencies according to the needs of each stakeholder, both internally and externally, especially in government organizations, mass media, non-governmental organizations, and other profit organizations. And also organizations have to make higher competence resources to support a competitive environment in the future.

CREDIT AUTHORSHIP CONTRIBUTION STATEMENT

Irmulansati Tomohardjo: Writing proposal, categorization and analisis process. **Mokhtarrudin Ahmad:** Writing, data curation, draft compilation, reviewing and methodology. **Haekal Fajri Amrullah:** Data curation, data gathering and editing.

DECLARATION OF COMPETING INTEREST

We certify that there is no conflict of interest with any financial, personal, or other relationships with other people or organizations related to the material discussed in the manuscript.

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