

Corporate Crisis Communication Strategy of HENKEL Indonesia in Facing the Covid-19 Pandemic

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Abstract

The covid-19 pandemic has affected the world, including Indonesia, specifically the certainty of the company's economic sustainability. This requires each organization to execute strategic communication with its employees. Henkel Indonesia carried out a communication strategy during a crisis to provide certainty and eliminate uncertainty to its employees. This study aimed to discover how it implemented strategic communication crises. It also strengthens the concept of a Situational Crisis Communication Theory, which elaborates into a tactical, planned, measurable, and able-to-evaluate crisis communication strategy. This research explored the crisis response strategies that the company applied in dealing with the pandemic. The methodology used in this research is qualitative. Qualitative research consists of a set of interpretive and material practices that make the world visible. The method used in this research is a case study. The unit of analysis in this study is a group of the Human Resources Department. The results of this study revealed that the company activated the Crisis Management Team by executing extensive security, hygiene, and social distancing measures to protect employees from spreading the virus in the work area. It used diminishing strategies in the Situational Crisis Communication Theory and implemented excuse and justification communication techniques. The crisis communication strategy conducted by the company has a positive impact on its employees. The limitation of this study is that it focused solely on the crisis communication strategy from the company-employee perspective. This research did not reach external stakeholders.

Keywords: *Crisis Communication; Employee; Pandemic; Situational Crisis*



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INTRODUCTION

The impact of Covid-19 is damaging not only from a health perspective but also from an economic one. Almost all sectors of the economy have been affected by the COVID-19 pandemic crisis, from the government sector to the private sector. Many phenomena of uncertainty to date experienced by the world community, including Indonesia. Uncertainty occurs in many things. For example, a worker who works in a red area will have worries that lead to uncertainty about the spread of this disease outbreak. Even greater is the certainty of the company's economic sustainability. So, this requires every organization to communicate strategically to its employees to avoid panic.

Communication during a crisis is critical. Miscommunication in times of crisis can lead to uncontrollable chaos. Therefore, strategic communication is needed at this time. Communication is

considered the basis for organizing humans and providing rational thinking in understanding humans. According to Harold Laswell (Effendy, 2001), communication is the process of delivering messages by communicators to communicants through media that cause certain effects, while strategy comes from English, "strategy," which means the science of war tactics or reason. The word strategy then develops into other fields that give rise to a broader meaning: a careful plan of an activity to achieve a target or goal.

Each company has its way of dealing with the Covid-19 pandemic crisis. Henkel Indonesia, for example, has carried out a communication strategy during a crisis that aims to provide certainty and eliminate sense of uncertainties to its employees. Providing this sense of certainty can be measured by the company's relatively stable performance during the current pandemic. These various strategic communication efforts are enacted throughout Henkel in each country, one of which is Henkel in Indonesia.

Henkel Indonesia administered a communication strategy during the Covid-19 pandemic crisis which was approached by using the Situational Crisis Communication Theory (SCCT) to explain the public's reaction to a crisis and see the situational communication strategy imposed by Henkel Indonesia during the Covid-19 pandemic crisis. SCCT consists of three core elements: (1) crisis situations, (2) crisis response strategies, and (3) systems for adjusting crisis situations and crisis response strategies. That is, a company must recognize a crisis first and then determine actions in responding to the crisis through communication using appropriate handling strategies (Coombs, 2010). Situational Crisis Communication (SCCT) is commonly used to explain public reactions to crises and reputations in a company, organization, or agency. For example, the condition or condition of Henkel Indonesia in dealing with the Covid-19 pandemic, then the way the Henkel Indonesia company takes steps to minimize the spread of the Covid-19 virus. Also, how Henkel looks at the response and expectations of employees by adjusting the situation and strategies carried out by the Henkel Indonesia company for its employees. Dealing with the Covid-19 pandemic. Research about a crisis communication strategy in facing a pandemic is rare, so we focused on how Henkel Indonesia implemented the strategy as an effective model to cope with such unexpected situations. Through the background of the problem, we will limit the scope discussed in this study with several research questions as follows.

1. What is the situation of the crisis communication strategy carried out by Henkel Indonesia for employees facing the Covid-19 pandemic?
2. What are the responses and actions to the crisis communication strategy carried out by Henkel Indonesia for employees facing the Covid-19 pandemic?
3. How is the business fit of the crisis communication strategy undertaken by Henkel Indonesia in terms of employee expectations in dealing with the Covid-19 pandemic?

The objectives of this study are 1) to identify the situation of the crisis communication strategy. 2) to describe the responses and actions to the crisis communication strategy. 3) to analyze the business fit of the crisis communication strategy from the perspectives of employees of Henkel Indonesia.

LITERATURE REVIEW

2.1 Corporate Communication

According to Paul A. Argenti (2010:32) Corporate Communication (Corporate Communication) are several ways an organization or company can communicate with various groups of people. The purpose of several groups of people, namely, superiors and subordinates in a company, companies and communities, and companies with stakeholders (stakeholders). Everything that is communicated requires specific strategies that have been designed by the company's special management team or Corporate Communications organization.

Corporate Communication was also formulated by Grunig&Hunt (1984) as written in Wasesa and Macnamara (2010: 268) that Corporate Communication is a team that communicates in two directions. The aim is to persuade the audience to change attitudes and decisions to purchase goods or services, as well as to form relationships with the target audience within an organization or community and stakeholders (stakeholders or employees).

2.2 Role and Function of Corporate Communication

According to Seitel (2001) in Damayanti (2004:17) corporate communication is a management function that is specifically tasked with building and maintaining two-way communication lines, understanding, acceptance, and cooperation between organizations and their publics covering all handling problems and issues, assisting management and be more responsive to public opinion. It also outlines and emphasizes the responsibility of management in serving the public interest of an organization.

2.3 Definition of a Crisis

Crisis as "the perception of unforeseen events that threaten the expectations of important stakeholders and can seriously impact organizational performance and produce negative outcomes" (Coombs, 2010). Crisis of any kind can befall an organization or company unexpectedly, quickly, or slowly, regardless of the size of the organization. In this condition, the organization's public needs an explanation of what is going on. The increasing need for information makes communication a very important aspect for an organization. The organization's inaction in communicating the policies taken can result in a decline in public support and the image of the organization.

2.4 Types of A Crisis

Cutlip in Akhyar and Pratiwi (2019) suggests the following types of crises.

1. Immediate crisis

This type of crisis is the type most feared by companies because the crisis that occurs appears suddenly and without any signals indicating that a crisis will arise. Companies also do not have time to do research planning. This type of crisis comes due to natural disasters that occur (force majeure), such as earthquakes, fires, bomb attacks, or pandemics.

2. An emerging crisis

This type of crisis still requires a public relations officer to first examine the crisis before the problem explodes and can cause damage to the company or organization. Examples of this type of crisis are the occurrence of sexual harassment in the workplace, abuse in office, or other misconduct.

3. The crisis survives (sustained crisis)

This type of crisis is a crisis that has long passed but still appears in the period of months or years even though the problem has been handled by the company. For example, rumors about companies that spread widely by word of mouth, then disseminated by mass media. Such situation cannot be controlled by public relations practitioners.

2.5 Steps of A Crisis

Steven Fink in Putra (2012) divides the steps of a crisis as follows:

1. Prodromal stage

In the prodromal stage, as with any disease, the crisis has early symptoms as a sign of an impending crisis. The organization's management must be able to detect early signals of a crisis that could escalate, so that preventive action can be taken. Organizations that are sensitive to their environment, their publics, and ongoing changes will be in a better position to be prepared when a crisis strikes.

2. Acute stage (acute)

The second stage is the acute crisis stage. Failure to anticipate the symptoms that appear or the early signals at the prodromal stage can lead to catastrophic damage to the organization. The duration of the acute crisis depends on the ability of the management to overcome the crisis that occurs. It should be realized that a continued crisis will have a very large impact on organizational performance, reputation, products, and services offered, as well as the views of shareholders (investors). Some organizations failed to handle the crisis and impacted on the closure of the organization or company.

3. Clean-up stage (healing)

The chronic crisis is the third stage. At this stage, the organization is still feeling the impact of the crisis and sometimes this impact can last longer than the crisis itself. Often it also referred to as the healing period, analysis of the crisis that occurred and improvement.

4. post-crisis stage (after the crisis)

The last stage is the crisis resolution stage or after the crisis. This is the final stage where the crisis is no longer a threat to the survival of the organization. The same should be the goal of an organization's crisis management.

2.6 Situational Communication Crisis Theory

Situational Communication Crisis Theory (SCCT) was first put forward by W. Timothy Coombs in 1995 in his article entitled "Choosing the Right Words: The development of guidelines

for the selection of the "appropriate" crisis response strategies". Basically, crisis communication focuses on crisis situations or crisis responses, such as what organizations should say and do in times of crisis (Coombs, 2010:20).

Recent developments in crisis communication theory have led to the emergence of Situational Crisis Communication Theory (SCCT) to conduct crisis communication research specifically. SCCT will make attributions about crisis responsibilities, and then those attributions will influence how stakeholders interact with organizations in crisis situations" (Coombs, 2010: 39). This SCCT theory can be used to explain the public's reaction to a crisis and communication strategies during a crisis (crisis response).

Coombs argues that "SCCT consists of three core elements: (1) the crisis situation, (2) crisis response strategies, and (3) a system for matching the crisis situations and crisis response strategies" (Khyn, 2008:23). It means that a company must recognize a crisis first and then determine actions in responding to the crisis through communication using appropriate handling strategies (Coombs, 2006). Situational Crisis Communication (SCCT) is commonly used to explain public reactions to crisis situations and reputations that occur in a company, organization, or agency.

SCCT argues that communication affects people's perception of a crisis. This means that the words used, and the actions taken by crisis management can influence how people perceive the organization or the crisis (Coombs, 2010). The focus of SCCT itself is how companies can anticipate crises and prevent reputational damage. (Coombs and Holladay 2002: 169) crisis response situations can be divided into three types:

1. Victim Cluster is a group of crisis situations that cause victims. This includes natural disasters that damage the organization such as earthquakes, pandemics, false information, and attacks on employees who are suddenly attacked on site, and external agents causing damage to the organization such as workplace violence and product destruction.
2. Accident cluster (a group of crisis situations due to accidents), i.e., stakeholders who claim an organization operates in an inappropriate manner, technology or equipment failure causes industrial accidents and technology or equipment failure causes product recalls such as challenges, technical fault accidents, and breakdowns. product failure due to technical error.
3. Preventable cluster (a group of preventable crisis situations) i.e., human error that causes industrial accidents, human error causes products to be recalled, stakeholders are deceived without legal injury, or regulations are violated by stakeholder management, injuries such as accidents due to human error, product damage due to human error, organizational error with no one injured, mismanagement organizational error with injury.

According to Coombs (2007: 170-171) SCCT divides crisis response strategies into three main strategies: deny (deny), diminish (reduce), and rebuild (build back) as well as one additional strategy, namely reinforcing (strengthening):

1. Deny strategies are carried out by organizations that think that they are not facing a crisis, but there are rumors that the organization is facing a crisis or serious problem. In this strategy, the message can be in the form of attack the accuser by attacking people or groups who claim something is wrong; denial, where the organization denies that something is

wrong; scapegoat by blaming a person or group outside the organization for the crisis that occurred.

2. Diminish strategies. The organization recognizes a crisis and tries to weaken the relationship between the organization and the current crisis. In diminish strategy, an organization can do two ways: excuse and justification. Of the excuse, the organization tries to reduce the responsibility of the organization by ensuring that the organization does not intend to do negative things. Of the justification, the organization can claim that the damage is not serious and argue that the crisis has been misinterpreted. However, the degree of resistance to a cause of crisis will largely depend on the type of crisis faced by an organization.
3. Rebuild strategies. It is trying to change the public perception of the organization by apologizing and accepting the fact that there really is a crisis. Three things that can be done are compensation, in the form of giving a few compensations to victims of the crisis and apology in which the organization asking for forgiveness or forgiveness from the public.
4. Reinforcing or bolstering strategies (additional strategies). In this strategy, an organization seeks public support by using the following methods: reminder, by reminding the public of the positive things the organization has done; ingratiation, by saying good things or praising stakeholders and or reminding them of past good deeds by the organization; and victimize, by reminding stakeholders that the organization is also a victim of the crisis (Coombs, 2007).

Furthermore, the situation and response strategies during the crisis will be matched by (matching process) to define the efforts made and get results that are in line with expectations. The measurable result in assessing the effectiveness of an appropriate crisis response is to use a system that equates the perceptions of employees or stakeholders with the expectations of the organization itself.

2.7. Covid-19 Pandemic

A pneumonia outbreak was originally found in Wuhan, China in late December 2019 when many people in the market there suffered breathing problems, fever, cold, and fatigue (Wu et.al.:2020, 217). In the following month most of the cities in China reported similar cases and then the rest of whole world was nearly stopped moving due to the surprising increase of the transmissions. This later was declared by the World Health Organization (WHO) that the world was in a state of pandemic.

According to the WHO, Coronavirus disease or Covid-19 is an infectious disease caused by SARS-CoV- 2 virus. The virus is contagious from an infected person to another normal one through mouth or nose liquid particles or droplets. Most of the sufferers of the virus are experiencing mild and moderate illness and do not require hospital treatment. However, those who have comorbid diseases like coronary heart, cancer, diabetes, hypertension, serious respiratory disease, or other chronic disease are likely to have serious illness and require medical treatment because it can cause death. Anyone at any age can be infected by this virus.

There are several ways to prevent the disease based on WHO: 1) be informed about the disease. 2) stay at least 1 meter apart from another person. 3) wear a mask. 4) wash hands regularly.

5) get vaccinated. To those who get infected, it is advised that they do quarantine. WHO also suggests that people follow local guidelines to stay updated about the disease.

Indonesia government through the Ministry of Health along with WHO Indonesia and municipal administrations have joint forces to minimize the number of infected victims and the virus from spreading. Muhyiddin and Nugroho (2021: 3) stated that Indonesia is one of the many countries in the world which is struggling from the Covid-19 and has implemented various policies without sacrificing the economy. The policy that was first announced was called *Pembatasan Sosial Berskala Besar* (PSBB). This required all activities be stopped from operating because of the implementation of work, study, and worship from home. Most of the businesses were relatively limited in its operations. The government then has changed the term into *Pemberlakuan Pembatasan Kegiatan Masyarakat* (PPKM) since 2021 which was basically similar in practice because most activities still require physical and social distancing. However, since most of Indonesians have been vaccinated, the government has eased the regulations. Although now the situation has slightly shifted into new normal, Indonesians are suggested to keep using their masks. To date, WHO has not declared the world free from the virus.

RESEARCH METHOD

The methodology used in this research is qualitative methodology. Qualitative research is a situated activity that places the observer in the world. Qualitative research consists of a set of interpretive and material practices that make the world visible. These practices change the world, they turn the world into a series of representations, including field notes, interview conversations, photographs, recordings, and memos to oneself. At this level, qualitative research involves an interpretive and naturalistic approach to the world. This means that qualitative researchers study things in their natural setting, trying to understand or interpret phenomena in terms of the meanings that people bring to them (Denzyme and Lincoln, 2018). Qualitative research is a research procedure that produces data and does not use calculations (Moleong, 2017).

The method used in this research is a case study. Case study methodology is an examination of matters relating to case-based investigations. It can be concluded that this case study research method was carried out to answer the research question "how" the crisis communication strategy executed by Henkel Indonesia for employees in the face of the Covid-19 pandemic.

According to Hamidi (2005: 75-76), the unit of data analysis is the unit to be studied in the form of individuals, groups, organizations, objects, or a background of events such as individual or group activities as research subjects. Data analysis is used by setting the respondent's criteria, the researcher will automatically obtain what is the subject of his research. In this study, the research subject was the Henkel Indonesia company as the initial source to dig deeper information, along with the people involved in it as the object of the research to be analyzed. The unit of analysis in this study is a group of people in PT. Henkel Indonesia company in particular the Human Resources Department division as key informants and informants. Due to the pandemic, the interview session was conducted through a video conference one at a time with each informant. The interview was recorded and then transcribed. The transcript is then studied and analyzed.

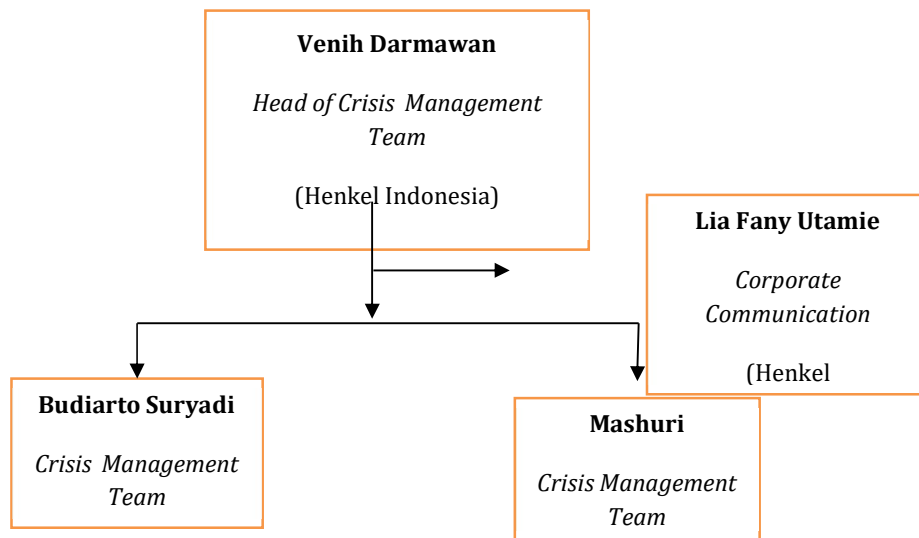
Data analysis is the most important step in a study. The data that has been obtained will be analyzed at this stage so that conclusions can be drawn. According to Miles and Huberman in

(Sugiyono, 2005: 91) "... qualitative data analysis activities are carried out interactively and take place continuously until complete, so that the data is saturated". Data analysis activities are data reduction, data presentation, and conclusion drawing.

FINDINGS AND DISCUSSION

4.1 Findings

Below is the table of Crisis Management Team of Henkel Indonesia whose two members became our informants for this research.



Source: Data Managed by Researchers (2021)

Figure 1. Crisis Management Team Henkel Indonesia

The situational crisis communication strategy carried out by the Henkel Indonesia company in dealing with the Covid-19 pandemic crisis will be discussed using the Situational Crisis Communication Theory (SCCT) point of view in (Coombs; 2007) and derived in several dimensions, as follows.

Situation is a temporary condition or situation that occurs in the Henkel Indonesia company in the face of the Covid-19 pandemic. So, here are some statements from each of the informants explaining the situation or condition of the Henkel Indonesia company in dealing with the Covid-19 pandemic.

1. Henkel as a Company sees the Covid-19 Pandemic

Venih Darmawan

"During this pandemic, all business lines will be affected as well as Henkel. However, currently Henkel is trying to keep running its business to support our customers while keeping the health and safety of employees as the top priority. Our strategy is more about how to survive and get through these difficult times together."

The Covid-19 pandemic situation has indeed had a very serious impact on companies and organizations and all lines of business, as well as Henkel Indonesia. However, the company is still trying to run its business by making every effort to support customers while keeping the health and safety of employees as its main priority. Because after all the company can keep moving because of the support from employees.

2. Impact on the Company

Venih Darmawan

"In general, there must be an impact because the demand for orders has decreased for certain business lines."

Lia Fany Utamie

"If it has an impact on Henkel, it must be there because it is impossible not to exist. Maybe what can be seen is that from requests from customers what will be ordered, there must be a decline for certain business lines. So, if you ask if it has an impact or not, it will have an impact."

Henkel Indonesia experienced a decline in certain business lines. However, it continues to do well, through it together, and continues to run its business smoothly.

3. Impact on Employees

Venih Darmawan

"Employees must learn to follow the health procedures implemented by the company. It was difficult at first but with time now it has become a habit for them. Employees also must follow the new work arrangements set by the company."

Lia Fany Utamie

"Surely for employees it would be difficult and not difficult, right? Why do I say that because there must be adjustments that must be followed by employees such as for example working from home and they must follow the health procedures that have been set by the company where the company also refers to the health procedure regulations from the government and the World Health Organization (WHO). It must have been very difficult at first, yes, you used to go to the office often and internet access was easy, but the longer you come here, maybe the adjustments have been very good. Even though they work from home, employees are reachable, they can be contacted."

Henkel Indonesia applies Working From Home (WFH) basis for its employees, meaning that workers continue to work from home, but do not come to work or office as usual but still have to follow the health protocols implemented by the company. It may be difficult at first, but over time it has become a habit for employees. In addition, Henkel Indonesia is still operating well and running smoothly with the same number of personnel, even though many companies have reduced and laid off their employees. The response strategy is a way for the Henkel Indonesia company to

respond to its employees so that it causes a change in action. Here are some statements from each informant based on several question points:

1. Actions taken by Henkel Indonesia

Venih Darmawan

"In the beginning of the pandemic, management activated the Crisis Management Team (CMT) to ensure business operations and the safety and health of our employees. Every two weeks CMT provides information to employees about the company situation and the Indonesian situation in general. Each work unit has a Covid officer unit whose function is to provide information about work procedures and health in the company."

Lia Fany Utamie

"At Henkel, we have a crisis management team, so at the beginning of the pandemic the management really activated the crisis management team to ensure how the business operations were, employees were to keep running and ensure everything was safe, everything went well, and we also have something called Covid 19 updates which aims to provide updated information about Covid to employees, so employees remain aware of this unchanging situation and keep cautious. So, we continue to hold what is called Covid 19 update and we also always provide information about the pandemic so that employees can maintain their health both at the office or in the company or in the factory area."

The initial step taken by Henkel was to activate the Crisis Management Team (CMT) and make new changes around the work environment for example, creating a strategy so that later if all employees had to return to work from the office, the company would continue to provide protection to its employees in the context of prevention and control. Handling Covid-19 is like preparing "return to office" to start the "new normal".

Henkel Indonesia's Crisis Management Team consists of several members in each location. Each work unit has a Covid officer whose function is to provide information about work procedures and health in the company. However, of all members, Ms. Venih Darmawan is the head in charge of all sites in providing information and actions to be taken by the Henkel Indonesia company, such as preparing for a return to office.

2. How Henkel Indonesia Maintains Communication with Employees

Venih Darmawan

"The company creates a communication flow for each work unit as a point of contact to ensure the flow of information to all employees is affordable. Every two weeks we carry out Covid-19 updates to inform the company's situation and condition as well as information about the development of Covid-19 in general."

Lia Fany Utamie

"So it's the same as before, the question is, every two weeks we have a Covid-19 update to inform the company's situation and condition and inform the development of Covid-19 updates in general from the value of the increase or decrease continuously regarding vaccines or whatever"

and we make a path of communication for each existing work unit where there is a point of contact so it will make it easier for employees if there are or there are problems related to Covid-19”.

In dealing with the crisis situation of the Covid-19 pandemic, Henkel Indonesia tried to have a positive impact on employees in the form of some attention to communication and health, such as doing regular updates on Covid-19 as below.

Covid-19 updates are carried out every two weeks and are attended by all Henkel Indonesia employees to provide relevant information regarding the situation and condition of the company as well as to inform the development of Covid-19 updates in general from the increase or decrease in value and about vaccines etc. Then, in terms of health, the company provided masks and corona kits regularly to all employees, so that employees could feel the efforts made by the company to continue to protect employees during the Covid-19 pandemic. The company also prepares a Shield Up Kit or protective equipment to provide safe protection to its employees in carrying out daily activities both inside and outside the work environment.

3. Matching Process

This matching process is seen from the situation and response strategy carried out by Henkel Indonesia for its employees in the face of the Covid-19 pandemic. Here are some statements from each informant based on several question points.

a. The image felt by employees

Venih Darmawan

“So far, the inputs from employees have been positive. They feel the company cares about their safety and health.”

Lia Fany Utamie

“Employees are happy with the support they get because they feel they are not left with the attention they get from the company; the employees are very happy and positive. The comments are very good. With the attention, it means that employees feel that the company is still supporting and caring for employees in this difficult time”.

The image felt by employees when viewed from the actions and efforts of crisis communication carried out by Henkel Indonesia is very supportive. Employees feel that the company really cares about their health and safety at work. Especially during this Covid-19 pandemic, the company still remembers to hold important events and celebrations of national holidays with employees such as Eid al-Fitr, Eid al-Adha, breaking fast events, Independence Day on 17 August, women's day, father's day, and Henkel's anniversary every year. The message conveyed by Henkel Indonesia can be received by employees.

Venih Darmawan

“So far, yes, because employees continue to do their jobs well and get their rights to achieve the company's goals, which is to ensure that supplies for our customers are met”.

Lia Fany Utamie

"To keep thinking positive because then it will create influence that will also be created positive. During this pandemic, the friction is definitely faster and that way employees can carry out their jobs well and for the achievement of company goals, so everything has a win-win solution."

Henkel Indonesia's efforts in realizing this positive impact have received appreciation and supportive responses from employees. Not only that, but employees also responded positively to things, such as by always complying with the health protocols that have been established by both the Government and Henkel Indonesia, carrying out their work properly by regularly wearing masks, washing hands, and consuming the vitamins provided.

b. Relationship between expectations of employees and Henkel

Venih Darmawan

"Yes. With the efforts that have been made by Henkel, Henkel continues to operate as usual while prioritizing the health and safety of employees is maintained".

Lia Fany Utamie

"When it comes to expectations, I speak as employees, yes, we feel we have. because Henkel is still running, operating well as usual. The health and safety of employees is still a top priority for Henkel and always gives positive thinking to employees so that we can continue to get through this together".

Based on the positive impact provided by Henkel Indonesia and the positive response from employees as described above, it appears that the relationship between employee expectations and Henkel has been well fulfilled.

4.2 Discussion

Data obtained from the informants were analyzed by reducing unnecessary points, presenting them with thoughts and analyses, then making the conclusion of it.

Communication is the most important part of the organization. To solve problems, an institution must establish strong two-way communication to their stakeholders. One of the indicators to successful management function is effective communication crisis (Kadarova, et al 2015:1121). Kadarova also stated that senior managers must be able to 1) be committed to communicating and be participative in public relations; 2) be attached with communication consultant; 3) integrate corporate strategic communication and public relations; 4) maintain two-way communication with internal and external public; 5) synchronize the theory and practice; 6) explain the goals and objectives of the corporate.

Henkel Indonesia has met the criteria of effective communication crisis above. In the case of Henkel Indonesia, the institution has executed a communication strategy during a crisis that aims to provide certainty and eliminate a sense of uncertainty to its employees during the Covid-19 pandemic. The Covid-19 pandemic is included in the category of an immediate crisis because the event appeared suddenly and without any signals, indicating that a crisis will arise. This type of crisis is the type most feared by companies, companies do not have time to do planning or research. This type of crisis comes due to a natural disaster that occurs (force majeure). The Covid-19

pandemic is included in the characteristics of an unexpected crisis as it can happen at any time. The stages which were adopted from the situational crisis communication as follow:

At the beginning of the Covid-19 pandemic, the first step taken by the Henkel Indonesia company was to activate the CMT (Crisis Management Team) to ensure business operations continued and ensure the safety and health of employees became the main priority. CMT and Corporate Communication work together to carry out a crisis communication strategy to make changes such as making new regulations in the work environment and maintaining communication between employees. CMT implements the crisis communication strategy from Henkel Global into Henkel Indonesia, while Corporate Communication as the executor in providing all kinds of needs needed by the company to protect employees and prevent the spread of Covid-19 in every location where employees do their work. In companies such as Henkel Indonesia which are engaged in B2B (business to business), Human Relation and corporate communication are part of a division and have interrelated relationships. Human relations and Corporate Communication have a relationship from both functions, namely as public relations and human resources (HR). The function of public relations is more focused on the positive image of the company and its brand image and conveying messages to the public, while the HR function is more focused on the welfare and protection of employees.

The situational crisis communication strategy carried out by Henkel Indonesia was derived using the SCCT theory (situational crisis communication theory) or crisis situational communication theory which was seen from three elements: (1) crisis situations; (2) crisis response strategies; and (3) systems for matching crisis situations and crisis response strategies. That is, a company must recognize a crisis first and then determine actions in responding to a crisis through communication by using appropriate coping strategies to explain the public's reaction to a crisis and communication strategies during a crisis.

Situation is a temporary condition or situation that occurs in the Henkel Indonesia company in the face of the Covid-19 pandemic. For instance, the impact of Henkel as a company, the impact on employees, the relationship between Henkel as a company and its employees when entering a crisis, as well as employee expectations at the beginning of the Covid-19 pandemic. The situation of the crisis communication strategy carried out by Henkel Indonesia to its employees in the face of the Covid-19 pandemic is to keep making every effort to support customers while still prioritizing the health and safety of employees, which is its main priority. By implementing this communication relief, the company can move because of the support from employees.

The impact felt by Henkel Indonesia as a company due to the Covid-19 pandemic may experience a decline in certain business lines. However, Henkel Indonesia continues to do well, through it all together, and continues to run its business smoothly. In addition, the initial impact on employees may be difficult because there are many new regulations made by the Henkel Indonesia company by following the regulations enforced by the government. The new rule was the enactment of working from home (WFH). WFH is enforced by the government to minimize the spread of the Covid-19 virus that people are asked to work, study, and worship from home. However, eventually it has become a habit for employees since they are now used to do their work from home, using their own work equipment.

Henkel also provides IT equipment such as monitors, printers, and scanners, if needed to support the arrangement of employees working from home. Another change is related to workers who must be able to multitask and respond quickly. Because as we know, with the implementation of WFH, employees are not only busy with their office work, but also with their homework. As a result, many employees take a long time to respond to emails and pick up the phone. However, the company still understands that adjusting to a new situation takes time. So far, the adaptation of working from home policy has been effective and efficient because the employees can still complete their work well and are reachable to be contacted.

With the Covid-19 pandemic crisis and the beginning of the implementation of WFH, the expectations of employees in general must be the same. They want to continue to get full support from the company, by getting a fixed salary, and no reduction. The employees thought that their relationship with the company would be different because of the Covid-19 pandemic crisis, especially since many companies closed their businesses and terminated their employment. As a result, many employees were laid off. For Henkel, on the contrary, the company is still very concerned even though it was going through the Covid-19 pandemic crisis. This could be seen from the employees' expectations that have been fulfilled, they could continue to work as usual, with the same number of personnel, and still received their rights every month.

The response strategy is a way for the Henkel Indonesia company to respond to its employees. The crisis communication strategy carried out by Henkel Indonesia to employees in the face of the Covid-19 pandemic has led to changes in actions such as how Henkel Indonesia's crisis communication is, the way Henkel Indonesia maintains communication between employees and the organization, and the image that Henkel Indonesia wants to be seen by employees during this Covid-19 pandemic.

Henkel Indonesia's crisis response strategy includes diminishing strategies. The company acknowledges the existence of the Covid-19 pandemic crisis and tries to weaken the relationship between the organization and the current crisis with excuses and justifications. On the excuse, the organization tries to reduce the responsibility of the organization by ensuring that the organization does not intend to do negative things such as not being open about information on employees who are affected by Covid-19 symptoms, so as not to cause negative things to these employees and protect them from worrisome. There were a lot of misinformation about Covid-19 in a form of hoax and false information. The employees as well as the public in general in this case retrieved information about Covid from social media (Saleh, 2021:481). Their belief of information from social media can cause panic and generate distrust to company and government. Public access social media as the source of information, however, most of the information is false. Therefore, in providing them with true and updated information about Covid-19, the crisis team created "Covid-19 update" every fortnight. This is one of the best practices of two-way communication stated by Kadarova (2015) that effective communication is key to successful crisis communication.

Since the beginning of the pandemic, Henkel's CEO (Chief Executive Officer), Karsten Knobel said that protecting oneself, family and community is the most important thing to do. Henkel is also committed to keeping the company's supply and operations from stalling. This supply of goods will maintain the continuity of the company's operations to Henkel's customers who are engaged in various strategic industries, even Henkel on its official website contributes to producing 50,000 liters of disinfectant as a form of donation for handling Covid-19.

Henkel as a company sees this in outline by trying to keep running the business to support customers while still prioritizing the health and safety of employees which is its main priority, Henkel Indonesia is committed to overcoming the unprecedented challenges of Covid-19, so that the strategy pattern Henkel Indonesia's crisis communication to employees in the face of Covid-19 is how Henkel Indonesia can survive in a situation like this because the Covid-19 pandemic is a challenge not only for employees and companies but for all. Therefore, Henkel Indonesia launched a solidarity program called "Together Against Corona" which means "we are united in our fight against the Covid-19 pandemic, trying to protect our employees and their jobs, serving our customers, and supporting the communities in which we operate". This includes financial donations, product donations, disinfectant production, and continuous improvement and safety measures for employees. The strategy is more about how to survive together through these difficult times, one of which is Henkel donating 12,000 euros or more than 200 million rupiah to support staff at the Surabaya hospital who are homeless during the Covid-19 pandemic situation.

CONCLUSION

The Covid-19 pandemic situation at Henkel Indonesia is included in the victim cluster crisis according to the SCCT theory due to the negative impact on the individual (employee) and organization. In the Covid-19 pandemic situation, Henkel Indonesia uses diminishing strategies in the SCCT theory. Furthermore, Henkel Indonesia uses excuse and justification communication techniques. The suitability of the situation and the response of Henkel Indonesia and its employees has been met. In terms of employee feedback to the company, the company's handling of the crisis is well-supported; thus, the company's performance is relatively stable.

LIMITATION & FURTHER RESEARCH

The study was limited to employees as internal stakeholders. Also, the research used case studies. These may have created a single point of view. Therefore, we suggest that further research be more in-depth in terms of including external stakeholders such as consumers and distributors as unit analysis. We also advise using another research method, such as phenomenology or survey method.

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