

TRAINER COMMUNICATION MODEL TOWARD EMPLOYEES IN BUILDING A GOOD CORPORATE GOVERNANCE (GCG) ORGANIZATIONAL CULTURE (AN ETHNOGRAPHY OF COMMUNICATION STUDY AT PT HEKSA SOLUTION INSURANCE)

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Abstract

This study aims to explore trainer communication models in building a Good Corporate Governance (GCG)-based organizational culture at PT Heksa Solution Insurance. The study employs a qualitative method with an ethnography of communication approach and a constructivist paradigm to understand meaning constructed through interactions between trainers and employees. Research subjects were selected purposively, involving experienced leaders and trainers, with locations in Jakarta and Bandung. Data were collected through in-depth interviews, participant observation, and document analysis, and analyzed using the Miles and Huberman model. The findings reveal that trainer communication is inclusive and participatory, utilizes diverse communication media, and emphasizes empathetic interpersonal relationships. Such communication significantly enhances employees' understanding, motivation, and engagement with GCG values. However, challenges remain, including limited understanding among new employees and resistance to change. This study concludes that effective trainer communication serves as a fundamental basis for developing an ethical and sustainable organizational culture.

Keywords: Trainer Communication, Organizational Culture, Good Corporate Governance, Ethnography of Communication.

INTRODUCTION

In the dynamics of modern organizations, communication is understood not merely as a process of transmitting information, but as a primary mechanism for constructing meaning, shaping power relations, and developing organizational culture. Contemporary studies in organizational communication emphasize that organizational culture is formed and sustained through communication patterns that are repeatedly enacted in everyday work practices (Putnam & Mumby, 2019; Hoffjann, 2021). Therefore, organizational effectiveness is strongly influenced by how strategic actors manage communication, particularly in processes of learning and human resource development.

In the context of corporate governance, the implementation of Good Corporate Governance (GCG) principles does not rely solely on formal regulations and institutional structures, but is highly dependent on internal communication processes that enable GCG values to be understood, accepted, and practiced by employees. Recent studies indicate that failures in GCG implementation are often caused by weak communication of values, rather than merely a lack of written policies (Aguilera et al., 2020; Rusydi et al., 2023). Thus, communication becomes a key element that bridges normative GCG principles and actual workplace practices within organizations.

The phenomenon of organizational instability, such as the rise of mass layoffs in Indonesia's industrial sector in early 2025, highlights serious issues in human resource management and organizational culture. Data on layoffs involving thousands of employees across several manufacturing companies indicate the fragility of governance value internalization and the weakness of internal communication in responding to changes in the business environment (GoodStats, 2025). This condition underscores that organizational sustainability is largely determined by the quality of internal communication in fostering employees' understanding, commitment, and trust in organizational values.



Figure 1. Employee Layoff Data in Early 2025

Source: <https://goodstats.id/article/sejumlah-pabrik-manufaktur-tutup-di-paruh-i-2025-12-ribu-pekerja-ter-phk-a0LYP>

In the process of human resource development, trainers occupy a strategic position as communication actors who function not only as conveyors of training material, but also as agents of meaning-making and mediators of organizational culture. Recent literature in organizational communication highlights that trainers hold symbolic and cultural roles, as they bridge managerial values with employees' work experiences (Day et al., 2021; Sari & Kumara, 2023). Through the interpersonal communication models they employ, trainers directly influence how employees interpret rules, ethics, and GCG values in their daily work practices.

The role of trainer communication becomes increasingly significant in organizations with high turnover rates, such as the insurance sector in Indonesia. PT Heksa Solution Insurance is selected as the focus of this study because it faces typical industry challenges, including high employee mobility and negative perceptions regarding job stability. In such circumstances, trainers function not only as technical facilitators of training, but also as communication actors who strive to build psychological attachment, motivation, and a sense of belonging among employees (Jauwinata & Sari, 2022; Bonnie et al., 2020).



Figure 2. Logo of PT Heksa Solution Insurance and Its Latest Tagline

Source: <https://www.heksainsurance.co.id/>

Trainer communication within organizational contexts cannot be separated from interpersonal dimensions such as empathy, openness, emotional support, and the ability to create safe spaces for dialogue. Recent research shows that empathetic and supportive interpersonal communication models significantly contribute to employees' mental well-being, work loyalty, and the internalization of organizational ethical values (Ben-Hador, 2023; Fauzan, 2023). Thus, trainer communication models impact not only training effectiveness but also the development of a work culture aligned with GCG principles.

However, academic studies indicate that research on trainer communication remains largely dominated by technical training approaches or individual performance improvement, while the role of trainers as agents of organizational cultural change has been relatively underexplored, particularly in the context of GCG (McDermott et al., 2018; updated by Batthish et al., 2023). This gap forms an important basis for this study to examine trainer communication models in building organizational culture grounded in Good Corporate Governance principles.

Therefore, this study focuses on the trainer communication model with employees in human resource development programs at PT Heksa Solution Insurance. By employing an ethnography of communication approach,

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this research seeks to gain an in-depth understanding of how language, symbols, communication strategies, and interaction practices used by trainers shape employees' interpretations of GCG values. This approach allows researchers to capture communication dynamics within the natural organizational context and to uncover the processes of meaning negotiation occurring between trainers and employees (Sari, 2023; Kumara et al., 2022).

Conceptually and practically, this study is expected to contribute to the development of organizational communication research, particularly in understanding the strategic role of trainer communication as a foundation for building organizational culture based on Good Corporate Governance. Furthermore, the findings are expected to serve as a practical reference for organizations in designing training and human resource development programs that are not only oriented toward technical competencies but also toward strengthening values, ethics, and organizational sustainability.

METHOD

This study employs a qualitative method with an ethnography of communication approach to deeply explore interpersonal communication models of trainers in building a Good Corporate Governance (GCG)-based organizational culture at PT Heksa Solution Insurance. Using a constructivist paradigm, the study views reality as a social construction formed through interactions between trainers and employees. Research subjects are selected through purposive sampling, involving organizational leaders and experienced trainers, with research sites located at the head office in Jakarta and a branch office in Bandung. Data are collected through in-depth interviews, participant observation, and document analysis, and are analyzed using the Miles and Huberman model, which includes data collection, data reduction, data display, and conclusion drawing in a cyclical and dynamic process to achieve a comprehensive understanding of organizational communication phenomena.

RESULTS AND DISCUSSION

Interaction Between Trainers and Employees in Building Organizational Culture

At PT Heksa Solution Insurance, the communication model implemented by trainers plays a significant role in shaping organizational culture. In the context of Good Corporate Governance (GCG), communication functions not only as a means of transmitting information but also as a mechanism for constructing shared meaning among organizational members. As argued by Weick (1979) in organizational communication theory, communication is a process of meaning-making that influences organizational structures, processes, and culture. This indicates that effective communication can serve as a foundation for fostering a positive and productive work culture.



Figure 3. Trainer–Employee Interaction in Building Organizational Culture

In practice, the communication model at PT Heksa Solution Insurance encompasses various methods designed to enhance interaction between trainers and employees. This approach goes beyond merely speaking and listening, emphasizing the development of mutual respect and understanding. For instance, trainers frequently employ active listening techniques, paying attention not only to employees' verbal expressions but also to their body language and tone of voice. This creates an environment in which employees feel valued and heard, thereby increasing their confidence and engagement in work processes.

Through an empathetic and open interpersonal communication approach, trainers at PT Heksa Solution Insurance cultivate a work culture centered on collaboration, inclusivity, and sustainability. In this context, collaboration involves creating spaces where employees from diverse backgrounds can work together toward shared goals. For example, trainers often organize brainstorming sessions in which all team members are encouraged to

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contribute ideas and feedback. This not only enhances creativity but also strengthens employees' sense of belonging, as they perceive their contributions as meaningful to team success.

The analysis of communication models at PT Heksa Solution Insurance indicates that the applied approach not only improves communication effectiveness but also reinforces a positive organizational culture. Adler and Rodman (2016) assert that effective organizational communication enhances employee engagement and job satisfaction, ultimately impacting overall performance. This is consistent with the findings of Ambara, Sultan, and Bahfiarti (2023), which demonstrate that effective communication strategies improve employee performance, a conclusion equally relevant in corporate contexts.

Furthermore, the importance of effective communication in building a strong organizational culture is supported by Schein (2010), who emphasizes that organizational culture is formed through interactions and communication among members. Accordingly, PT Heksa Solution Insurance has successfully created a work environment that is not only productive but also supportive of both individual and collective development through effective communication.

In conclusion, the communication model implemented by trainers at PT Heksa Solution Insurance plays a crucial role in shaping a positive work culture. Through empathetic, open, and inclusive approaches, trainers not only deliver information but also construct shared meanings that support the implementation of GCG values. By creating safe and responsive spaces for dialogue, the organization enhances employee engagement, facilitates adaptation to change, and fosters a sustainable work culture. This underscores that effective communication is fundamental to organizational success in addressing future challenges.

PT Heksa Solution Insurance is an organization committed to establishing and maintaining a work culture grounded in the principles of Good Corporate Governance (GCG). In this context, the organization's culture is driven by values such as transparency, accountability, responsibility, independence, and fairness, all of which are implemented through effective communication models. A strong organizational culture not only reflects core values but also serves as the foundation for all operational activities. Adler and Rodman (2016) highlight that effective communication is essential in building a healthy organizational culture, as it enables transparent and accountable information exchange.

Organizational culture at PT Heksa Solution Insurance is shaped through intensive interactions between trainers and employees within human resource development programs. As agents of change, trainers not only deliver technical knowledge but also act as facilitators in embedding GCG values among employees. Training thus extends beyond skill development to include the cultivation of attitudes and behaviors aligned with GCG principles. For instance, trainers may utilize relevant case studies to demonstrate how transparency and accountability can be applied in real-world situations, enabling employees to understand both theoretical and practical dimensions.

The training process adopts an ethnography of communication approach, allowing for an in-depth understanding of social dynamics, organizational culture, and how daily interactions between trainers and employees contribute to the formation of a sustainable work culture. This approach provides insights into how GCG values are internalized through everyday practices. For example, trainers may employ role-playing techniques to simulate decision-making scenarios that reflect accountability principles, enabling employees to experience real workplace challenges and respond in alignment with organizational values.

In this regard, trainers play a critical role in guiding employees to understand and internalize GCG values, thereby fostering a more positive and adaptive work climate. Research by Fatmasari and Adha (2022) indicates that effective interpersonal communication between trainers and employees enhances motivation and job satisfaction, which in turn positively affects performance. Employees who feel emotionally connected to their trainers are more likely to apply acquired knowledge in their work.

Moreover, the implementation of GCG values is not solely the responsibility of trainers but involves all organizational members. As emphasized by Schein (2010), organizational culture is constructed through consistent interaction among members. Therefore, each employee is expected to actively contribute to the application of GCG principles in daily work activities. For instance, during team meetings, employees are encouraged to share information transparently and provide constructive feedback, fostering a supportive work environment.

To further support the implementation of a GCG-based culture, PT Heksa Solution Insurance also applies a reward system for employees who demonstrate behaviors aligned with organizational values. This system serves as a motivational mechanism to reinforce adherence to GCG principles. Nurdin and Prinandita (2023) found that recognition of high-performing employees enhances job satisfaction and loyalty, which ultimately contributes to overall organizational performance.

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In conclusion, PT Heksa Solution Insurance demonstrates that the implementation of a GCG-based organizational culture depends not only on formal policies but also on effective interactions between trainers and employees. Through open communication, empathy, and emotional support, a positive organizational culture can be developed and sustained. By employing an ethnography of communication approach, the organization gains deeper insights into its social dynamics and ensures that GCG values are internalized by all members. Consequently, PT Heksa Solution Insurance not only fosters a healthy work environment but also enhances employee performance and organizational responsiveness to industry changes.

Trainers Motivating Employees to Implement Organizational Values

The interaction between trainers and employees at PT Heksa Solution Insurance demonstrates that trainers play a role beyond merely transmitting information. They act as agents of meaning-making with regard to Good Corporate Governance (GCG) values such as transparency, accountability, and integrity. This communication process involves interpersonal skills, empathy, and the ability to understand the social dynamics of training participants. As noted by Adler and Rodman (2016), effective communication depends not only on mastery of content but also on the ability to build strong interpersonal relationships between instructors and participants. These findings are consistent with the updated research by Fatmasari and Adha (2022), which shows that empathy-based interpersonal communication has a direct impact on employee motivation and job satisfaction.

Observational results indicate that the effectiveness of trainers in motivating employees is influenced by their ability to adapt communication styles to participants' backgrounds. Employees with different levels of work experience or educational backgrounds exhibit varying degrees of receptiveness to GCG values. Adaptive trainers are able to modify their communication approaches through inclusive language and contextual examples. Ambara, Sultan, and Bahfiarti (2023) emphasize that understanding participant characteristics is a key factor in developing effective communication strategies. This finding is further supported by recent research by Zumara et al. (2024), which highlights that personalized communication in training enhances participant engagement and trust in organizational programs.

Trainers create safe and open spaces for dialogue in which employees can express their aspirations and concerns. Such dialogic interactions strengthen trust and emotional attachment between trainers and participants, while also reducing resistance to policy changes or the introduction of new organizational values. When organizations face major transformations, such as the implementation of new technologies, this approach proves effective in maintaining employees' psychological stability. In line with Ben-Hador (2023), two-way, empathy-based communication enhances employees' sense of belonging and adaptive readiness for change. Recent research by Pradhana et al. (2023) further confirms that emotional engagement through open communication increases employee resilience during organizational change.

In-depth analysis reveals that the communication model applied by trainers directly contributes to the development of a healthy and productive organizational culture. By practicing empathetic and participatory communication, trainers help employees internalize GCG values into their daily work behaviors. Schein (2010) asserts that organizational culture is formed through interaction and communication among its members, a phenomenon clearly observed at PT Heksa Solution Insurance. More recent research by Hoffjann (2024) reinforces this perspective, emphasizing that consistent interpersonal communication between trainers and participants is an effective means of strengthening value-based organizational culture.

Trainer-employee interactions extend beyond training sessions into the company's reward system. Trainers provide recognition for employee behaviors that reflect GCG values, both through verbal acknowledgment and formal rewards. This system functions as a form of positive reinforcement that strengthens employees' intrinsic motivation to apply organizational values. A study by Nurdin and Prinandita (2023) shows that value-based recognition enhances employee loyalty and work commitment. This is further supported by recent findings from Kafetzopoulos et al. (2024), which indicate that organizations with value-based recognition cultures demonstrate higher employee performance and stronger public reputations.

Overall, the interaction between trainers and employees at PT Heksa Solution Insurance reflects a mutually reinforcing relationship between interpersonal communication, work motivation, and the internalization of organizational values. Through empathetic, adaptive, and dialogic approaches, trainers play a crucial role in building a GCG-based organizational culture that not only enhances performance but also fosters employees' moral and professional commitment to the company's vision.

Work Culture Constructed Through Organizational Communication Processes

Observations indicate that the work culture at PT Heksa Solution Insurance is formed through consistent and repetitive communication processes between trainers and employees. Trainers act as change agents who ensure that Good Corporate Governance (GCG) values such as integrity, transparency, and accountability are translated into daily work practices. According to Anthoni and Rahman (2020), open communication within organizations enhances performance and trust among employees. Interview findings support this perspective, showing that the consistency of messages delivered by trainers helps employees understand that GCG values are not merely formalities, but fundamental principles of work ethics. Recent research by Kraiger et al. (2023) further confirms that repeated ethical communication in training significantly influences the internalization of organizational values.

Interview results reveal that the company has successfully created an inclusive work environment in which employees feel valued and free to express their opinions without fear. Such an environment strengthens a culture of openness and builds employees' confidence to actively participate in organizational discussions. Informants noted that regular training sessions and collective reflection activities serve as safe spaces for employees to learn from one another's experiences. In line with Schein (1985), a supportive work environment represents a crucial layer of organizational culture, as it facilitates the natural exchange of values and meanings. This finding is consistent with recent research by Chowdhury and Ahmed (2022), which highlights the role of psychological safety communication in enhancing team engagement and innovation.

In-depth interviews with employees reveal tangible changes in their ways of thinking and acting after participating in training programs facilitated by trainers. Employees reported increased awareness of the importance of work ethics, individual responsibility, and team collaboration. Trainers successfully instilled the idea that organizational success depends not only on individual performance but also on team solidarity grounded in shared values. As stated by Adler and Rodman (2016), effective communication can serve as a means of behavioral transformation. This view is reinforced by Putra and Fakhri (2023), who demonstrate that value-based training communication can shift employees' work orientation from mere compliance to reflective commitment toward the organization's vision.

Both observational and interview findings indicate that interpersonal communication between trainers and employees plays a central role in strengthening organizational culture. Close and respectful relationships foster a strong sense of belonging among employees. When employees feel heard and valued, they tend to demonstrate higher levels of loyalty and organizational commitment. Ambara, Sultan, and Bahfiarti (2023) emphasize that open communication strategies between leaders and employees can improve performance and reduce turnover rates. This finding is further supported by contemporary research by Yilmaz and Kaya (2024), which concludes that empathetic communication plays a significant role in building emotional bonds that support the stability of organizational culture.

From data triangulation (observations, interviews, and training documents), it is evident that the work culture at PT Heksa Solution Insurance has achieved alignment between espoused values, enacted practices, and organizational goals. Organizational communication functions as a bridge between idealized values and actual practices. Weick (1979) argues that organizations are constituted through continuous communication processes that generate collective sensemaking. This finding is reinforced by recent research by Hoffjann (2024), which highlights that value-oriented organizational communication creates strategic alignment and strengthens sustainable work cultures, particularly in the financial services sector.

Overall, observations and interviews demonstrate that the work culture at PT Heksa Solution Insurance is formed through the synergy of interpersonal communication, a supportive environment, and value-based GCG training. Trainers serve as connectors of values, facilitators of behavioral change, and guardians of cultural continuity. Through dialogic and empathetic communication processes, GCG values have evolved beyond mere slogans into practical guidelines that shape the professional behavior of all organizational members.

With the support of several factors, a work culture is formed through organizational communication processes between trainers and employees within human resource development programs:

1. The Role of Training in Building Work Culture

Training at PT Heksa Solution Insurance plays a key role in shaping a work culture that supports the implementation of Good Corporate Governance (GCG). In this context, structurally designed Human Resource Development (HRD) programs aim not only to enhance employees' technical skills but also to strengthen their understanding of the ethical values upheld by the organization. This aligns with Adler and Rodman (2016), who emphasize the importance of effective communication in fostering mutually beneficial relationships within organizations. Training thus functions not only as a means of skill enhancement but also as a strategic tool for

developing a strong organizational culture. Schein (2010) highlights that organizational culture is significantly influenced by communication processes, making it essential for companies to ensure that communication during training reflects organizational values and objectives.

2. The Role of Trainers in Organizational Communication

Trainers play a crucial role in delivering information and knowledge to employees. At PT Heksa Solution Insurance, they act as a bridge between management and employees in organizational communication. Adler and Rodman (2016) argue that effective communication enhances employee performance and job satisfaction. This is supported by findings indicating that 70% of employees feel more engaged in their work after participating in training led by communicative and inspiring trainers (Fatmasari & Adha, 2022). Trainers employ various communication methods, including presentations, group discussions, and simulations, which not only make training more engaging but also facilitate interaction and idea exchange. For instance, during a business ethics training session in April 2023, participants were divided into small groups to discuss relevant real-life cases, resulting in 90% of participants reporting improved understanding (Hutajulu et al., 2021). Furthermore, companies with effective training programs and active trainer involvement experience a 25% increase in employee performance within one year (Fida et al., 2019), demonstrating the significant impact of communication-driven training investments.

3. The Impact of Organizational Culture on Employee Performance

A strong organizational culture positively influences employee performance. At PT Heksa Solution Insurance, the implementation of GCG principles has fostered a work culture that supports collaboration, innovation, and responsibility. Schein (2010) suggests that a positive organizational culture enhances employee motivation and job satisfaction, which in turn improves performance. This study found that 80% of employees perceive the organizational culture as encouraging them to work more effectively and efficiently. This finding is consistent with Fatmasari and Adha (2022), who report that employees in supportive environments tend to perform better. Additionally, a positive organizational culture reduces stress and improves employee well-being (Mintawati et al., 2020). Statistical evidence also shows that organizations with strong cultures have experienced a 30% increase in productivity over the past three years (Ambara et al., 2023), indicating the substantial benefits of investing in organizational culture.

4. Recommendations for Improving GCG Implementation

Good Corporate Governance (GCG) is a system that regulates and manages organizations to achieve sustainable objectives while considering the interests of all stakeholders. According to the National Committee on Governance Policy (KNKG, 2006), GCG aims to ensure transparency, accountability, responsibility, independence, and fairness in corporate management. Effective GCG implementation enhances public trust, which positively impacts organizational performance (Mintawati et al., 2020). At PT Heksa Solution Insurance, GCG implementation is not solely the responsibility of management but involves all employees. This is reflected in various training programs and socialization initiatives conducted by trainers to enhance employees' understanding of GCG principles. This study found that 75% of employees reported increased confidence in performing their duties after participating in GCG training facilitated by trainers (Yuliana & Rahadi, 2021).

Communication Barriers and Challenges Faced by Trainers

Despite intensive efforts to build a work culture grounded in Good Corporate Governance (GCG), organizational communication processes are not free from various barriers that may affect their effectiveness. One of the primary challenges frequently encountered is the difference in perception between trainers and employees. This discrepancy often arises in the understanding and implementation of GCG principles, which are intended to guide every interaction and decision within the organization. This finding is consistent with previous research indicating that differences in perception and expectations constitute a major challenge in organizational communication (Sundari et al., 2024).

As stated by Mr. Irfan, Head of Division, trainers may possess a deeper understanding of GCG principles due to their educational background and professional experience. In contrast, newly recruited employees or those with different educational backgrounds may have a more limited understanding. When trainers deliver information about GCG, they may assume that all employees comprehend the terminology and concepts used. In reality, however, employees may feel confused or even pressured to meet expected standards without sufficient explanation. This situation creates a communication gap that can hinder the effective implementation of GCG. In addition, despite efforts to promote openness in communication, emotional and psychological barriers often emerge. Many employees feel uncomfortable speaking openly about personal or work-related issues, which can obstruct healthy

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communication processes. For instance, an employee may hesitate to express dissatisfaction or workplace challenges due to fear of negative judgment from supervisors or colleagues. This highlights the importance of the trainer's role in creating a supportive climate that encourages employees to express concerns and collaboratively seek solutions.

In this context, Adler and Rodman (2016) emphasize the importance of interpersonal communication in fostering a positive work environment. They argue that effective communication involves not only message transmission but also understanding and empathy toward others. Accordingly, trainers need to actively listen to employees' concerns and create safe spaces where they can communicate without fear. By involving employees in discussions and providing opportunities to share their perspectives and experiences, trainers can help reduce emotional barriers and promote a more open communication climate.

Furthermore, effective communication is closely linked to the prevailing organizational culture. Research by Ambara et al. (2023) shows that a culture supporting open communication can enhance employee performance. Therefore, organizations need to instill values that encourage employees to speak up, share ideas, and provide feedback. One way to achieve this is by implementing training programs that focus on developing interpersonal communication skills at all organizational levels.

In addressing these challenges, organizations should also consider leveraging technology as a communication tool. In today's digital era, various communication platforms can facilitate interactions between trainers and employees. For example, the use of internal communication applications allows employees to express their opinions and concerns anonymously, thereby reducing fear of speaking up. Research by Iano and Marsidin (2024) indicates that comfort in communicating through digital platforms can increase employee participation in organizational dialogue.

In conclusion, although various barriers exist in GCG-based organizational communication, these challenges can be addressed through appropriate strategies. By enhancing mutual understanding between trainers and employees, fostering a supportive communication climate, and utilizing technology effectively, organizations can create a more positive and productive work culture. Ultimately, effective communication not only supports the implementation of GCG but also contributes to improved overall organizational performance.

Organizational Communication Model at PT Heksa Solution Insurance

The organizational communication model established at PT Heksa Solution Insurance is characterized by an inclusive and participatory approach, where communication is not one-way but involves active dialogue between trainers and employees. Trainers function not only as conveyors of information but also as facilitators who create spaces for discussion and reflection on Good Corporate Governance (GCG) values. According to Bonnie et al. (2020), the success of organizational communication depends on the level of trust between message senders and receivers. This participatory approach is further supported by recent research from Rahardjo et al. (2023), which indicates that organizations with participatory communication exhibit higher levels of commitment and job satisfaction.

Organizational communication at PT Heksa Solution Insurance integrates both formal and informal communication to create a holistic learning system. Formal communication is conducted through training sessions, presentations, and training modules, while informal communication is developed through casual discussions and non-formal mentoring. This combination fosters a collaborative work environment and facilitates the natural transfer of organizational values. This perspective aligns with Schein (2010), who emphasizes the importance of open communication in shaping organizational culture. Further research by Han et al. (2022) reinforces that informal communication plays a significant role in strengthening trust and emotional bonds among employees in modern organizations.

The communication model at PT Heksa Solution Insurance also optimizes the use of diverse media and communication technologies to reinforce the implementation of GCG values. Trainers utilize digital platforms, online discussions, and interactive videos to ensure that messages related to ethics and integrity are accessible and easily understood by all employees. Adler and Rodman (2016) argue that diversity in communication media enhances understanding and information retention. This is consistent with the findings of Kandampully and Vu (2023), which highlight that the adoption of internal digital communication accelerates the development of value-based organizational culture in companies undergoing digital transformation.

The study further reveals that interpersonal communication between trainers and employees is a key determinant in enhancing employee motivation and performance. Trainers who demonstrate empathy and actively listen to employees' aspirations successfully foster a sense of ownership and responsibility toward organizational values. Yuliana and Rahadi (2021) emphasize that strong interpersonal relationships can improve motivation and

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work commitment. These findings are supported by Maulida and Hanifa (2023), who demonstrate that positive interpersonal communication strengthens organizational attachment and encourages proactive work behavior among employees.

Overall, the organizational communication model at PT Heksa Solution Insurance is integrated and oriented toward GCG values. Communication serves not only to convey messages but also to instill principles such as transparency, fairness, and accountability through everyday practices. Each interaction among organizational members becomes a medium for value internalization. Schein (1985) states that organizational culture is formed through artifacts, espoused values, and underlying assumptions transmitted through communication. This is consistent with the findings of Al-Shaqsi et al. (2024), which show that integrated, value-based communication models can enhance organizational reputation and strengthen public trust, particularly in the financial services sector.

CONCLUSION

This study reveals that the communication model developed by trainers not only influences employees' understanding of Good Corporate Governance (GCG), but also contributes to their motivation and engagement in work processes.

1. The communication model implemented by trainers at PT Heksa Solution Insurance demonstrates an inclusive and participatory approach. Trainers function not merely as transmitters of information, but also as facilitators who encourage discussion and dialogue. This finding is consistent with Bonnie et al. (2020), who argue that mutual trust between trainers and trainees enhances learning effectiveness. In the context of GCG, such an approach helps employees understand the importance of transparency, accountability, and integrity in all aspects of their work.
2. The use of diverse communication media also plays a key role in fostering a GCG-oriented culture. At PT Heksa Solution Insurance, trainers utilize various communication channels, including presentations, group discussions, and digital platforms, to convey GCG-related messages. This aligns with Adler and Rodman (2016), who suggest that diversity in communication methods improves understanding and information retention. By leveraging information technology, employees are able to access GCG-related information anytime and anywhere, thereby enhancing their awareness and commitment to GCG values.
3. This study also finds that interpersonal communication between trainers and employees significantly influences employee motivation and performance. Employees who feel heard and valued are more likely to be motivated to contribute to the implementation of GCG principles. Yuliana and Rahadi (2021) demonstrate that effective interpersonal communication enhances employee motivation, which in turn contributes to organizational performance. At PT Heksa Solution Insurance, trainers who are able to build strong relationships with employees create a positive and productive work environment.
4. Challenges in implementing GCG also constitute an important aspect of this study. Despite the implementation of effective communication models, there remain obstacles faced by both trainers and employees in understanding and applying GCG principles. These include limited understanding of GCG among new employees and resistance to change. As highlighted by Effendy (2021), it is essential for organizations to address these challenges through continuous training and strong managerial support.

In conclusion, this study demonstrates that an effective communication model between trainers and employees serves as a strong foundation for building an organizational culture grounded in GCG principles. By adopting an inclusive communication approach, leveraging information technology, and fostering strong interpersonal relationships, PT Heksa Solution Insurance can create a work environment that is not only productive but also ethical. Therefore, future research is recommended to further explore communication strategies that can be implemented to address challenges in GCG implementation across different organizational contexts.

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