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INTERPERSONAL COMMUNICATION OF CLUSTER SALES MANAGERS AND CLUSTER MANAGEMENT PARTNERS IN IMPROVING PERFORMANCE AT PT. INDOSAT OOREDOO HUTCHISON SURABAYA AREA.

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Abstract

There is a phenomenon of high competition in the telecommunications business, Indosat Ooredoo Hutchison market share is ranked 3rd in Surabaya, whereas many other cities in East Java Indosat's position as market leader While Surabaya's potential is very high seen from the population, high minimum wage, the number of telecommunications outlets and BTS (Base Transceiver Station) / Indosat network is increasing. effective interpersonal communication process that will bring business performance is well maintained, as is the role and function of managing clusters so that business volume grows and performance (KPI) is achieved. Therefore, researchers are interested in conducting research on how the interpersonal communication process of Indosat Cluster Sales Manager (CSM) and Canvasser Cluster Management Partner (MPC) in improving Performance at PT Indosat Ooredoo Hutchison Surabaya Area."

This research uses a qualitative approach that has not been widely done to examine the process of interpersonal communication with data collection techniques carried out through field observations, interviews, and documentation studies.

This research confirms that an effective interpersonal communication process is very important to improve the performance of PT Indosat Ooredoo Hutchison Surabaya Area. This research found that communication only focuses more on ensuring MPC understands KPIs, monitoring KPI achievements, reprimanding and ensuring knowing achievements and pursuing achievements if found not in accordance with the target. But actually, there is something much more important, namely instilling a mentality to improve the Canvasser work process through better interpersonal communication in order to produce maximum performance achievement. While the interpersonal communication factors have shown a supportive attitude communication by being: 1. descriptive, not evaluative, 2. Spontaneous, not strategic, and 3. Provisional not very sure. The quality of openness refers to at least three aspects of interpersonal communication, namely opening up, reacting spontaneously, and feelings / thoughts together.

Keywords: *Interpersonal Communication Process, Interpersonal Communication Factors*

1. INTRODUCTION

Considering the huge market potential in Surabaya, the researcher wants to see how the targets achieved by telecommunication operators in conducting their business and especially in terms of *Key Performance Indicators* (subscribers and revenue) through

communication carried out by human resources who are the key to the success of these KPIs, in this case the Cluster Sales Manager communicates with the Cluster Managing Partner as the executor in the field related to sales. Both executors always conduct interpersonal communication related to the target of increasing the number of customers and revenue at any time. They are the spearhead of the telecommunication operator's business, in this case PT Indosat Ooredoo Hutchison. Serving the digital life of the community with data packages that can be used through the internet network as well as communication between individual humans.

PT Indosat Ooredoo Hutchison has a very strong company level both in terms of finance and information communication technology expertise in realizing and empowering *Smart City* and *Smart Corridor* through its commercial services both 4 G and 5 G which continuously improves the quality of the network built in the Surabaya City area.

Hutchison Indosat Ooredoo is committed to continue to be a digital driver in the EJBN Region and play a greater role in connecting and empowering the community.

Competition in the telecommunications industry in Indonesia faces intense competition. Therefore, each mobile operator is required to have human resources, especially strong cluster sales managers and empower cluster management partners (MPC) or *canvassers in* order to compete with competitors. Operators are competing to offer the benefits of the services provided as much as possible so that customers are interested in using them.

Competition between telecommunications operators that takes place today is no longer on the sophistication of the technology owned, but rather leads to competition for the benefits that can be provided to customers. These are the messages that must be conveyed to the user community through Indosat Distributors commonly called Cluster Management Partners through Cluster Sales Officers (Canvasser), where the Canvasser in its operations is led by a Supervisor and from the Principal (Indosat) also leads a routine briefing every morning by the Cluster Sales Manager (CSM) PT Indosat Ooredoo Hutchison. An effective interpersonal communication process that will bring business performance is well maintained as its role and function is to manage the cluster so that its performance growth (number of Customers and Revenue) is achieved. Therefore, researchers are interested in conducting research "How is the Interpersonal Communication Process of Cluster Sales Manager and Cluster Partner Manager (MPC) in improving Performance at PT Indosat Ooredoo Hutchison Surabaya Area."

2. LITERATURE REVIEW

Communication

"*A goal is some desired and or state of affairs that an individual wishes to attain or maintain. Desired goals become interaction goals when communication and coordination with others are required for goal achievement*." (Littlejohn & Foss, 2009)

According to the above theory a goal is some desire and or state that an individual wants to achieve or maintain. Desirable becomes an interaction goal when communication and coordination with others is necessary for goal achievement.

Communication for an organization is like blood flow for a person, only a person can develop artificial hardening, which has an impact on physical efficiency, so an organization can develop effective communication channels, which have an impact on its productive efficiency in this case is sales. (Don Hellriegel & John W. Slocum Jr, (1989)

Communication Process

In the process of interpersonal communication, the flow of communication that takes place is circular or rotating, so that each individual has the same opportunity to become a communicator and communicant. Because in interpersonal communication feedback or impact can occur spontaneously. To find out the components involved in the interpersonal communication process can be described as follows:

FIGURE 1 INTERPERSONAL COMMUNICATION PROCESS
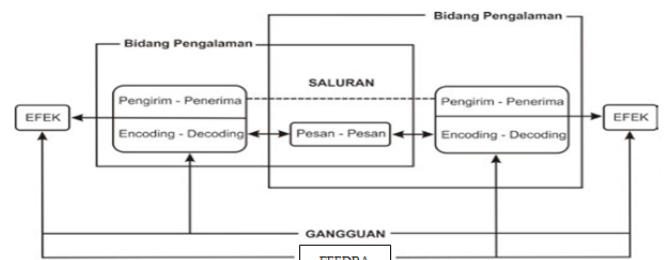
From the picture above, it can be explained that the components of interpersonal communication are as follows: (Devito, 2001: 10) a. Interpersonal communication process involves at least two people, each individual involved in communication focuses and sends messages while also understanding and receiving messages. b. Encoding - Decoding, where encoding is the act of producing messages, which were previously formulated by encoding symbols of words and so on. Conversely, another action is to understand or interpret the messages to be received, which in this case is called decoding. So in interpersonal communication the process of encoding and decoding is carried out by each individual as the sender and receiver of the message. c. Messages - Messages. In interpersonal communication, these messages can be formed verbal (such as words) or non-verbal (gestures, symbols) or a combination of verbal and non-verbal forms. d. Channel, serves as a medium where it can connect verbal and non-verbal forms. Channel, serves as a medium where it can connect between the sender and receiver of information or messages. e. Disturbance (noise). the difference between the messages sent and the messages received. This incident can occur due to interference during communication, such as: 1) Physical Disorders, 2) Psychological Disorders and 3) Semantic disturbances, namely words or symbols used in communication, f. Feedback. Feedback plays a very important role in the process of interpersonal communication, because the sender and receiver continuously and alternately provide feedback in various ways, both verbally and non-verbally. Field of Experience, where the communication process will take place if the participants of the communication have the same experience. Field of Experience, where the communication process will take place if the communication participants have the same field of experience. h. Effect. interpersonal communication with face-to-face is considered the most powerful to change attitudes, behavior beliefs and opinions of communication.

Interpersonal Communication

Etymologically, *communication* comes from Latin which means *communication,* which is the same meaning. The occurrence of the communication process when it is taking place there is a similarity

related to the things that are communicated or have certain interests.

Communication occurs if there is a message to be conveyed and there is feedback from message recipients or *receivers.* In addition, the function of communication is to inform, change attitudes, or provide opinions or attitudes and direct and indirect behavior through certain channels or media.

According to Carl. I Hovlan in (Effendy, 2009) In this communication requires a reciprocal relationship between the messenger and the recipient, namely the communicator and the communicant. Communication science is to formulate firmly the principles of conveying information and forming opinions and attitudes with systematic efforts. Broadly speaking, it can be concluded that communication is the delivery of information and understanding of one person to another.

According to Effendy (2007: 9) and R. Wayne Pace (1979) suggest that interpersonal communication is a communication process that takes place face-to-face between two or more people where the sender or *sender* can convey messages directly and receivers can receive and respond directly.

Meanwhile (Cangara, 1998) Interpersonal communication can also be said to be communication between individuals face to face, which allows each communication participant to capture the reactions of others, both verbal and non-verbal directly. Furthermore (Mulyana, 2004: 73) says that interpersonal communication is the process of sending and receiving messages between two individuals or between small groups of individuals with some effects and spontaneous feedback. Through this interpersonal process, messages are conveyed to other individuals, the process of exchanging information between an individual and someone else or usually between two individuals who can immediately know the feedback. In communication with the involvement of more individuals, the communication will become more complex.

Muhammad (2005: 159) argues that interpersonal communication is an active rather than passive activity. Interpersonal communication is not only communication from the sender to the recipient of the message, but vice versa, namely reciprocal communication

between the sender and the recipient of the message. Interpersonal communication is not just stimulus-response, stimulus-response but the process of receiving, absorbing and delivering responses that have been processed by each individual involved in communication.

Interpersonal communication also plays a role in developing and changing each other. And this change is through interaction in communication, the individual parties involved to influence, ideas, enthusiasm, inspiration, enthusiasm, and encouragement to be able to change thoughts, feelings, and attitudes in accordance with the information or messages that are discussed together. In order for interpersonal communication to be effective and produce maximum relationships and cooperation, it is necessary to be open, trusting, trusting, empathetic, and open to encourage mutual understanding, respect, and mutual development of the quality of relationships between the two parties of individuals involved in communication.

The importance of an interpersonal communication takes place in a dialogic manner that shows the occurrence of interaction, a person involved in this form of communication functions doubly, each being a speaker and a listener in turn.

In this two-way communication process, there appears to be an effort from individual communication actors for mutual understanding and empathy. From this interpersonal communication process, it is necessary to respect each other not because of social status but based on the assumption that each individual is a human being who is entitled and reasonable to be appreciated and respected. Interpersonal communication compared to other communications, is considered the most powerful in activities to change the attitudes, beliefs, opinions and behavior of communicants. The reason is because this communication takes place face to face, therefore with that communication there is *personal contact* (*personal contact*), when delivering a message feedback takes place *instantly* (*immediate feedback*) knowing the communicant's response to the message thrown at that time through facial expressions and speech style.

The tendency to change the attitudes, beliefs, opinions and behavior of communicants, the form of interpersonal communication is often used to convey *persuasive communication*, which is a human psychological communication technique that is subtle and flexible and persuasive. Thus, each communication actor will perform actions, namely forming, conveying, receiving and processing messages, these actions take place systematically in stages and form messages as creating ideas or ideas for certain purposes.

Functions of interpersonal communication
Interpersonal communication has a function that seeks to improve human relations, and avoid and overcome personal conflicts, reduce the uncertainty of something, and various knowledge and experiences with other individuals. (Cangara, 2004: 33) Interpersonal communication can improve human relations between communicating parties. In social life a person can get ease in his life because he has a life partner. In addition, interpersonal communication can also foster good relationships, to avoid and overcome conflicts that occur.

Furthermore, according to (Cangara, 2004) other functions of interpersonal communication are: a. Knowing ourselves and others. b. Knowing and knowing the environment well. c. Creating and maintaining good relationships between people. d.

Changing behavior and attitudes. e. Playing and seeking entertainment for various personal pleasures. f. Changing behavior and attitudes. f. Changing behavior and attitudes. Changing behavior and attitudes. e. Playing and seeking entertainment for various personal pleasures. f. Helping others in providing solutions and resolving problems. Assisting others in providing solutions and solving problems. The global function of interpersonal communication is to convey messages whose feedback is obtained during the communication process.

Properties of Interpersonal Communication
(Cangara, 2004) reveals that interpersonal communication can be divided into two maca, namely: *Dyadic Communication*, in which two individuals communicate in a face- to-face situation.

Furthermore, it is also mentioned that dyadic communication according to *Pace* in (Cangara, 2004) can be done in 3 forms, namely:

1)Conversations where the atmosphere is friendly and informal.
2)Dialogue situations are more intimate, and more personalized.
3)More serious interview situations

Interpersonal Communication Perspective

From the perspective of the interpersonal communication process, the results can be very effective and can also be very ineffective. Ineffectiveness will cause conflict in a relationship making an interpersonal communication relationship ineffective. Therefore, it is necessary to improve the quality of communication effectively, namely conflicts that occur or are not appropriate must be repaired so that cooperation between communication actors becomes better.

Here are three perspectives that discuss the characteristics of effective interpersonal communication, according to (Devito, 1997) including: Humanistic perspective**.**

In this humanistic perspective, the important factors are openness, generating a sense of empathy, a supportive attitude, being positive, and creating equal interaction with the meaning of honesty and satisfaction.

a) Effective interpersonal communication must have openness (openness) to individuals who are invited to interact or communicate by being willing to open up and provide information that can be accounted for and recognize the feelings and thoughts of each other communication participants.

b) Effective interpersonal communication must have a sense of *empathy*, namely the ability to be able to put himself in the position or role of others. That a person is emotionally and intellectually able to understand what the interlocutor feels and experiences.

c) Effective interpersonal communication must also have a *supportive* attitude (supportiveness) It will not be effective if there is no supportiveness behavior in a person. In this case, one with the other provides mutual support for the message conveyed.

d) Positive attitude (positiveness) Having positive behavior, namely thinking positively about oneself and others.

e) *Equality* The effectiveness of interpersonal communication is also determined by the commonalities that the perpetrators have. Such as values, attitudes, character, behavior, habits, experiences, and so on.

Interpersonal Communication Factors

Some of the factors found in this study are the interpersonal communication process of fostering interpersonal relationships in interpersonal communication are as follows: trust, supportive attitude, and open attitude.

3. RESEARCH MODEL

To find the management of marketing communication in the current era with the main components that must be found, this research is in accordance with the intention to provide an in-depth description of the Interpersonal Communication Process of Cluster Sales Manager and Cluster Management Partner (MPC) in improving Performance at PT Indosat Ooredoo Hutchison Surabaya Area.

In addition, it aims to obtain factual knowledge revealing various activities that arise throughout the Interpersonal Communication Process of Cluster Sales Manager and Cluster Management Partner

(MPC) in improving Performance at PT Indosat Ooredoo Hutchison Surabaya Area. This research uses a qualitative approach or qualitative processes, principles and procedures.

Researchers in this study collected data through interviews, observing by visiting the research location, and searching for documentation data. In conducting interviews, researchers used the type of *qualitative interviewing* , namely field research with more active investigation. Conduct interviews by asking questions that have been prepared to the resource persons (Informants).

The data analysis technique used is using qualitative data analysis, data obtained from various sources, using data collection techniques based on Tringulation theory, Sugiyono, 2011. In addition, processing data by organizing, analyzing, explaining the description pattern between the dimensions of the Interpersonal Communication Process of Cluster Sales Manager and Cluster Partner Manager (MPC) in improving Performance. Researchers conducted research with a framework of thought related to the research case using data reduction analysis techniques, data display, and conclusion drawing.

Researchers conducted a *Triangulation* Technique, researchers analyzed data with data collection techniques from resource persons and processed and verified to be concluded.

IMAGE I 2 TRIANGULATION OF DATA SOURCES
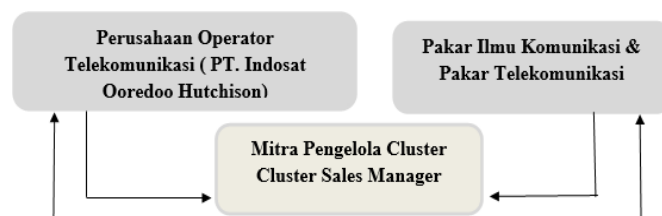
Source: Processed by Researcher

Researchers discussed with communication and telecommunication experts about the Interpersonal Communication Process of Cluster Sales Managers and Cluster Management Partners (MPC) in improving Performance. *Transferability*, the results of the study can be applied by telecommunications operator companies. Researchers also hope that the results of this study can be understood by readers. *Dependability*, an *audit trial is* carried out in the form of communication with supervisors and communication / telecommunication experts to discuss cases related to the Interpersonal Communication Process of Cluster Sales Managers and Cluster Management Partners (MPC) in improving Performance in the field.

4. DATA ANALYSIS

Interpersonal communication between Cluster Sales Manager Indosat Ooredoo Hutchison and Canvaser Cluster Management Partner (MPC), so far has been done quite well and there are changes in the achievement of KPI targets and impact on the growth of the number of subscribers (VLR) and *Revenue* (revenue), but because the impact is not significant growth / as expected Indosat, then found things that can still be improved from communication between CSM and Canvaser / MPC.

The findings that must be improved in the future are that although the achievement of performance / KPIs has shown a positive movement, there is still a lack of time for more communication in evaluating the canvasser's work process, so far communication has only focused on ensuring that canvassers understand KPIs,

monitoring KPI achievements, reprimanding and ensuring canvassers know achievements and pursuing achievements if found not in accordance with targets. But actually, there is something much more important, namely instilling the canvasser's mentality that improving the continuous process is better in order to produce maximum achievement. It is expected that CSM take the time to communicate in depth with Canvassers that evaluate regularly, for example every month so that the next month there are process improvements in how to do their work related to target achievement (lead measure), such as how the distribution process of starter packs (SP) and balances or pulses from MPC to outlets, so that *Quality Sim Selling* Outlet (QSSO) and Quality QURO occur, so that it will have an impact on sell out starter packs & pulses (sales from outlets to customers) which will also have an impact on VLR (additional customers) and Revenue (revenue), which ultimately has an impact on increasing Indosat's market share.

From the results, it was found that the knowledge and skills possessed by CSMs and MPCs were among the most important.

Mitra Pengelola Cluster   Cluster Sales Manager
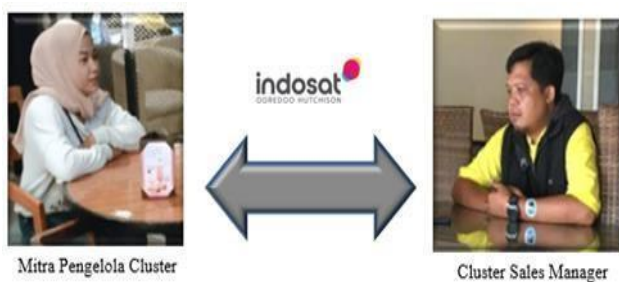
The function of interpersonal communication can be viewed from a broad sense not only interpreted as an exchange of messages, but as an activity of CSM and MPC regarding the exchange of data and facts and ideas in achieving the common goal of achieving the KPI target of PT Indosat Ooredoo Hutchison Surabaya.

The findings related to the interpersonal communication function carried out by CSM and MPC are conveying information which aims, among others:

1) *Attitude change,* where SCM and MPC dynamically influence each other in achieving the KPIs expected by the company.
2) *Opinion change,* where the SCFM and MPC exchange ideas related to the expected work objectives.
3) Behavior change, where communication that occurs has an impact on the actions that must be taken in the work process. In this case, it is to increase sales.

Interpersonal communication conducted by CSM and MPC is not formally organized. This means that when communicating interpersonally, CSM uses all elements in the communication process. These elements create a communication process to interact. This is because CSM and MPC who conduct interpersonal communication can exchange ideas with each other, for example how to explain more clearly about the advantages of products and programs of outlets (pulse shops), how to respond to telecommunications market competition, solutions to constraints and outlet complaints to feelings and emotions with various information. This interpersonal communication is used to deliver messages from CSM and receive messages from MPC. CSM conducting interpersonal communication has the expectation of a feedback from the message that has been delivered to MPC. The expected feedback is the occurrence of effective communication.

So, in interpersonal communication can be said to be effective if in communicating it causes positive reciprocity. So it can be interpreted that the interpersonal communication carried out between CSM and MPC is open communication. In this study, it was found that the interpersonal communication relationship between CSM and MPC has important properties in the communication process, so that the communication becomes smoother.

Interpersonal communication involves individuals and is interdependent. That is, in the process of communicating CSM and MPC will connect with each other. what they do during the communication process will have an impact on others as well (interdependent).

From the findings of this study, the communication process carried out is interpersonal communication which is relational in nature. The relationship has an impact on the benefits of the relationship that is established. Therefore, CSM and MPC continue to learn how to interact and communicate well so that the relationships that are built become effective. This interpersonal communication is on a continuum of impersonal unity. In impersonal situations we tend to communicate or respond according to the role.

Interpersonal communication involves verbal and nonverbal messages when delivering messages. So interpersonal communication is not only about the delivery of the message and the recipient of the message, but in this communication also pays attention to how the expression is given. For example, when SCM communicates with MPC, it will use words along with non-verbal cues such as facial expressions, gestures and eye contact.

Interpersonal communication can take many forms. Interpersonal communication is usually done face-to-face or directly *(Offline)*. However, in this modern era, interpersonal communication can also occur through types of computer technology networks. For example, Email, Zoom / MS Team, SMS, WhatsApp, calling and posting something on Instagram. We can say that interpersonal communication is also done face-to-face online.

Interpersonal communication also involves making choices. This means that the communication CSM had with MPC was a choice that was made. When communicating with MPC, choosing what to say to that person. It is this choice that determines an interpersonal communication will go well. Perspective is seen at a glance as the same as perception. But actually, perspective is not perception but rather guides our perception; perspective affects what we see and how we interpret what we see. The nature of openness about interpersonal communication found in this study is:

When interacting, be very open. This does not necessarily mean sharing all the background of the company's management, but most importantly there is a willingness to open up on common issues. In this interaction, opinions, thoughts and ideas are known, so communication will be easy.

Openness shows the willingness to respond to others honestly and frankly about everything they say. Likewise, the other person responds honestly and openly about everything that is said. Here openness is required by responding spontaneously and without pretext to other people's communication and feedback so as not to cause misunderstanding or offense.

Empathy is a person's ability to put himself in the role or position of another person, meaning that a person is emotionally and

intellectually able to understand what others feel and experience. With empathy one tries to see and feel as others see and feel.

Interpersonal communication will be effective if there is supportive behavior in a person. That is, a person in dealing with a problem does not behave defensively. Openness and empathy cannot take place in an atmosphere that is not supportive, namely: descriptiveness, spontaneity and provisionalism. Conversely, defensive behavior is characterized by the traits of: evaluation, strategy and certainty.

Interpersonal communication will be effective if it has positive behavior. A positive attitude in interpersonal communication points to at least two aspects, namely: 1. Interpersonal communication will develop if there is a positive view of oneself. 2. Have positive feelings towards other people and various communication situations.

In this interpersonal communication includes two things, namely: The similarity of the field of experience among the communication actors and the similarity in conversation among the communication actors, giving the understanding that in interpersonal communication there must be similarity in terms of sending and receiving messages.

Some of the factors found in this study are the interpersonal communication process fosters interpersonal relationships in interpersonal communication is an attitude of trust, supportive attitude, and open attitude.

From the results of this study, interpersonal communication conducted with the data obtained from the interviews found about the effective interpersonal communication process resulted in the achievement of Canvaser KPIs from QSSO *(Quality Sim Selling Outlet)* data, namely starter packs sold to customers by outlets and OSA *(Outlet Balance Amount)* revenue generated by outlets from sales through mobo (application from Indosat for credit sales / injection of data packages). And of course, the impact on increasing market share in Surabaya Sales Area.

5. DISCUSSION

Cluster Sales Managers (CSM) and Cluster Management Partners (MPC) make appointments for meetings and are carried out regularly on a periodic basis. In the context of interpersonal communication CSM and MPC have at least three dimensions, namely: physical, socio-psychological, and temporal. The physical environment chosen is a comfortable situation, one example is in the "Cafe", this is in line with what is conveyed by Devito (1997: 24) that the context or physical environment means, a real or *tangible environment*. Another dimension is social - psychological, in this case between CSM and MPC have a professional status relationship where CSM is fighting as an individual who is responsible for sales at PT, Indosat Ooredoo Hutchison in the Surabaya area and CSM as the executor is responsible for sales in Surabaya outlets and they do according to the rules that apply to the corporate culture of PT, Indosat Ooredoo Hutchison. The interpersonal communication process they do is in line with Devito's concept (1997: 25) that communication is done with a sense of friendship with an atmosphere of formality and informality interspersed with Surabayaan cultural jokes. While the temporal dimension or time, the interpersonal communication they do is periodically and according to the agreed meeting appointment.

The three environmental dimensions mentioned above interact with each other, each influencing and being influenced by the other. For example, MPC not achieving KPI targets will lead to changes in the business atmosphere which can then lead to changes in proximity which results in the communication process never being static.

Changes in this communication through interaction in communication, the parties involved to inspire, encourage, and encourage in order to change thoughts, feelings, and attitudes in accordance with the topics studied together. The joint study of CSM and MPC is how to achieve the KPI target maximally by encouraging each other to achieve the target. From the results of interpersonal communication research carried out to produce effective interpersonal relationships and cooperation, this is due to the open attitude between SCM and MPC where each other shows each other, supportive attitude, mutual understanding, respect, and mutual development of relationship quality, especially working for the achievement of KPIs expected by the company.

What is even more important is how a particular message fits into the temporal sequence of communication events. For example, CSM praises MPC, whether it is delivered immediately after the achievement of KPIs during the communication process.

The interpersonal communication process carried out in this study, the findings are described as proposed by Devito (1997: 26):

FIGURE 3 UNIVERSAL HUMAN COMMUNICATION
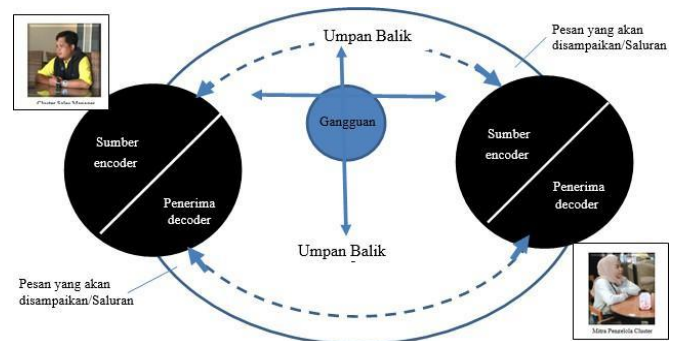
The researcher uses the source-receiver in this case, CSM and MPC, as an inseparable entity and emphasizes that everyone involved in communication is both a source (or speaker) and a receiver (or listener). CSMs send messages by speaking, gesturing and smiling. The MPC receives the message by listening, receiving the CSM's message. When the CSM talks to the MPC, the CSM looks at it for a response - for support, understanding, sympathy, approval, and so on. When the CSM absorbs these non-verbal cues, the CSM is performing the receiver function.

In communication science researchers name the act of producing a message - for example speaking - as encoding. By putting the CSM's ideas into sound waves, the CSM incarnates the ideas into a specific code - so the CSM is encoding. Researchers label the act of receiving the message - for example, listening or reading - as decoding. By translating sound waves or words into ideas, the MPC decodes the code - so the MPC is decoding. Hence the researcher named the speaker as the encoder and the listener as the decoder. As with source-receiver, we write encoding-decoding as an inseparable entity to emphasize that CSMs perform these functions simultaneously. When the CSM speaks (encoding), it also absorbs responses from the MPC (decoding).

Communication messages can take many forms. CSMs send and receive messages through any one or a particular combination of the five senses. However, messages are usually considered to always be in the form of verbal (spoken or written) and nonverbal (wordless) communication. For example: when SCMs shake hands with MPCs, shake their heads, sit down, and smile. Everything about a person communicates. In face-to-face interactions the CSM speaks and listens (voice channel), but also gives body cues and the MPC receives these cues visually (visual channel).

Feedback is information that is sent back to its source, e.g. MPC feedback is sent back to the CSM. Feedback can come from the CSM itself or from the MPC. For example, if the CSM conveys a message by speaking to the MPC - the CSM also hears itself. That is, CSM receives feedback from CSM's message, hearing what CSM says, CSM feeling its own movement, seeing what CSM writes. In addition to its own feedback, the CSM receives feedback from the MPC/ This feedback can come in many forms such as: a frown, a smile, a nod or shake of the head, a pat on the shoulder, are all forms of feedback.

Feedforward is information about the message to be conveyed, in the case of this interpersonal communication research is about KPIs (number of customers and revenue).

Interference (*noise*) is a disturbance in communication that distorts the message. Interference hinders the receiver in receiving the message and the source in sending the message. Interference exists in a communication system if it makes the message delivered different from the message received. This interference can be physical (e.g. someone else talking), psychological (thoughts already in our heads), or semantic (misinterpreting meaning).

Interference in communication is inevitable. All communication contains interference, but we can reduce interference and its impact by using more accurate language, learning skills to send and receive nonverbal messages, and improving communication skills.

Communication always has an effect or impact in the act of communication. In every act of communication there are always consequences. For example, interpersonal communication will gain knowledge or learn how to analyze, synthesize, or evaluate something, in this case it is an intellectual or cognitive effect or impact. And will acquire new attitudes or change attitudes, beliefs, emotions, and feelings. And will acquire new ways.

PICTURE 4 COMMUNICATION ACTION *ENVIRONMENT*
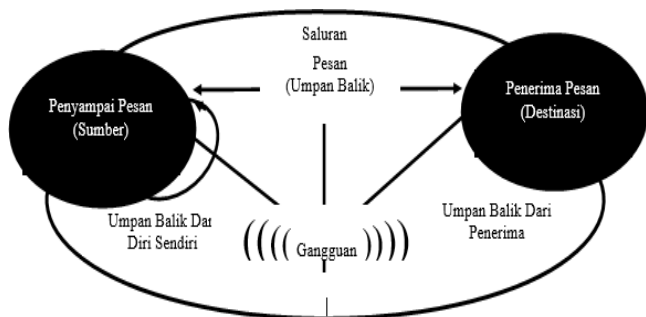
Source: Devito, 1997:35

There are three main factors that foster an attitude of trust, namely: 1) Accepting, is the ability to relate to others without judging and without trying to control them. Acceptance is not as easy as it sounds. We always tend to judge and find it difficult to accept. As a result, interpersonal relationships cannot take place as expected.

2) Empathy, this is considered as understanding others who have no emotional meaning to us. 3) Honesty, causing our behavior to be predictable, this encourages others to be able to trust us. In the interpersonal communication process in this study, communication is very important.

Effective interpersonal relationships are those in which there is supportiveness - A concept of open and empathic communication whose formulation cannot take place in an unsupportive atmosphere. Demonstrate supportive communication by being: 1. descriptive, not evaluative, 2. spontaneous, not strategic, and 3. provisional, not very sure.

The quality of openness refers to at least three aspects of interpersonal communication, namely:

1. Effective interpersonal communication requires being open to the person you are interacting with. This does not mean that people should immediately disclose their entire life history. It may be interesting, but it usually does not help communication. Instead, there should be a willingness to open up - to reveal information that would normally be hidden, provided that this self-disclosure is appropriate.
2. The aspect of openness refers to the communicator's willingness to react honestly to incoming stimuli. Silent, uncritical and unresponsive people are generally dull conversation participants. Interpersonal Communication wants participants to react openly to what is said, and has the right to expect this. There is nothing worse than being indifferent and even disagreeing is much more pleasant. Demonstrate openness by reacting spontaneously to the communication situation.
3. It concerns the "ownership" of feelings. To be open in this sense is to acknowledge that the feelings and thoughts expressed are indeed "mine" and to take responsibility for them. The best way to express this responsibility is with a message that uses the word "I" (replace with the first person singular).

6. CONCLUSION

During this research, researchers have analyzed the case study of Interpersonal Communication Process in Improving Performance at PT Indosat Ooredoo Hutchison Surabaya Area, interpersonal communication has occurred by bringing the achievement of performance targets in its management. But there are still shortcomings about the limited time for deeper communication in evaluating the work process of Cluster Management Partners / canvassers, so far communication has only focused more on ensuring canvassers understand KPIs, monitoring KPI achievements, reprimanding and ensuring canvassers know achievements and pursuing achievements if found not in accordance with the target. But actually, there is something much more important, namely instilling the canvasser's mentality that improving the continuous process is better in order to produce maximum achievement.

While the interpersonal communication factors carried out by SCM and MPC have shown supportive communication by being: 1. descriptive, not evaluative, 2. Spontaneous, not strategic, and 3. Provisional not very sure. The quality of openness refers to at least three aspects of interpersonal communication, namely opening up, reacting spontaneously, and sharing feelings and thoughts.

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