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Research article

# The Role of Organizational Communication Patterns in Motivating Employees: A Study of a Small Manufacturing Company in Indonesia

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**Abstract.**

This study examines the organizational communication patterns used by PT. Lezen Indonesia for motivating its employees, and the supporting and inhibiting factors thereof. A descriptive qualitative method was used. The authors used Joseph A. Devito's theory of five communication patterns (the circle, chain, star, wheel, and Y patterns) and found that the PT. Lezen Indonesia used three of them – the chain, the star, and the circle pattern. They also noted that the communication pattern used by the leader to communicate with subordinates was not much different from the pattern used by the subordinates to communicate with the leader, namely the chain communication pattern and the star communication pattern. However, the communication patterns used by employees to communicate with each other were circular and star patterns, where the employees freely communicated with each other. Factors supporting communication patterns in motivating employee work were routine family gatherings and receiving rewards and remuneration on time. However, the inhibiting factor was a misunderstanding as the company leadership was not yet very fluent in delivering information in Indonesian. Another inhibiting factor for many employees who joined and instantly left the company was the low entry-level salary, lack of benefits, and the restriction on using cell phones while working.

**Keywords:** communication, communication pattern, work motivation

## 1. Introduction

Communication is a form of activity that cannot be separated in human life, both as individuals and in relationships with other humans. Communication is a tool for interacting with each other in life, communication is considered to be very important not only because communication is only used as a means of transmitting messages, apart from that all communication is also important to be used as a unifying tool, a tool to persuade or influence others. In addition, communication is also an interaction tool to equalize perceptions, opinions so that in the end the various goals of individuals, groups, organizations, companies and the wider community are achieved [1].

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For the sake of creating a good and smooth communication in an organization, a leader requires the right communication pattern, where the interaction between the parts runs harmoniously, dynamically and romantically and has definite aims, so that the ideals and goals of the group and organization in a company will be achieved effectively. The form of communication carried out by a leader can be in the form of instructions or orders, suggestions, guidance, instructions, advice or criticism that has a constructive nature [2]. PT. Indonesian Lezen. This company was founded in 1990 and is one of the leading export footwear companies in Sidoarjo. In a company the potential for conflict is very large among employees, especially the problem of miscommunication.

According to [3] the potential for conflicts to arise can be caused by several factors, one of which is the lack of attention to organizational communication patterns, in the company there must be good teamwork between employees, if the leadership and employees do work without being burdened, there will be satisfaction in their work. Therefore, ineffective communication will affect work motivation and result in unsatisfactory production results. [3] Moreover, coupled with employees who often go in and out and change, there are questions beyond what is the problem that causes employees not to last long at PT. Lezen Indonesia. On average, employees who go in and out of PT. Lezen Indonesia show a figure of 25% every year.

According to [4] that an organizational leader, manager, or administrator must be able to choose methods and communication techniques that are considered good for the smooth running of a company. The communication method or technique chosen must be adapted to the situation at the time the communication is used. So that in the future the resulting communication strategy will be innovative and is expected to strengthen the coordination of all components within the company so that employee motivation arises at work.

In research [5] it is stated that a good communication process must be supported by the use of good and correct communication patterns so that ideas, ideas, wishes, hopes, requests and orders conveyed by one party can be understood, understood, internalized and implemented for the common good. in community/organizational life.

Starting from the high number of employees who go in and out of the company, the number of shoe exports at PT. Lezen always increases every year. Now the problem is when the number of exports every year always increases, but every year the number of employees who go in and out of the company is still very large (25% per year). So from this problem, researchers are interested in examining how organizational communication patterns are carried out at PT. Lezen Indonesia to motivate employees' work, until in the end even though employees are always in and out but there is always

an increase in the number of shoes produced and exported by PT. Lezen Indonesia every year. The company's own goal is to always increase the number of shoe exports every year.

Communication Patterns Joseph A. Devito describes 5 communication patterns in the process of sending and receiving information or messages within the organization. Included in this are internal communication, external communication, communication from superiors to subordinates (down), communication from subordinates to superiors (upwards) and communication within the same level of position (horizontally) in an organization. With downward, upward, and horizontal communication, work coordination can run smoothly and organizational goals can be achieved. The five patterns are circle, star, chain organizational communication patterns, the last wheel of Y organizational communication patterns.

David Mc's work motivation. Clelland in relation to the work environment, Ernest McCormick (1985), is assessed as a condition that has an influence in generating, directing and maintaining behavior related to the work environment [6] which aims to move employee morale, maintain loyalty, increase morale and work productivity of employees, creating a good working atmosphere and relationship, increasing discipline, and enhancing employees' sense of responsibility towards their duties [3].

Based on the identification of the problem above, the researchers formulated the problem formulation as follows: how is the organizational communication pattern of PT. Lezen Indonesia in motivating employees' work, and what are the supporting and inhibiting factors in conducting organizational communication at PT. Lezen Indonesia, and the objectives to be achieved in this study are to find out how the organizational communication pattern of PT. Lezen Indonesia in motivating employees' work, and what are the supporting and inhibiting factors in conducting organizational communication at PT. Lezen Indonesia.

## 2. Research Methods

This study uses qualitative-descriptive research methods, systematic research methods, used to examine or examine objects in a natural setting without any manipulation in it without any hypothesis testing, with natural methods when the expected research results are not generalizations based on quantity measures, but the meaning (in terms of quality) of the observed phenomena [7]. The focus of this research is on the pattern of organizational communication carried out by PT Lezen Indonesia to motivate employees. This research is located at PT. Lezen Indonesia which is located at Jl. Rajawali

Industrial Block No. 9 Betro Village, Sedati District, Sidoarjo Regency. The informant determination technique that the researcher uses <sup>9</sup> in this research is purposive sampling, which means that <sup>9</sup> the researcher deliberately determines the person or informant who is rich in information or masters the information needed by the researcher and can be trusted, understands the data from this research. So that the research results obtained can later be proven true [8]. The collection process in this study uses three (3) ways, namely interviews with 8 informants who have been determined, direct observation coming to PT Lezen Indonesia to see firsthand how the communication process is carried out there and documentation of several important archives of data on the number of employees and data the number of exports of shoes each year. Then the data that has been collected is analyzed <sup>6</sup> using qualitative data analysis techniques.

### 3. Results and Discussion

#### 3.1. PT Lezen Indonesia Organizational Communication Patterns in Motivating Employees' Work

##### 3.1.1. Organizational Communication Patterns from Leaders to Employees

One of the communication patterns of the five patterns mentioned by Joseph A. Devito is the chain pattern and the star pattern for task coordination, problem resolution, sharing information, conflict resolution, Building Togetherness or Relationships (Building Rapport). PT. Lezen Indonesia also uses this Communication Pattern to maintain good relations with its employees. Organizational communication patterns that are carried out by leaders to their employees are using chain communication patterns to coordinate tasks, share information, and build relationships. With the concept of an information will be conveyed from a leader to the head of each section for further forwarded to all employees of each division respectively. As the concept of the chain pattern According to Joseph A. Devito, in this chain communication pattern, people whose position is in the middle (here is the head of each section) have a role as a leader compared to people in other positions. The person at the very end can only communicate with one person. In the chain communication pattern, it shows a high level of trust from the leader to subordinates or it can be said that the leader really gives the authority to convey information to his subordinates.

But to solve problems or conflicts, the communication pattern used by the leadership of PT. Lezen Indonesia to their employees is the star communication pattern or all

channels, they interact with each other and give each other opinions about what is really the conflict or obstacle. Like the concept of a star organizational pattern according to Devito that all members in a group have the same power to influence other members, and each member allows for optimal member participation in terms of communicating and exchanging information. All members and leaders have the same opportunity to convey messages or information as a form of communication. This pattern of communication occurs in meetings or discussions. The advantage of this pattern is that information will be conveyed thoroughly because everyone will receive clarification of information from all members of the organization. In this pattern, all members of the organization can participate fairly to allow the free flow of information among group members.

The chain and Bintang organizational communication pattern is believed by the leadership of PT. Lezen Indonesia to increase <sup>3</sup> the work motivation of its employees, and this communication pattern has been used by the company in communicating with its employees for a long time.

Almost the same thing was also found in research [5] The pattern and communication process used is a chain pattern, namely the leader who wants to convey information to employees not directly to employees but through the head of the department, this is because the company PT. Semen Tonasa has been structured. Supporting factors in building job satisfaction are open communication by the leadership to employees, facilities provided by the company and a satisfactory salary.

### 3.1.2. Employee-Leader Communication Pattern

Not much different from the communication pattern carried out by the leader to the employee, the organizational communication pattern carried out from the employee to the leader also uses 2 communication patterns, namely the chain communication pattern and the star communication pattern. Chain organizational communication patterns for task coordination, information sharing, and relationship building. With the concept of an information will be conveyed from a leader to the head of each section for further forwarded to all employees of each division respectively. As the concept of the chain pattern According to Joseph A. Devito, in this chain communication pattern, people whose position is in the middle (here is the head of each section) have a role as a leader compared to people in other positions. The person at the very end can only communicate with one person. In the chain communication pattern, it shows a high level of trust from the leader to subordinates or it can be said that the leader really gives the

authority to convey information to his subordinates. As well as using the communication pattern of the star organization to communicate solving problems, holding meetings or meetings to conduct deliberation to reach consensus.

This is slightly the same as the research conducted by [9], that the communication patterns used to build work motivation are vertical and horizontal (all directions) communication patterns. So that every employee has the same rights and can participate fairly in the delivery of ideas, messages, ideas and suggestions. From here, an employee's work motivation is built.

### 3.1.3. Employee-to-Employee Communication Pattern

One of the communication patterns of the five patterns mentioned by Joseph A. Devito is a circle pattern where all members of the organization can communicate with each other, there is no distance or boundaries between fellow employees. For example, communication occurs through interaction between subordinates and their direct superiors. In the end, the sender of the message will evaluate the results and implications of the first message he sent from the last person to receive the message. Likewise the pattern of communication between fellow employees at PT. Lezen Indonesia in communicating they use a circle organizational communication pattern, anyone who gets correct and accurate information can pass it on to other employees. You don't have to wait for information from your superiors or one person called the head of the section.

## 3.2. Supporting Factors of Organizational Communication at PT Lezen Indonesia

One of the factors supporting the pattern of organizational communication that is carried out at PT. Lezen Indonesia in motivating employees' work is the regular holding of family gatherings so as to increase the sense of kinship and enthusiasm for work increases. In addition, the factors that support the running of organizational communication at PT. Lezen Indonesia are giving gifts or rewards every year to employees who are considered to have achievements in work. The salary/wage payment system that is always on time also turns out to be one of the supporting organizational communication patterns at PT. Lezen Indonesia which ultimately motivates employees to work. So from several answers from interviews, factors that support or support organizational communication to motivate employees' work are routine family gatherings, giving rewards and payment of work wages that are always on time.

### 3.3. The Barrier Factors of Organizational Communication at PT. Lezen Indonesia

In carrying out organizational communication at PT. Lezen Indonesia so that employees are motivated at work, they must be open to each other. According to Kriyantono (2008) Communication is a factor that evokes morale and good spirit will facilitate communication efforts in the function of coordination and cooperation. Motivation is closely related for an organizational leader to be able to move, direct and manage all the potential of employees to reach the optimal point according to the abilities of the employee. However, in its implementation there are several obstacles that make many employees leave the company. Among them:

1. Misunderstood because the company's leadership is not very fluent in conveying information.
2. Many employees still persist with their wrong stance even though it has been corrected.

Another obstacle that is felt why many employees go in and out is,

1. Because the first entry salary is very small for those nomads who live in rented houses or boarding houses.
2. There are no allowances.
3. While working, they are not allowed to play on cellphones so they are bored with work. Some of those who leave the company are employees who are fresh graduates or have just graduated from school who are not ready to adapt to the factory environment.

#### 4. Conclusion

Based on the results of the discussion, it can be concluded that Based on the results of the discussion that the researcher has put forward in chapter IV, it can be concluded that the pattern of organizational communication at PT Lezen Indonesia only uses 3 communication patterns out of 5 organizational communication patterns proposed by Joseph A. Devito, namely chain, star and circle organizational communication patterns. this means that this research strengthens the theory of communication patterns of Joseph A. Devito. Organizational communication patterns used by leaders to subordinates at PT. Lezen Indonesia and vice versa are using chain organizational communication patterns



and star communication patterns. Where there is a time for the leadership to convey information through the head of each section to be forwarded to all employees per division. There are also times when deliberation uses a star communication pattern, everyone can express their opinion directly in the discussion forum. While the pattern of organizational communication used between fellow employees at PT. Lezen Indonesia uses a circular organizational communication pattern, where there is no distance or boundaries between fellow employees. With the implementation of organizational communication patterns, PT. Lezen Indonesia's employees are highly motivated in doing work so that they form morale, high loyalty, increase productivity and good working relationships, increase discipline and responsibility for tasks.

Employee work motivation apart from organizational communication patterns is also obtained from giving rewards to each exemplary employee once a year, holding family gatherings and paying work wages never late. Factors supporting the pattern of organizational communication that are carried out to motivate employees to work at PT. Lezen Indonesia are always regularly held family gatherings, giving gifts as a thank you, and remuneration that is always on time. The inhibiting factors for organizational communication patterns that occur at PT. Lezen Indonesia include misunderstandings because the company leaders are not yet fluent in conveying information and due to the very small first entry salary, there are no allowances and while working they are not allowed to play cellphones so they are bored with work.

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