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## ORGANIZATIONAL COMMUNICATION BETWEEN LEADERS AND EMPLOYEES IN FOSTERING WORK LOYALTY

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### Abstract

*The success of an organization can be seen from the leadership factors and work loyalty of its employees. This research aims to describe the role of organizational communication carried out by UD Akar Dewa Jati leaders in fostering work loyalty, forms of communication and communication media along with their obstacles. By using loyalty theory according to Meyer, Allen & Smith (in Savareikene & Daugirdas, 2009) through aspects of loyalty, this research uses a qualitative descriptive research method. The data collection technique in this research is in-depth interviews with 5 respondents and documentation. The results of this research can be explained through three aspects of loyalty including the affective aspect, namely the employee feels that their work is in accordance with the company's vision and mission, the economic aspect, namely the provision of employee rights, and the normative aspect, namely a comfortable atmosphere and good relationships between leaders and employees are built. In addition, miscommunication becomes one of the many obstacles that occur at UD Akar Dewa Jati.*

**Keywords:** Organizational Communication, Employee Loyalty

### Introduction

In a group or organization there is always a form of leadership that plays an important role in the group, which consists of leaders and employees (Muhammad, 2015). The role of organizational communication is important in an organization. Likewise, in a company, communication between leaders and employees must be through two-way communication or also known as reciprocal communication, so that the communication that exists can run smoothly in order to achieve predetermined organizational goals. At this time, companies need to be proactive in facing the changing times that are increasingly developing, the aim is to build a spirit of employee work loyalty and advance the company in accordance with the company's vision and mission.

The success of a company/organization can be seen from the leadership factors and work loyalty of its employees. Likewise, one of the business actors in the furniture arts sector focuses on producing products in the form of handicrafts made from teak root waste. The products produced are abstract replicas of various components of household items such as mats, clocks, cutlery, kitchen utensils and household furniture. The actor in this business is UD Akar Dewa Jati located in Karang Anyar Hamlet, Kendit Village, Kendit District, Situbondo Regency. The products produced have gone through material standardization that is safe and suitable for use for food and drinks or is usually called food grade. UD. Dewa Jati is well known domestically and internationally.

Employees who work at UD. Akar Dewa Jati has worked for approximately 17 years and most of its employees work from the start of their career until they have worked enough to retire. In running the business, UD. Akar Dewa Jati has a goal, namely The company exists not only for personal gain, but also to help the economy of the surrounding community and open new job opportunities for those who have difficulty finding jobs due to inadequate educational background.

As a leader, owner of UD. Akar Dewa Jati always builds good relationships and motivates the employees in order to develop a high sense of loyalty to the company and their work. Establishing good and harmonious relationships will lead to good quality of work and smooth communication and solve any obstacles that might occur. Thus, the relationship between leaders and employees is interrelated in achieving certain goals with good communication flow and in order to advance the company/organization in accordance with its vision and mission.

Apart from that, in an organization/company there will definitely be different obstacles/constraints. Phenomena that usually occur include a low sense of comfort, not providing rights and attention to employees as promised. This usually happens because of poor managerial attitudes or actions, as well as communication. Poor communication relationships will have an impact on the continuity of activities within an organization/company. Meanwhile, the obstacles/constraints that occur at UD. Akar Dewa Jati is when an employee cannot work for health reasons, so this will have an impact on the production process.

Based on this description, this research was aimed to examine the role of organizational communication at UD Akar Dewa Jati in fostering employee loyalty so that employees feel at home and comfortable working for a long period of time.

## Method

Communication is the process of sending and receiving messages as well as understanding messages conveyed through certain media. According to Pradjudi Atmosudiro, an organization is a group that has clear duties or positions by working together to achieve certain goals (Enas, 2021:24). Organizational communication focuses on organizational members who contribute based on a structured work system and coordinate with each other to achieve mutually determined goals.

According to Hasibuan, loyalty is one of the elements used in the employee assessment process to include loyalty to their job, position and organization. Loyalty theory according to Meyer, Allen & Smith (in Savareikene & Daugirdas, 2009) explains that employee loyalty is seen from a sense of willingness to do maximum work or effort accompanied by a desire to develop (Sampe, 2016). In theory, there are several aspects including:

### 1. *Affective Loyalty*

In this aspect, employees feel they have values that are in line with the goals of the company/organization, so that employees provide a form of loyalty by caring about their work and company.

### 2. *Economic or Continuos Loyalty*

In this aspect, employees will feel lost if they leave their organization, because they feel they have given everything to their company/organization. So that employees will maintain their jobs by providing a form of satisfaction for managers/leaders.

### 3. *Normative Loyalty*

In this aspect, employees are based on obligations and commitment through the socialization process within the organization, so that employees feel they have self-awareness in carrying out their work and believe that they can be relied on.

Based on the explanation above, the form of work loyalty is not only the relationship between humans and their organization/company, but also the employee's decision to remain in their company/organization. Thus, these three aspects will be used to determine the work loyalty of UD Akar Dewa Jati's employees.

This research uses a qualitative descriptive research method, where qualitative descriptive research does not use numbers in its interpretation, but instead uses forms of meaning, words and language that are in accordance with the reality that exists in the research object. According to Sugiyono (2018), descriptive research is one that is determined by one or more variables without making comparisons with other variables. Meanwhile, according to Sugiyono (2018), qualitative is a research method used to research objects scientifically, where the researcher is the instrument and interprets a situation objectively based on the data obtained. In conclusion, the qualitative descriptive research method is a method used to determine research results by interpreting or describing data objectively and naturally according to the data obtained.

Meanwhile, in research on organizational communication between leaders and employees of UD Akar Dewa Jati, the researcher determined the criteria for taking data samples using interview and documentation techniques. Interviews were conducted using an interview guide, where questions were prepared according to needs during the research interview process (Swandayani & Juariyah, 2019). Meanwhile, the documentation used is in the form of images such as photos, as well as written documentation, including: Structural of the company, or other references such as books, theses, and previous journals.

The data collection techniques used in this research were interviews and documentation. Meanwhile, in drawing data sources, purposive sampling techniques based on criteria, types, considerations and research objectives based on predetermined populations and samples is used. According to Dana P. Turner (2020) purposive sampling is a data sampling technique used by researchers based on target individuals with specified characteristics.

The criteria referred to in this research include:

1. Business owner and Chairman or Director
2. Wife of business owner as Finance Director
3. Employees who work as operational managers/head employees
4. Employees who work in the company based on the employee's length of service (oldest employee and newest employee)

So, in this research, to obtain the data source, 5 people were determined as data providers.

## Results and Discussion

The results in this research were obtained from interviews with resource persons through questions in accordance with predetermined interview guidelines. The resource person in this research is the business owner UD. Akar Dewa Jati who is also the leader, financial director, head of employees, and employees who work according to the length of service. This research was carried out on March 16 2023 by interviewing the parties concerned.

## 1. Aspects of affective loyalty, aspects of economic loyalty and aspects of normative loyalty of UD Akar Dewa Jati Employees in Fostering Work Loyalty

The results of this research are in the role of leaders towards their employees through three aspects, including Aspects of Affective Loyalty, Economic or Continuous Loyalty and Normative Loyalty. In fostering employee work loyalty, both for the purpose of advancing the company and maintaining good relations between leaders and employees, UD Akar Dewa Jati always pays attention to employees in terms of work safety, provides facilities and employee rights that have been promised, provides more intensity for employee achievements, and creates good and harmonious relationships between leaders and employees. The following is an explanation according to the business owner and UD Akar Dewa Jati leader based on interview results:

*"As a leader, I foster work loyalty among employees by building a sense of trust in leaders and employees, creating good HR management, providing employee rights that have been promised, creating a comfortable atmosphere at work and providing appreciation for employee work achievements. With this, employees are expected to develop a sense of loyalty towards their work and the company."* (Mr. Humaidy – As Director or leader of UD. Akar Dewa Jati)

Then based on the data obtained during interviews regarding the employees' skills as wood craftsmen, namely that they did not go through training or courses in the field of wood art/wood craftsmen. However, they are trained by autodidacts who are trained directly by their owners or from their co-workers. Here's the explanation:

*"Previously, I didn't know how to make furniture or handicrafts like this, but because I had the desire to learn and develop myself, I finally did it. Everything I do is just self-taught or what is usually called autodidact, I also learn a lot from experts or those who have worked here longer. I have worked here for approximately 5 years now."* (Mas Yadi (25 years) – Employee)

Based on the results of interviews, employees who work at UD. Akar Dewa Jati can be said to be comfortable working and have been working for quite a long time. It can be seen from the results of the data obtained through the aspect of affective loyalty, namely where employees feel they have values that are in harmony with their leader and organization with the aim of advancing their organization/company in accordance with the company's vision and mission and achieving common goals. So, employees feel suitable and at home with the work they are currently doing, as felt by one of the employees. Here's the explanation:

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are currently doing, as felt by one of the employees. Here's the explanation:

Not only that, it turns out UD. Akar Dewa Jati collaborates with SMK 1 Tamanan, Bondowoso. The intended collaboration is to support one of the furniture/woodcraft departments and collaborate in internship/field work practice activities for vocational school students at UD. Akar Dewa Jati. Based on the data results, there was one employee who chose to work at UD. Akar Dewa Jati because he felt it suited his job during his internship at the company for 5 months. Here's the explanation:

*"Previously, I only did an internship/field work practice here for 5 months, because at that time I was still a vocational school student to fulfill the subjects I was taking. Then, after I knew the production process, I felt like I wanted to work here. However, Mr. Humaidy told me to complete my education first. After I graduated from vocational school, about 2 years ago I immediately decided to work here until now. Currently I work in the finishing department."* (Muhammad Haris (21 years) – New employee)

Based on the explanation of the data obtained, it can be concluded that the work they do is not only based on their wishes, but they also feel comfortable with their work and company. Apart from that, based on data obtained through aspects of economic or sustainable loyalty that occur at UD Akar Dewa Jati is that employees feel a sense of loss if they leave their job or organization/company. In maintaining their jobs, employees show satisfaction with the results of their work to their leaders and also that the work they do is their main source of income. With this, in terms of providing employee rights, the company is very unsparing with full attention, both from the facilities provided to employees, to providing more intensity for the work achievements of its employees. The following interview results will explain:

*"In my opinion, Mr. Humaidy as the leader really cares about us in all circumstances. In addition, what makes me want to stay and feel at home here is one thing about employees' pay being stable/on time and in accordance with the work they do. It's not like the place before I worked here, and Mr. Humaidy really helps us if we experience financial problems. For example, I need money but it's not payday time yet, so I usually take it first as needed. Then the rest can be taken when payday arrives."* (Mr. Suryadi (48 years) – Head of UD. Akar Dewa Jati Employees)

That's not the only attention paid by UD. Akar Dewa Jati. Employees will get more intensive or bonus if they work more than the specified working hours, this is considered overtime pay. Here's the explanation:

*"Every employee who works more than working hours will be considered overtime. The overtime pay they get also depends on how long they work overtime, and I usually give it directly because it is different from the salary according to the hours worked."* (Mr Humaidy – As Director or leader of UD. Akar Dewa Jati)

Apart from that, other rights obtained by its employees is that they get gifts every year, especially before Hari Raya/Eid al-Fitr, usually in the form of typical Eid food. This is usually assigned to

the Director of Finance who handles the company's budget and is also Mr. Humaidy's wife. Following is the explanation:

*"Usually, our company gives gifts/parcels ahead of Eid in the form of typical Eid food as usual. However, sometimes it is not in the form of a gift but in the form of THR money (holiday allowance) according to the employee's request and agreement." (Mrs. Innani – Wife of Mr. Humaidy as Finance Director of UD. Akar Dewa Jati)*

Thus, if a leader or company really cares about its employees, employees will feel that they are cared for and will continue to try to maintain their current job position with the aim of developing their potential and advancing the company to achieve the specified goals.

Based on the results of the data obtained through the normative loyalty aspect, employees feel that their work is a form of obligation and responsibility with a sense of self-confidence and towards the company, because they believe that their abilities can be relied on. Based on the results of an interview with one of the employees who has the title/position as Head of Employees, he is one of the employees who is trusted by the leader to lead other employees, train employees and control all production processes. By serving as head of employees, it is believed that they can carry out their duties and responsibilities well. This can be seen from their loyalty to their work and to the company where they work. Here's the explanation:

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Not only by showing responsibility for their work or company, employees also work overtime. Even so, employees feel that this is an obligation of their work and they do it voluntarily, because of the trust that has been built between leaders and employees. This is explained as follows:

*"We usually work overtime when there are large quantities of products ordered. Sometimes, there are even orders of more than 100 pcs within 3 days. We as workers have to complete the work on time. In this way, we prove that we are responsible and reliable, of course we always pay attention to products with good quality and quantity. That is the form of our loyalty to our work*

*and our company." (Mas Yadi (25 years) – Old employee*

Apart from that, the relationship between employees at UD. Akar Dewa Jati can be said to be quite conducive and have strong family relationships. In building a comfortable atmosphere and a strong sense of family, UD. Akar Dewa Jati sometimes invites its employees to go on holiday together and have meals together. These things can foster a sense of employee loyalty towards their work or company. Here's the explanation:

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Based on information from sources, the employees really enjoyed this short holiday activity aiming at cultivating loyalty in its employees towards the company, namely by holding meals together. Here's the explanation:

*"Usually, as business owners, we invite employees to eat together and chat about work or just chat, which is done on weekends. The aim is to make the relationship between leaders and employees closer with a good sense of kinship, so that there is no feeling of distance between leaders and employees, also to foster employee loyalty to the company and their work." (Mrs. Innani – Wife of Mr. Humaidy as Finance Director of UD. Akar Dewa Jati)*

This can be seen in all forms of attention carried out by the company towards its employees. Without realizing it, It fosters employees' self-awareness of responsibility and commitment to their work and company. So, leaders get feedback or employees provide good responsiveness in the form of responsibility and provide satisfaction with the work they do by producing products that are in accordance with the company's vision and mission, namely paying good attention to product quality and quantity.

## **2. Forms and Media of Communication between Leadership and Employees of UD Akar Dewa Jati**

Form of communication and communication media used by UD Akar Dewa Jati is that the company leaders carry out two-way communication, both between leaders and employees or employees and employees, also communication is carried out on a daily basis using informal language such as regional languages and formal language usually used by leaders during evaluation meetings in conveying information or instructions in a meeting with all employees. Leaders usually use regional languages because the educational background of employees is inadequate. This is done to establish effective communication and maintain a sense of kinship between leaders and employees so that communication relationships are smooth and open. Here's the explanation:

*"To establish good and effective communication, we often use regional languages and sometimes Indonesian in communicating with employees, because many of*

*them have inadequate educational backgrounds and more comfortable interacting or communicating using regional languages (Madura). "When they are comfortable communicating, they will understand all the information conveyed, thereby fostering a sense of comfort in communicating between leaders and employees, thereby fostering a sense of loyalty to their work." (Mr Humaidy – As Director or Leader of UD. Akar Dewa Jati)*

Instructions or orders are usually addressed to the head of the employee who has responsibility for leading other employees, so that the information is conveyed through one door and is conveyed well. The following is his statement based on the results of the interview:

*"Here, when I give directions or assignment orders to employees, I first convey orders to the head of employees as the person in charge of the employees working, then the head of employees conveys the orders to the employees according to their respective fields. "However, if there is an emergency, such as a large increase in orders or quite a lot of consumer demand, as a leader and business owner, I will go directly to provide clearer directions to the employees by holding a meeting of all employees." (Mr. Humaidy – As Director or leader of UD. Akar Dewa Jati)*

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*"When I receive directions or orders to convey information or tasks from the leader to employees, I gather the employees to convey the information that has been given to make it clearer, but if the information or tasks given are only addressed to several sections or employees, I tell them directly." (Mr. Suryadi (48 years) – Head of UD. Akar Dewa Jati Employees)*

Apart from that, the media used by UD Akar Dewa Jati are by utilizing current technological sophistication through the Whatsapp application group and through CCTV monitoring in every corner of the production room, so that leaders can pay attention to the performance of their employees. Here's the explanation:

*"The communication media that I use to contact employee heads or if there is a need for employees is technology such as the WhatsApp application, where I create a WhatsApp group to convey information that may be sudden or employee interests that can be conveyed via the WhatsApp group when I'm not at work. Apart from that, to monitor the performance of employees even though I am not at work, I monitor them via CCTV in every corner of the production room. So I can find out what work they are doing. If there are problems, I immediately contact the head employee using the WhatsApp application telephone." (Mr*

Humaidy – As Director or Leader of UD. Akar Dewa Jati)

Based on this description, the communication carried out by UD Akar Dewa Jati can be said to be effective and conducive, seen from the harmonious family relationships between leaders and employees, making communication smooth.

### 3. Obstacles that occur between Leader and Employees

Obstacles that occur at UD Akar Dewa Jati are based on the results of the research data obtained, namely inadequate employee background and the occurrence of miscommunication between leaders and employees. First, the employee's background is inadequate. What is meant is the educational background of the employees, who are only elementary school graduates on average, so that communication is carried out using more informal language with the use of regional languages (Madura) due to a lack of understanding in the use of Indonesian. Communication carried out between the leaders and employees are Madura language, and vice versa. As stated below:

*"On average, employees who work here have inadequate education due to financial problems, many of them are only elementary school graduates. With this inadequate background, they do not understand how important education is and also in communicating between leaders and employees, we rarely use Indonesian because of a lack of understanding of how to use Indonesian and they are more comfortable and understand using the regional language (Madura). "* (Mr Humaidy – As Director or Leader of UD. Akar Dewa Jati)

Given the obstacles in using language in communication, the leader's role in deciding to use regional languages (Madura) is quite appropriate, in order to facilitate good communication and the messages conveyed by leaders to employees can be conveyed well with good understanding.

Second, there is miscommunication between leaders and employees. This happens because of the attention paid by the company to employees. Sometimes if there are employees who are jealous of other employees because they do less work than other employees, according to them this will have an impact on their income. However, this can be conditioned and resolved well, through deliberation and providing good understanding. Here's the explanation:

*"Sometimes some employees feel that they are not being cared for or that we are unfair, but in reality the tasks they are given are in accordance with their abilities or skills. We cannot give tasks that exceed our abilities, because this will impact the quality of the products produced. With this, we provide understanding so that they do not experience this in the future and they finally understand this." (Mrs. Innani – Wife of Mr. Humaidy as Finance Director of UD. Akar Dewa Jati)*

Based on the results of research on the obstacles as explained above, it can be seen that these problems can be resolved well and conducive. This is also because the relationship and communication that exists between leaders and employees is built in a harmonious and conducive relationship. Thus, organizational

communication that occurs at UD. Akar Dewa Jati is well established in fostering employee work loyalty.

## Conclusion

The conclusion of this research is based on the research results obtained, namely UD. Akar Dewa Jati foster its employee work loyalty by paying attention to the rights and welfare of its employees as promised, providing incentives for employee work achievements, and creating a comfortable and harmonious atmosphere between leaders and employees. This automatically can foster a sense of employee loyalty towards their work and company. Effective communication depends on how leaders establish good communication with their employees, communication that occurs at UD. Akar Dewa Jati can be seen based on research results that leaders have good relationships with their employees so that communication is smooth and conducive. Likewise, problems that occur can be resolved well and conductively.

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