

LEADERSHIP COMMUNICATION AND EMPLOYEE MOTIVATION : A CASE STUDY OF CV UTAMA

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ABSTRACT

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Communication within the company is the most important thing, the better the communication you have, the easier it will be to achieve company goals. To achieve good communication, a leadership communication strategy is needed within the company. Leadership communication is important both for making decisions and managing risks. Communication strategy One of the largest distribution companies in Surabaya is CV Utama which focuses on the distribution of household equipment. Company leaders have an important role in creating good communication between employees and motivating them to work well. CV Utama has received several awards for their success in working with the factories from which they order goods. The aim of the research is to determine leadership communication strategies in increasing employee motivation. This research uses a quasi-qualitative method to collect data from interview results with prepared questions which are based on existing theories, also reinforced with documentation in the form of documents or images and developed to obtain the results of leadership communication strategies in increasing employee work motivation at CV Utama. The research results indicate that CV Utama has implemented leadership strategies effectively. They have a good leadership system for assigning tasks to employees. Employees are highly motivated due to the sense of camaraderie and good communication among them. Therefore CV Utama has implemented good leadership strategies in the company. However, they still have a weakness in the morning system for the next generation to ensure consistency and a well-documented system.

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1. Introduction

One of the common problems experienced by companies is leadership communication issues. Problems in leadership communication can lead to difficulties in making the right decisions, assisting teams in achieving good results, and helping the company face economic

growth and changes. Leadership that fails to establish effective communication systems can lead to difficulties in making the right decisions. Leaders must understand and integrate information from various sources, including customers, markets, competitors, and internal company data. Leadership that fails to do so can lead to difficulties in making the right strategic decisions. Leadership that fails to help teams produce good results can lead to difficulties in providing quality services (Rahyono & Apip, 2021).

Leadership communication problems can also lead to difficulties in risk management. To address leadership communication problems, leaders must create effective communication strategies. Leaders must ensure that the communication strategies implemented in the company are executed well (Dameria & Rachman, 2021).

Successful leadership communication should have three important roles in its communication: the leader as a communicator who can influence employees' thinking to be directed towards the company's goals. Second, leaders can act as negotiators both in discussions with employees and in discussions with external parties related to the company. Third, leaders must be able to act as monitors who provide guidance for each employee in the company (Heri, 2018).

Companies with good leadership strategies have been implemented by Gojek, led by Nadiem Makarim, the co-founder and CEO since 2010. With a vision to become a digital platform that can help Indonesian society solve everyday problems, Nadiem Makarim has contributed to the development of Gojek into one of the unicorn technology companies in Southeast Asia. Nadiem Makarim as CEO has implemented good leadership communication strategies. As a leader, he can manage and lead the company's operations to gain profits and be recognized by several institutions, as evidenced by the awards received. With a vision upheld and executed by all members of the company, many awards have been received such as Asia's Most Innovative Companies 2021, the first award obtained because the company can respond to public needs, this award is inseparable from the good leadership communication strategy of a company leader. The second award is the Best Digital Marketing Campaign Award 2020, Gojek's marketing is considered good, this award is inseparable from the role of a creative marketing team and the role of a leadership communication strategy that can manage the team to be motivated and work optimally for the company. The third award is the Best Startup Award 2019, this award can be obtained because a leader has a good leadership communication strategy, so the company can stand well and survive as the best startup company (Media, 2021).

Bizzy Distribution, established since 2015, is a distribution company that has implemented good leadership communication strategies. Harsinto as the company's leader said that he is very proud of the team's performance that has worked hard so that the company received the Distributor Platinum Award, which is the highest award for Unilever product distributors in Indonesia in 2022. The leadership communication strategy implemented in the company resulted in good operational management, where the leader can manage the entry and exit of goods quickly, so that employees can work optimally (Ami, 2023).

One company that has a good leadership communication strategy is the distribution company CV Utama located in Surabaya, which has been established since 1997 to the present. CV Utama sees great potential in the household equipment trading world, where household appliances will definitely be in high demand and their turnover period is not long, so many users will replace their appliances within a certain period. Ridwan (2023) as the

owner of CV Utama provided information that the company has a way to market products with only one person, namely Mr. Ridwan himself as the leader and also marketing who will offer the onions he sells by door-to-door means, which means bringing sample products and offering them from store to store and wholesale systems, namely by collaborating with Amigoo company as an online supermarket party that provides a place to market their products. For household products sold, they are obtained from several other manufacturers or factories. So, CV Utama acts as a distributor who sells goods from the factory to the first consumer before the next consumer or in retail.

Good leadership strategies can influence work performance. The role of leaders in companies is important in determining success and failure, so as leaders, they must be responsive to change and able to create conditions to satisfy employees, thus obtaining employees who are not only able to work but also have the same desire or goal to succeed together with the company (Kumala & Agustina, 2018). Therefore, CV Utama company also successfully received several rewards from factories where CV Utama orders goods to be redistributed to customers. The five best awards ever received by CV Utama are:

The first and best award ever received by CV Utama was the Platinum Distributor Award obtained from Airlux. The company received this award because throughout one year, CV Utama had shown excellent performance in purchasing goods, administrative systems, and also evaluated based on the cohesion of CV Utama's team. This award was directly presented at the Airlux distributor meeting in Semarang City, on January 7, 2007.

The second award obtained by CV Utama was in the category of Silver Customer. This award was achieved in 2013, where the Silver customer category was considered the highest category in purchasing goods. The award was directly given by Airlux at a distributor meeting.

The third award was a truck received from the StarCam company in 2017. This award was obtained because CV Utama had been the most loyal customer since 2004 until 2017. This award was very beneficial for CV Utama as it enabled the company to increase daily shipments.

In 2017, CV Utama also received the reward of a free tour with all Airlux customers. This award was achieved because CV Utama could maintain its purchasing performance and continually increase purchases. Additionally, from this award, CV Utama also gained many new customers and valuable new relationships beneficial to the company.

The latest award received by CV Utama was a gift voucher from Panasonic for the highest package purchases and fastest sales. This award was not only used by the director but also distributed to all employees. So, every CV Utama employee received recognition, and if possible, it would be distributed fairly to all employees.

The awards received by CV Utama are attributed to the director's and employees' efforts, supported by good communication and cooperation among every employee or external party involved. Good communication can foster enthusiasm. Leaders will always communicate effectively with employees regarding work-related issues concerning employees' rights. Internal company communication can be considered relevant by teams focused on the company's success and goals achievement (Trihastuti, 2019).

To achieve company success, it's also communicated that the health of every employee is essential. The company communicates that when employees are healthy and prosperous,

they will produce optimal work. Therefore, the company introduces BPJS Health and Employment insurance, with costs covered by the company.

Good leadership has been implemented by CV Utama by providing appropriate motivation and support for employees to perform well. In this regard, it's important to understand what influences employee motivation and how to develop effective leadership communication strategies to enhance employee performance motivation. Therefore, this research aims to discuss leadership communication strategies in improving employee performance motivation and provide recommendations that can be implemented by organizations in developing good leadership.

Thus, this research is important to assist organizations or companies in developing leadership communication strategies according to the needs of employees, thereby enhancing employee performance motivation and achieving goals. Therefore, the initiation of this research is expected to make a significant contribution to the development of leadership theory and practice, especially regarding communication strategies in enhancing employee performance motivation

2. Method

The type of research used in this study is quasi-qualitative. Quasi-qualitative research is an imperfect form of qualitative research because it contains positivism in theory, which has a deductive nature by using theory as the basis for researching the research subject. Quasi-qualitative research uses a theory to analyze in the field and will be developed to adapt to emerging issues. In the quasi-qualitative method, data can be collected from various sources to obtain accurate and reliable data (Bungin, 2021).

Data collection method is the most crucial step in conducting research, with the main goal of obtaining natural data. Various sources, settings, and methods can be used to collect data, including natural settings, predetermined participants, documentation, in-depth interviews, and a combination of other activities (Sugiyono, 2019).

This research employs two data collection methods: interviews and documentation. First data Collection through Interviews, interviews are a process of obtaining specific information or explanations through questions and answers (Bungin, 2021). Interviews involve exchanging information through ideas and questions, allowing for an in-depth understanding of a topic. Interviews are divided into three types: structured, semi-structured, and unstructured. In this study, structured interviews will be used to obtain precise information. Researchers prepare planned questions for structured interviews to ensure consistency, objectivity, comparability, and accuracy (Sugiyono, 2019). Second data Collection through Documentation, documentation includes written works, artworks, or images by individuals. The first type of document used in this research is written documents such as histories, stories, biographies, regulations, and policies. The second type is artistic works like sculptures, paintings, etc. The third type includes visual materials like videos, photos of activities, and sketches (Sugiyono, 2019). Based on the explanations above, this study utilizes structured interviews for data collection and documentation in the form of both written and visual materials. Official documents owned by the company, such as company certificates, legal documents, awards received, and other activity documentation, will be used.

The data analysis process in quasi-qualitative research begins with collecting data such as transcripts or images. Subsequently, this data is organized and summarized through coding and summarization processes. The next step involves managing this data into discussions, graphs, or tables. However, in qualitative analysis, there is no quantitative measurement and

assessment process. Instead, the raw data is processed in the form of stories or narratives without the need for measurement and quantitative assessment (Hengki, 2020). The research adopts a qualitative approach with the Simple Research Design method to analyze the collected data and utilizes DAPA (Data Analysis Procedure by Application) as the developed software. The coding process is automated through the use of the Nvivo Software application (Bungin, 2021).

3. Results and Discussion

In this study, the researcher has collected interview data from three different sources with different positions and processed informant data using Nvivo 12. Based on the informant data regarding leadership communication to enhance performance motivation within CV Utama company, the visual representation can be seen in the following figure.

In the diagram above, there are three cases classifications that contain the informant's job roles in this study, namely as a director (leader), warehouse head (employee), and driver (employee). Two cases or informants are employees, while one case or informant is a leader. Therefore, after analysis and coding, ten nodes have been obtained, which are crucial codes for conducting analysis in this study. Within these ten nodes, there are points that align with the data obtained from the three informants. Here is the explanation of the data analysis results obtained according to the Nvivo nodes:

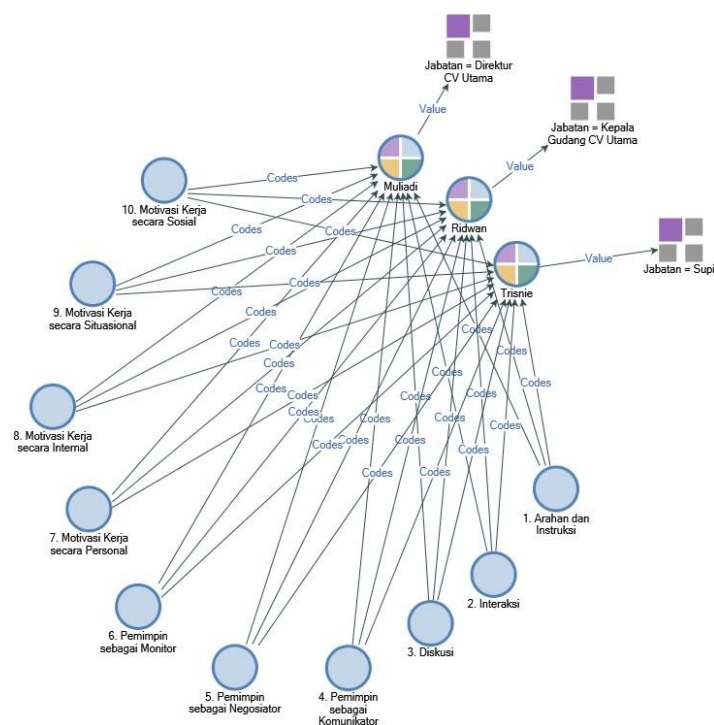


Figure 1 : Research Project Mapping using Nvivo

From the Nvivo analysis, data was obtained that in CV Utama, smooth vertical communication was found, as evidenced by the daily directives and instructions given by the leader (director). Additionally, CV Utama has a leader who is willing to be open to input from employees, and theoretically, this type of communication is normal if it occurs in reverse.

Interactions occur in every communication process. Interaction is generally easier with individuals or groups of equivalent status because they are more open. At CV Utama, interactions are conducted through meetings with division counterparts, leading to the

generation of new ideas. Smooth horizontal interaction among employees within a division is supported by a WhatsApp group, enabling communication anytime and anywhere.

In terms of diagonal communication or discussions, CV Utama involves all parties by holding evaluation meetings every Saturday to foster open communication among employees within and across divisions. This approach is effective for CV Utama as it generates diverse perspectives to solve problems.

CV Utama also has a WhatsApp group for all employees, which can be utilized for sudden issues. As a leader at CV Utama, Mr. Ridwan is known for understanding the background and experience of each employee, ensuring that when he conveys a message, employees grasp its meaning immediately. Additionally, as a communicator, Mr. Ridwan is known for making decisions at the right time, influencing employees to always listen to his input.

As a negotiator, Mr. Ridwan is open to all incoming opinions, leading to discussions. This openness encourages CV Utama employees to be more open about existing issues. CV Utama does not differentiate based on job roles, as evidenced by anyone being able to contribute ideas, including drivers.

As a monitor, Mr. Ridwan often visits the field and builds rapport with employees. Issues at CV Utama generally arise from internal or external factors, and as a leader, Mr. Ridwan never makes decisions solely but always confirms many aspects from various perspectives, involving those directly involved and witnesses.

Personal work motivation at CV Utama is often found due to external factors such as illness, family matters, and other physical factors. The leader's role in enhancing personal work motivation is by providing material support to employees, leading them to work harder for CV Utama.

Internal work motivation comes from personal achievement, and to enhance this motivation, the leader always rewards or praises employees with good performance. Personal needs, such as urgent family needs, can also drive someone to work harder to cover expenses.

As a leader who always gives instructions or tasks, it's important to understand that employees need a supportive and constructive work environment for maximum results. At CV Utama, it was found that Mr. Ridwan as a leader understands the growing and optimal work spirit of employees at specific times. The warehouse head is most enthusiastic from 9 am to 5 pm, while the driver is from 9 am to 3 or 4 pm.

Social work motivation at CV Utama can be seen from the good social relationships among employees and the leader. The freedom to communicate within the company also helps boost work motivation. A harmonious and familial atmosphere makes CV Utama employees feel a sense of ownership and belonging, making it easy to guide them towards the company's goals. So, it's not just about salary but also about the growing sense of ownership among every employee.

Based on the interviews with leaders and employees of CV Utama, it can be stated that the leader of CV Utama is a Democratic leader, demonstrated by leading clearly in terms of job structure, delegating tasks according to hierarchy, and humanizing all members of the organization. A democratic leader figure is not feared but respected.

The leadership strategy in CV Utama has been well implemented and runs smoothly with regular and organized communication. Leadership communication can achieve many achievements for the company. CV Utama has grown economically and socially, maintaining good family relationships within the company. As a leader of CV Utama, Mr. Ridwan also

always applies the principle of open communication so that when there are issues, they can be resolved and discussed together.

According to expert opinion from Ms. Novi Rosita, who has been involved in the leadership field for many years, leadership in CV Utama is already quite good, but perhaps for the next generation, mentoring or activities involving the next generation should be considered so that they can learn and become even better than the previous generation.

4. Conclusion

Based on the research findings, it can be concluded that CV Utama has effective leadership communication strategies to achieve company goals and enhance employee performance. The leader of CV Utama adopts a democratic leadership style, motivating active employee participation and providing freedom to express ideas and opinions.

Communication in CV Utama consists of three main types: vertical, horizontal, and diagonal. Vertical communication occurs between superiors and subordinates, such as during daily briefings. Horizontal communication takes place among individuals in the same position, both directly and through online media. Meanwhile, diagonal communication involves multiple divisions and is facilitated through WhatsApp groups and weekly evaluation meetings.

Furthermore, leadership communication in CV Utama portrays the leader as a communicator, negotiator, and monitor. The leader understands employee needs, engages in consultations, and consistently monitors performance while addressing issues openly and factually. These communication strategies play a crucial role in motivating employees and achieving organizational success.

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