



Communication Strategies By The Leaders Of Pt. Enseval Putra Megatrading, Tbk Bengkulu

Reski Herdiansyah¹, Dilmai Putra², Martha Heriniazwi Dianthi³

^{1,2,3} Universitas Dehasen Bengkulu

Email; ¹ reskiherdiansyah@gmail.com

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Abstract. *The strategy of communication by leadership is one of the important factors in creating a conducive work environment and enhancing employee motivation. This research is motivated by the significance of the role of leadership in delivering information and building healthy interpersonal relationships in the workplace. The problem formulation in this study is how the communication strategy of PT. Enseval Putra Megatrading, Tbk Bengkulu motivates employees. The objective of this research is to describe the communication strategies implemented by company leaders to encourage employee spirit and performance. This research uses a qualitative descriptive approach. Data collection techniques were conducted through in-depth interviews, direct observation, and documentation study. The research informants consisted of leaders, secretaries, warehouse heads, and staff employees. Data analysis used the interactive model by Miles and Huberman, through stages of data reduction, data presentation, and conclusion drawing. This study refers to Harold D. Lasswell's communication theory, which analyzes the communication process through five main elements: Who (who is the communicator), Says What (what is the message), In Which Channel (communication channel), To Whom (who is the communicator), and With What Effect (the effect of communication produced). The results of the study indicate that the leaders of PT. Enseval Bengkulu implement five communication strategies, namely information openness, two-way communication, personal approach, appreciation, and inspirational delivery of vision and mission. These strategies have proven to enhance employee motivation, engagement, and performance. Strategic leadership communication contributes positively to work spirit and productivity. The recommendation from this study is for leaders to continue developing more adaptive, responsive, and participatory communication, as well as to optimally utilize communication technology to reach all employees evenly.*

Keywords: *Communication Strategy, Leadership Communication, Work Motivation, Harold Lasswell, Organizational Communication.*

INTRODUCTION

Leadership effectiveness in an organization is closely related to the ability of a leader to communicate clearly and meaningfully. Robbins and Judge in Bilqis (2024) explain that effective communication helps create a positive work atmosphere, encourages openness, and builds trust between leaders and employees. Communication is not only a means of transmitting information but also a medium to foster motivation and strengthen commitment within the workplace. When a leader applies the right communication strategy, employees feel valued and are more motivated to work toward achieving the goals of the organization.

The way leaders communicate plays an important role in maintaining harmony between management and employees. Ambara (2023) found that an open, honest, and appreciative leadership communication style increases employees' willingness to participate in achieving organizational goals. Ahmad Yani (2023) also emphasized that personal communication by leaders can increase initiative and a sense of responsibility among employees. Effective communication therefore not only improves workplace relations but also has a strong impact on employee motivation and performance.

Many successful companies prioritize effective communication strategies as a way to boost employee morale and productivity. PT Enseval Putra Megatrading Tbk is one of the largest pharmaceutical distribution companies in Indonesia with 48 branches, including one in Bengkulu. The company distributes various health and pharmaceutical products such as Kalbe Farma, Hexpharm Jaya, and Interbat. To maintain the quality of its services, PT Enseval needs employees who are motivated, productive, and highly committed. For this reason, the communication strategy of its leaders plays an essential role in creating a supportive and collaborative work environment.

The Bengkulu branch of PT Enseval Putra Megatrading Tbk employs around fifty people in different divisions. As a regional distributor, it faces the challenge of ensuring that corporate messages and strategies are effectively communicated to all employees. The diversity of employee backgrounds and communication needs requires an adaptable leadership communication approach. Preliminary observation conducted on December twenty one two thousand twenty four showed that employee motivation in PT Enseval Bengkulu is influenced by how leaders deliver messages and build interpersonal relationships. The leaders apply both one way and two way communication while using several communication media to ensure effective information flow within the organization.

The communication approach used by PT Enseval Bengkulu is consistent with the opinion of Wibowo in Oktora (2023), who states that effective communication should include openness, clarity, and consistency. These elements are crucial for building a healthy work environment and sustaining motivation among employees. Herdajanto et al. (2022) also confirmed that communication, leadership, and work motivation have a significant effect on employee performance. This proves that leadership communication strategies are not only about delivering messages but also about creating trust and cooperation among employees.

Siagian in Widyawati (2021) argues that in large organizations, effective communication between leaders and subordinates is very important to maintain the flow of information and encourage collaboration among departments. In the case of PT Enseval Bengkulu, well managed communication strategies help create strong motivation among employees. When employees feel supported, appreciated, and involved in achieving company goals, they tend to show higher performance and dedication to their work. Based on this background, the purpose of this study is to describe and analyze the communication strategies applied by the leadership of PT Enseval Putra Megatrading Tbk Bengkulu in motivating employees to perform better and contribute to organizational success.

LITERATURE REVIEW

Previous Research

According to Sugiyono (2020), previous research serves as a reference for understanding the scope of problems, methods, and findings from earlier studies that relate to the topic being examined. Several studies provide a foundation for this research on leadership communication strategies.

Ahmad Yani (2023) examined the influence of leadership communication on employee performance in a local government office. The study found that the frequency of face-to-face

interaction, message clarity, and personal communication positively affect employee discipline, initiative, and motivation. Hardiyanto (2023) explored organizational communication strategies in improving work motivation at PT Tirta Investama and found that effective communication practices contributed to higher employee engagement and morale. Similarly, Effendi (2023) analyzed the relationship between communication and motivation at BMT Dana Mentari Muhammadiyah and discovered that interpersonal communication significantly influences employee performance.

The findings of these studies collectively highlight that effective communication by leaders plays a crucial role in motivating employees and improving organizational performance. This research shares a similar theme but differs in its focus on communication strategies applied by leaders at PT Enseval Putra Megatrading Tbk Bengkulu, using a qualitative descriptive approach to understand the real experiences of employees in the field.

Organizational Communication

Organizational communication refers to the process of sending and receiving messages within formal and informal settings. Wiryanto in Lumbantoruan (2024) explains that as organizations grow larger and more complex, the process of communication becomes more challenging. In small organizations, however, communication tends to be simpler and more personal.

Organizational communication can be divided into two main forms: formal communication and informal communication. Formal communication follows official structures and serves the interests of the organization, while informal communication is more social and focuses on relationships among individuals. Conrad in Irvan Riyadi and Ade Chandra (2022) identifies three key functions of communication in an organization: command, relational, and management functions.

The command function involves giving and receiving instructions that ensure coordination among members. The relational function helps build productive relationships and maintain a cooperative work climate. The management function reduces uncertainty in decision-making and helps clarify organizational goals.

Organizational communication can also be categorized into internal communication and external communication. Internal communication occurs among members of the organization, including interactions between leaders and subordinates. This includes vertical communication, which flows upward and downward between management and employees, and horizontal communication, which takes place among employees at the same level. External communication refers to interactions between the organization and external stakeholders such as clients, suppliers, or the public.

Effective organizational communication strengthens coordination, builds trust, and increases work efficiency. It allows every individual in the organization to understand their role and contribution toward achieving the overall mission of the institution.

Communication Strategy

Strategy is a plan designed to achieve a particular goal through organized and purposeful actions. Marrus in Faradillah et al. (2022) defines strategy as a process by which leaders determine long-term objectives and the means to achieve them. Quinn in Usman et al. (2022) adds that strategy integrates goals, policies, and actions into a unified framework that guides organizational behavior.

A good strategy must be based on the internal strengths and weaknesses of the organization as well as its ability to adapt to environmental changes. Ohmae in Faradillah et al. (2022) argues that strategic planning aims to create competitive advantages that allow an organization to operate efficiently. According to Grant in Lande et al. (2022), strategy serves

three main purposes: it supports decision-making, coordinates and communicates actions, and establishes clear targets for the future.

In the field of communication, Onong Uchjana in Darmawan et al. (2022) explains that a communication strategy is the planning and management of messages to achieve specific communication objectives. A communication strategy must contain clear goals and tactical approaches to deliver messages effectively. It serves two main functions: first, to distribute informative, persuasive, and educational messages systematically for optimal results, and second, to bridge cultural or informational gaps that may hinder understanding.

An effective communication strategy requires several steps, including identifying the audience, formulating the message, choosing appropriate methods, and selecting the right communication channels. Anwar in Milenia et al. (2021) emphasizes the importance of knowing the audience, preparing focused messages, and using methods such as repetition, persuasion, and education to ensure that messages are well received and have the intended impact.

Harold Lasswell's Communication Model

Harold D. Lasswell (Mardhiah et al., 2020) introduced a model that explains the communication process through five main elements: Who, Says What, In Which Channel, To Whom, and With What Effect.

1. **Who (Communicator):** refers to the individual or group that delivers the message. The communicator should possess credibility, confidence, honesty, and discipline to influence others effectively.
2. **Says What (Message):** relates to the content of communication. Messages must be accurate, authentic, clear, and relevant to the context.
3. **In Which Channel (Media):** describes the medium through which communication occurs, such as face-to-face interaction, written documents, digital platforms, or visual media.
4. **To Whom (Audience):** identifies the receiver or target of the message, including individuals, teams, or communities within an organization.
5. **With What Effect (Impact):** focuses on the outcome of the communication, such as increased understanding, cooperation, or motivation.

Lasswell's model is particularly relevant to organizational communication because it provides a systematic way to analyze how leaders deliver information, how employees interpret messages, and how communication influences motivation and performance. This model also helps identify barriers in communication and develop strategies to improve message delivery within the workplace.

Role of Leadership Communication

Leadership communication refers to the ability of a leader to influence, guide, and inspire employees through effective interaction. Moedjono in Agustin (2025) describes leadership communication as a process of involving team members in decision-making, maintaining coordination, and encouraging collaboration. Leaders must be skilled in both verbal and nonverbal communication, using words, gestures, and written messages to convey support and direction.

A good leader not only communicates instructions but also provides motivation and emotional support to employees. According to Rivai in Apandi (2020), leadership involves influence, power, authority, and the presence of followers. Leaders are recognized not merely by position but by their ability to inspire trust and cooperation. A leader who practices open and consistent communication fosters a positive work environment that motivates employees to give their best performance.

METHODS

This study used a qualitative descriptive approach aimed at describing and analyzing the communication strategies applied by leaders in motivating employees. The qualitative descriptive method was chosen because it allows for a deep understanding of human behavior, perceptions, and interactions within their natural setting. According to Sugiyono (2020), qualitative research seeks to explore and interpret social phenomena by emphasizing meaning rather than measurement. In this research, the approach helped the researcher to understand in detail how leadership communication occurs in the daily work environment of PT Enseval Putra Megatrading Tbk Bengkulu. The descriptive nature of the study enabled the researcher to present a factual picture of leadership communication practices without manipulating any variables. The researcher acted as the main instrument of data collection, directly observing and interacting with participants to capture authentic experiences and interpretations.

The research informants were selected using purposive sampling, which means the participants were deliberately chosen based on their relevance to the study objectives. Four individuals were identified as key informants because of their direct involvement in the communication process within the company. They included Iskandar Zulkarnain, the Area Branch Manager who leads and oversees all operational activities; Endang Sihombing, the company secretary who coordinates administrative functions and assists in internal communication; Elfaner Lase, the warehouse head who is responsible for managing stock and supervising staff; and Yoyon Haryanto, a warehouse staff member involved in daily operational duties. These informants were chosen to represent various hierarchical levels in the organization, thus providing comprehensive insights from managerial, administrative, and employee perspectives.

Data were collected through observation, in-depth interviews, and documentation. Observation was conducted by the researcher directly in the company's work environment to observe communication activities between the leader and employees. This process allowed the researcher to experience real interactions and capture the context in which communication took place. In-depth interviews were carried out using a semi-structured format to explore participants' experiences and opinions more deeply. The flexibility of this method made it possible for the researcher to ask follow-up questions when necessary to obtain richer information. Documentation was used to complement the findings from interviews and observations. The researcher collected and reviewed supporting materials such as meeting notes, employee announcements, photographs, and other official records that provided evidence of communication practices within the organization.

The data analysis was conducted using the interactive model developed by Miles and Huberman, which consists of three stages: data reduction, data display, and conclusion drawing. In the data reduction stage, the researcher selected and simplified the information obtained during the research process, focusing on elements relevant to the study. The data display stage involved organizing the findings into coherent narratives that made it easier to interpret emerging patterns and relationships. The final stage, conclusion drawing and verification, involved interpreting the meaning of the data and validating the findings through continuous comparison with other data sources. Throughout these stages, the researcher applied triangulation by comparing information from interviews, observations, and documents to strengthen the validity and credibility of the results.

The research was conducted at PT Enseval Putra Megatrading Tbk Bengkulu Branch, located on Depati Payung Negara Street in Bengkulu City. The fieldwork took place between December 2024 and May 2025. During this period, the researcher carried out several visits to the company to conduct observations, interviews, and data verification. Ethical considerations were carefully maintained during the study. All participants were informed about the purpose of the research, and their participation was entirely voluntary. The researcher ensured

confidentiality and used all information solely for academic purposes, without revealing any sensitive or personal details that could identify the participants or the company.

Through this methodological framework, the study aims to produce credible, in-depth findings regarding the communication strategies employed by the leadership of PT Enseval Putra Megatrading Tbk Bengkulu. The combination of interviews, observations, and documentation provided a comprehensive understanding of how leadership communication affects employee motivation, engagement, and overall performance within the organization.

RESULTS

The results of this study show that the leadership of PT Enseval Putra Megatrading Tbk Bengkulu implements various communication strategies that are effective in motivating employees and improving their performance. The findings were analyzed using Harold D. Lasswell's communication model, which includes five key elements: who, says what, in which channel, to whom, and with what effect. Data were obtained from in-depth interviews, observation, and document analysis involving four informants: the Area Branch Manager as the main leader, the company secretary, the warehouse head, and a warehouse employee. These findings reveal that the leadership applies five main communication strategies, namely openness of information, two-way communication, personal approach, appreciation, and the inspirational delivery of the company's vision and mission. Each of these strategies plays a vital role in maintaining employee motivation and fostering a harmonious and productive work environment.

The communicator in this context is the Area Branch Manager, who leads and supervises all operational activities in Bengkulu. As the central figure in communication, the leader ensures that every piece of information, directive, and message is delivered clearly and consistently to all employees. The leader applies an open and transparent communication strategy by sharing updates about company operations, challenges, and targets. This openness helps build trust and gives employees a sense of involvement in the organization's progress. The leader also demonstrates empathy by listening carefully to employees' opinions and concerns. Through daily interactions, both formal and informal, the leader shows that he values the ideas and experiences of employees. This inclusive approach not only improves interpersonal relations but also reinforces employees' emotional connection to the organization. The leadership style reflects a democratic and participative approach, where communication becomes a shared process rather than a one-way directive.

The messages delivered by the leader are not limited to operational instructions or corporate targets; they also contain motivational and inspirational values. The leader emphasizes messages about teamwork, discipline, responsibility, and integrity. In every meeting or morning briefing, the leader encourages employees to uphold professionalism and continuously improve their performance. The secretary and warehouse head note that the leader always conveys appreciation when employees achieve their targets and chooses to resolve mistakes through dialogue rather than reprimand. This message pattern fosters a culture of openness and shared responsibility. The consistency of positive reinforcement and constructive communication creates a supportive environment where employees feel valued and motivated to give their best contribution. The content of the messages also often includes updates about company goals, national distribution achievements, and product developments, which allow employees to understand the broader context of their work and its contribution to the company's success.

In terms of communication channels, PT Enseval Bengkulu applies both formal and informal media to ensure effective information dissemination. Formal communication is conducted through regular meetings such as morning briefings, weekly coordination meetings, and monthly evaluations. These forums serve as platforms for the leader to communicate new

policies, review progress, and align strategies with employees. Meanwhile, informal communication occurs through digital media such as WhatsApp groups and email. The leader uses these platforms to deliver quick updates, reminders, and motivational messages. The combination of face-to-face communication and digital interaction ensures that every employee, regardless of rank or division, receives information in a timely and accessible manner. This multi-channel approach also encourages participation because employees are free to provide feedback or suggestions directly to the leader through digital communication lines. The leader's ability to adapt to modern communication technology has strengthened the effectiveness and inclusivity of internal communication.

The receivers of the communication include all employees of PT Enseval Bengkulu across several divisions, such as administration, logistics, and warehousing. The leader uses a tiered communication model in which information is first conveyed to supervisors, who then relay it to their teams. However, this hierarchical flow does not prevent the leader from interacting directly with employees. The leader often visits different departments to observe conditions, offer feedback, and maintain personal relationships with staff members. Messages are adjusted based on the background and needs of each division. For example, communications with the administrative team focus on coordination and documentation, while messages to warehouse employees emphasize work discipline, safety, and efficiency. This adaptive communication approach ensures that messages are understood clearly by all recipients and that employees feel that communication is relevant to their roles. The secretary plays an important supporting role by helping translate the leader's directions into written form, such as memos, schedules, or announcements displayed on bulletin boards. This structure ensures clarity and prevents miscommunication between departments.

The impact of the communication strategies implemented by the leadership of PT Enseval Bengkulu has been highly positive. Employees report feeling more motivated, engaged, and confident in their work. The open and two-way communication structure allows them to voice opinions, provide suggestions, and participate in problem-solving. This participatory environment increases their sense of belonging and loyalty to the company. Observations during the research revealed that morning briefings and motivational meetings have a strong psychological impact on employees. They begin the day with enthusiasm and a clear understanding of their tasks. Recognition and appreciation from the leader, whether through verbal praise or symbolic gestures, have also been effective in reinforcing employee motivation. Employees expressed that such recognition makes them feel valued as individuals, not merely as subordinates, which in turn encourages them to maintain and improve their performance.

The use of multiple communication channels has also helped reduce potential misunderstandings and delays in information flow. Issues that arise in daily operations can be quickly addressed because employees can communicate directly with their supervisors or the leader. This efficiency in problem-solving improves productivity and prevents small issues from escalating. The positive communication culture has also reduced interpersonal conflicts within the company. Employees prefer to discuss differences openly, guided by the leader's example of empathy and transparency. Furthermore, employees' morale and teamwork have improved significantly. They show stronger collaboration during distribution activities, better coordination among departments, and higher consistency in meeting performance targets. The combination of motivational communication, recognition, and participation has created a sense of collective responsibility within the organization.

Overall, the communication strategy applied by the leadership of PT Enseval Putra Megatrading Tbk Bengkulu has succeeded in fostering a work environment that is both productive and harmonious. The openness of information ensures that employees are always aware of company developments and can align their work with strategic goals. The two-way communication process strengthens trust and cooperation between leaders and employees.

The personal approach builds emotional bonds that encourage employees to stay loyal and committed. Recognition and appreciation create psychological satisfaction that motivates better performance. Finally, the inspirational delivery of the company's vision and mission unites all employees under shared organizational values. The overall effect of these strategies is visible in the improvement of employee motivation, discipline, and work performance.

In conclusion, the results of this study affirm that leadership communication at PT Enseval Putra Megatrading Tbk Bengkulu plays a crucial role in shaping employee motivation and productivity. The communication process built by the leader fulfills all elements of Lasswell's model effectively: the communicator demonstrates credibility and empathy, the messages are clear and motivational, the channels are diverse and accessible, the audiences are well-targeted, and the effects are positive in both individual and organizational dimensions. The success of these strategies demonstrates that effective communication is not only about transferring information but also about building relationships, trust, and shared commitment to the goals of the organization. Therefore, leadership communication at PT Enseval Bengkulu can serve as an exemplary model for other organizations seeking to enhance motivation and create a supportive and high-performing work culture.

DISCUSSION

The results of this study demonstrate that the communication strategies implemented by the leadership of PT Enseval Putra Megatrading Tbk Bengkulu are essential in shaping employee motivation and performance. The findings align with Harold D. Lasswell's communication model, which emphasizes the interconnection between the communicator, the message, the channel, the audience, and the resulting effect. In this context, leadership communication is not only a managerial activity but also a psychological and social process that influences the attitudes, morale, and behavior of employees within the organization.

The communicator, represented by the Area Branch Manager, acts as the central figure in ensuring smooth and effective information flow. His credibility and consistency in communication build trust and openness among employees. By sharing both successes and challenges transparently, the leader creates a sense of inclusion that strengthens loyalty. This finding supports Robbins and Judge's (2023) view that effective communication fosters a positive emotional climate and encourages collaboration. The leader's empathetic approach also helps reduce distance between management and employees, creating an environment where individuals feel heard and appreciated.

The messages delivered by the leader are characterized by clarity, motivational tone, and consistency. They include operational directives, performance targets, and moral encouragement related to teamwork, discipline, and integrity. These messages do not merely transmit information but serve as a source of inspiration and reinforcement. The integration of factual and emotional content supports Hardiyanto's (2023) argument that persuasive messages can strengthen engagement and encourage behavioral change. The leader's use of positive reinforcement and appreciation also reflects the application of Herzberg's motivation theory, which identifies recognition as a key driver of job satisfaction and productivity.

Regarding the communication channels, the leadership uses both formal and informal means to ensure accessibility and efficiency. Formal meetings, such as morning briefings and coordination sessions, are complemented by digital communication via WhatsApp and email. This multi-channel approach aligns with Ardianto and Subekti's (2021) concept of media synergy, which highlights the need for organizations to combine personal and technological communication for optimal results. The integration of face-to-face and digital communication ensures timely feedback and reduces hierarchical barriers, thereby enhancing the sense of connectedness between leaders and employees.

The audience, or employees across departments, receive tailored communication that reflects their specific roles and levels of responsibility. The leader adapts his tone and language to match the context, illustrating the principles of situational leadership theory. Administrative staff receive structured and detailed messages, while warehouse employees are engaged through simpler, practical instructions. This adaptability ensures that communication remains inclusive and relevant, reducing misinterpretations and enhancing understanding among all employees.

The effect of these communication strategies is evident in improved motivation, stronger teamwork, and higher productivity. Employees report feeling more valued and confident, showing greater willingness to take initiative and responsibility. Open dialogue and recognition-based communication increase emotional commitment and reduce turnover intentions. These outcomes affirm the argument by Herdajanto et al. (2022) that leadership communication directly influences motivation and job satisfaction. Moreover, the culture of appreciation and feedback established through communication strengthens trust and creates a sense of belonging among employees.

In summary, the leadership communication strategies at PT Enseval Putra Megatrading Tbk Bengkulu integrate informational, relational, and motivational functions. They ensure that messages are clearly delivered, relationships are nurtured, and performance goals are aligned with organizational values. This combination has resulted in a supportive and transparent work environment where employees are motivated not only by external rewards but also by intrinsic satisfaction derived from trust, inclusion, and recognition. Therefore, the study confirms that effective leadership communication is a strategic tool for achieving organizational success and fostering a motivated and high-performing workforce.

CONCLUSION

This study concludes that leadership communication plays a crucial role in shaping employee motivation, performance, and organizational harmony at PT Enseval Putra Megatrading Tbk Bengkulu. The research findings reveal that the communication strategies implemented by the leader are not limited to the transmission of information but also serve as instruments of motivation, coordination, and relationship building. By applying the five elements of Harold D. Lasswell's communication model—who, says what, in which channel, to whom, and with what effect—the leader successfully creates a communication system that is transparent, participatory, and inspiring.

The results demonstrate that the Area Branch Manager, as the main communicator, has effectively built trust and cooperation among employees through openness, empathy, and consistency. The messages delivered are clear, persuasive, and motivational, focusing on teamwork, responsibility, and integrity. The use of diverse communication channels, both formal and informal, ensures that information flows efficiently across departments. Employees at every level receive messages that are relevant to their roles, allowing them to fully understand their responsibilities and align their actions with company objectives.

The impact of these strategies is reflected in employees' increased enthusiasm, discipline, and commitment to achieving performance targets. The open and two-way communication approach enables employees to express their ideas and concerns freely, while recognition and appreciation strengthen their emotional bond with the company. The study confirms that effective communication by leaders can transform the workplace into a collaborative environment that supports both personal and organizational growth.

In essence, leadership communication at PT Enseval Bengkulu has become a strategic foundation for building a productive and motivated workforce. The combination of informational accuracy, emotional connection, and continuous feedback fosters a culture of transparency and respect. Therefore, this study emphasizes that successful leadership communication must go

beyond delivering instructions—it must inspire, empower, and engage employees as active partners in achieving organizational goals. Future research is encouraged to explore how digital transformation and organizational culture further influence leadership communication effectiveness in similar corporate contexts.

LIMITATION

This research has several limitations that need to be acknowledged. First, the study was conducted only at one branch of PT Enseval Putra Megatrading Tbk, namely the Bengkulu branch. As a result, the findings may not fully represent the communication dynamics or leadership strategies used in other branches of the company, which may have different organizational cultures, work structures, or employee characteristics. The limited scope of the research restricts the generalizability of the results to other organizational contexts.

Second, the number of informants involved in this study was relatively small. Only four key individuals participated in interviews: the branch manager, the secretary, the warehouse head, and one warehouse staff member. Although these informants were strategically selected to provide diverse perspectives, their opinions may not fully capture the experiences of all employees. A larger sample size might provide a more comprehensive understanding of leadership communication patterns within the organization.

Third, this study relied primarily on qualitative methods such as interviews, observation, and documentation. While this approach allows for in-depth exploration of communication behaviors, it is also subject to researcher bias and interpretive limitations. The absence of quantitative data, such as surveys or performance metrics, makes it difficult to measure the direct impact of leadership communication strategies on employee motivation numerically.

Lastly, time constraints limited the duration of field observations. The data collection was carried out over a few months, which may not reflect long-term changes in leadership communication or employee motivation. Future research could extend the observation period, include more branches, and combine qualitative and quantitative methods to provide a more holistic and statistically supported analysis.

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