



# The Role of Language and Communication Strategy for Employee Motivation: The Study Case of CV. Kreasi Pisang Indonesia in Makassar

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## ABSTRACT

When leading an organization, the leader will hope that every activity will be easily run. A language is a communication tool required by the company to provide direction or work instructions. There are three essential things to create an effective communication. Firstly, the content that is being discussed. Secondly, who is the speaker and the last is how the information is delivered. Based on this theory, the choice of language variety, sentence types, vocabulary and movements are considered to communicate the information. The purpose of this study is to analyze the language communication strategies in motivating employee performance. This study used a qualitative approach by collecting observational data, in-depth interviews with company leaders, and collecting documents to use as relevant literature. The result of this study concluded that organizations design an organizational culture to achieve organizational values and the vision that has been created. By using language that is easy to understand and implement, the campaign "strong health and happy team" was created, which means that to be a strong team you must have a healthy mind and body in order to feel happy while working.

**Keywords:** *Linguistic, Organizational communication, Motivation*

## 1. INTRODUCTION

Every organization has a group of employees who perform their activities in order to implemet expectation and goals of the company. Understanding the information provided is the main key to create an effective communication. In the communication process, a person uses language to convey ideas and information. The application of language is very important as a tools of communication. According to Chaer [2012: 33] language as a communication tool has meaning, namely a series of sounds that are systemic, in the form of symbols, arbitrary, meaningful, conventional, unique and a tool of social interaction that replaces the individual when asking something, expressing emotion with interlocutor and as an identity in a situation of social group.

The larger an organization becomes, the more difficult it is to deliver the information comprehensively. The leaders require some efforts to achieve common goals in managing communication and creating an effective communication. This effort starts with how to deliver an information to all organization's departments, language selection so that the information can be accepted and understood properly. If we learn more, the effective

communication process is complicated and difficult to control due to bureaucratic interests.

This condition also occurs at CV Kreasi Pisang Indonesia, which is well known as Browcyl Pastry Banana. Their product is one of Makassar's typical souvenirs. CV Kreasi Pisang Indonesia is currently growing fast and has more than 150 employees. CV Kreasi Pisang Indonesia was established in 2012. Now, it has 19 stores in the cities of Makassar, Parepare and Gowa (2023). In contrast to one of its competitors which is equally characterized by banana raw materials, the Pisang Nugget Makassar brand company only has 5 stores (Pisang Goreng Nugget Makassar, 2014) which was founded in 2010.

When Covid-19 pandemic spreaded, it resulted in disruption to economic activity due to regional lockdown policies. This condition caused many companies close their businesses and experience bankruptcy which resulted in a reduction of workers and termination of employment based on the source of the study of the impact of Covid-19 from (Physical Policy Agency). Ministry of Finance of the Republic of Indonesia, 2021). However, CV Kreasi Pisang Indonesia continued to survive with its existence by adding outlets when the Covid-19 pandemic hit

(Azzifah, 2021) without reducing employees and salaries.

The role of language as communication in motivating employees is an essential aspect that need to be considered in the company. Corporate organizations which operate in an intense competition have a big challenge to keep their employees' motivation. Based on the previous study conducted at CV Kreasi Pisang Indonesia (Erfiani, 2015), it was found that the condition of human resources (employees) was not yet trained and not qualified because some of the employees were students who still had little experience and understanding of business.

CV Kreasi Pisang Indonesia is an entity that has grown from family roots over the last decade. Nowadays, it is turning into a company that shows a professionalism and spirit to become a national company on a widespread basis. It cannot be denied that the possibility of resistance among employees can have a negative impact on work motivation which will then create a decrease in their performance results. As a consequence, this situation will spread to all performances in the organization, affecting the operational activity and the achievement of predetermined goals.

## 2. MATERIALS AND METHOD

CV Kreasi Pisang Indonesia has experienced an extraordinary journey in the last 10 years. During this journey, challenges have arisen to maintain employee morale and motivation in facing changes in the organizational climate. In this article we will analyze the role of language, types of sentences and vocabulary used by the leader in CV Kreasi Pisang Indonesia to provide work instructions. Effective choice of words and communication style can help employees to maintain their work morale and increase productivity in challenging era. The purpose of this study is to find out how language communication strategies motivate employees' work.

### 2.1. Approach and Research Type

This article applies a qualitative approach to see and reveal the condition of objects in their context, find meaning or deep understanding. The author used case study technique to obtain valid data which requires an in-depth, complete, holistic, intensive and naturalistic understanding of the problems background or individual interactions within a social unit or a group of individuals (Yusuf, 2017).

### 2.2 Data Analysis

The data was collected through in-depth interview with subjects in order to adapt to any changes in the research field (Abdussamad, 2021: 83) and can directly meet with sources so that they can find out their attitudes, feelings, responses and spatial settings when collecting data. Competent sources who can explain the problems in this case are the Director of CV Kreasi Pisang Indonesia and the People & Strategic Head of CV Kreasi Pisang Indonesia. The data collection location was carried out at the CV Kreasi Pisang Indonesia head office on Jalan Juanda, Ujung Pandang Baru sub-district, Tallo sub-district, Makassar city. Apart from that, data collection is also carried out based on observation to systematically observe and record behavior, actions and interactions.

The technique of data analysis used Miles Huberman (Sugiyono, 2013), which collecting data from in-depth interviews and observations. Then, the data was summarized by choosing the main things, focusing on the important things and organizing the data to find a conclusion.

## 3. RESULT AND DISCUSSION

### 3.1 The Goals dan Vision of an Organization

An organization or company that does not have a clear vision and mission will certainly result in an uncontrolled situation and not have a clear goal of the future. Therefore, a leader should create a clear vision. Leaders are the inspirers of change and visionaries whose role is to provide clear direction to a company (Muslim, 2017, 144).

Understanding the vision is the first step to direct an organization. According to Kotler (in Dirgantoro, 2001, 24) a vision is a statement about the organization's goals which displayed in the company's services, products, and campaign. This is usually a form of future goals, values, aspirations, needs and services to community groups. A vision is a leader's dream or imagination about an enterprise or business in one day with a realistic form of funds that can be achieved with a clear and measurable strategy. Realistic and achievable is the main criteria for growth. Vision can shape the figure of an organization in the future and determine the size of the company.

CV Kreasi Pisang is an organization that has a very strong and inspirational vision. CV Kreasi Pisang Indonesia has a dream to become a leader in the national pastry industry market with a unique concept, namely a "spiritual company".

The spiritual meaning of the CV Kreasi Pisang Indonesia organization is a company that not only

offers delicious pastry products, but brings deeper meaning to business. CV Kreasi Pisang Indonesia wants every part of its operations and products to have deep spiritual values. For example, the products produced use quality materials, are clean (far from unclean) and guarantee halal. With a focus on spiritual values, CV Kreasi Pisang Indonesia is committed to running its organization with integration, ethics and a strong sense of social responsibility.

It also creates a work environment that motivates employees to grow personally and achieve a better life balance. The CV Kreasi Pisang Indonesia organization wants to get support in self-development and feels that the work carried out by employees has a greater purpose.

With a spiritual concept, CV Kreasi Pisang Indonesia creates experiences for customers, employees and the community that are not just about delicious food, but also about deep meaning and values.

Using easy-to-understand language helps explain the organization's vision in a way that can be understood by various stakeholders, including employees. It clearly describes the vision, provides a greater purpose to all involved and illustrates the organization's commitment to spiritual values and positive impact.

### **3.2 Design of Organizational Culture**

Organizational culture is a system of beliefs and values developed by an organization (Mujiasih & Ratnaningsih, 2012) so that this can guide the behavior of organizational members. Organizational culture can be understood as the values that guide human resources in carrying out their obligations and behavior.

Building a strong organizational culture takes quite a long time and gradually. The CV Kreasi Pisang Indonesia organization builds a strong organizational culture and focuses on long-term planning using design principles. In this context, "design" refers to long-term goals and structured planning.

CV Kreasi Pisang Indonesia has adopted an approach called "Strong, Health and Happy Team" as an integral part of their organizational culture. This strategy functions as an invitation to all employees to achieve organizational goals healthily and happily.

#### *a. Strong as an organizational fundamental*

Strong fundamentals are an important requirement for organizational success. No matter how great the goals and vision of an organization are, without strong fundamentals it will be difficult to achieve. In this context, "strong" refers to four key pillars that form the foundation of a strong organization: financial,

customer, internal and business processes, and learning and growth. According to informant NN as Strategic Head and People of CV Kreasi Pisang Indonesia, he said that those fundamentals were built to influence each other. When the employees of CV Kreasi Pisang Indonesia learn and develop (learning and growth), it will have an internal impact and will be channeled to customers in providing excellent service and satisfaction. If customers are satisfied with the products and services provided, it will have an impact financially on the organization.

Every organization performs management operations with predetermined objectives so that it requires planning and preparation which includes the design of management structures and processes (Jatmiko, 2013, 210). A wise leader knows that the main foundation for organizational success is a team that has skills and competencies that match job demands. Therefore, the leadership of CV Kreasi Pisang Indonesia took the first step by analyzing the position thoroughly. Job analysis is a clear view of what is required for success in a particular role.

After conducting job analysis, the organization plans to create a detailed competency dictionary. The competency dictionary includes the hard skills and soft skills needed to achieve the goals in the role. The hard skills involve technical knowledge, such as applying software or other technical abilities, while soft skills involve interpersonal aspects such as leadership, communication and teamwork.

Next, the leadership makes a comparison between existing competencies in the organization and ideal competencies, in accordance with the position analysis. Through this gap analysis, you can identify competency deficiencies and understand where improvements are needed.

With a deep understanding of the competency gap, leaders begin to formulate recommendations. This may involve various strategies such as training to develop missing skills, varying knowledge and experience among team members, providing guidance (coaching) or monitoring and providing ongoing feedback. The end result of this process is increased individual capability in the team. Employees will have better competencies in accordance with their job requirements, which in turn will increase their work morale and contribution to the organization. In addition, leaders will build a culture of learning and development that supports the company's long-term growth and success.

This entire process reflects the leader's attention to human resource development in the organization. These are wise steps to ensure that the team is ready

and able to face future challenges and achieve its goals well.

#### *b. Health as productivity*

Health is the most valuable treasure which includes our physical, soul and mind. When someone commits to maintain their health, the impact is tremendous, especially in the workplace. An employee feels good physically and mentally, so the employee is able to overcome challenges, find innovative solutions and achieve success.

Wise leaders understand that wellness programs are not just the delivery of information, but can create a strong culture of wellness in the organization. This initiative begins with a deep and holistic understanding of employee preferences and interests when it comes to fitness and physical activity. Starting from the futsal and badminton community that was created

### **3.3 The Dynamics of Structural and Cultural Communication**

The communication used at CV Kreasi Pisang Indonesia includes structural and cultural elements, creating a unique and balanced environment for interaction. The following is the explanation.

#### *a. Structural Communication*

According to Pace and Faules (2015: 44) if achieving a certain goal requires a common goal, an organization is designed to coordinate the activities of employees and to provide encouragement to their employees to help each other. In achieving common goals, CV Kreasi Pisang Indonesia applies structural communication based on clear hierarchies and structured processes. The language used reflects coordinated team work. One of the methods used is PDCA (Plan Do Check Act) which is routinely conducted every month. This activity enables team members follow well-defined procedures. There are formal requests such as "Please make a report on this!", which reflects a commitment to consistent and precise results.

Structural communication also involves approval and review processes. Each step in the process is directed upwards, with a clear hierarchical approach. This creates a consistent framework and ensures that decisions and actions are based on documented processes.

#### *b. Cultural Communication*

Apart from structural communication, cultural communication at CV Kreasi Pisang Indonesia focuses

on kinship and personal relationships. The language used is more inviting, such as "Hello, how are you?" or "Come on, let's have lunch together!". This shows the close relationship among the employees and concern for each other's personal lives. An individual begins to mingle with a group (society), then cultural values begin to be adopted in his life (Suryani, 2013). The absorption process that is believed or carried out is obtained through a communication situation.

A culture built into a strong family produces more transparent and in-depth communication. This affects a work environment where employees feel like they are talking about their needs, aspirations and even personal challenges.

Even though family culture has a lot of benefits, what happens is that family culture reduces professionalism and discipline in the organization. Moreover, a strong family culture can hinder business growth because decisions may be based on personal relationships rather than objective policy or strategy.

Currently CV Kreasi Pisang Indonesia dominates cultural communication where the family culture is strong. This is because the organization formed is a start-up company since the organization was first established. However, this organization understands the importance of well-organized structures and processes, so the leaders are currently seeking a greater balance between structural and cultural elements. This will maintain a more flexible organizational climate and performance quality to achieve larger organizational goals.

### **3.4 Feedback**

The Strong Health and Happy Team campaign is an annual strategy designed to strengthen the organizational culture of CV Kreasi Pisang Indonesia so that there is no feedback yet. However, the evaluation is currently underway, here is the strategic statement from the Head of CV Kreasi Pisang Indonesia.

*"Until today there has been no (feedback campaign from the strong healthy and happy team) because that is an annual strategy that I compiled and was only implemented at the beginning of the year, and there are no evaluation results yet."*

However, the Human Resources Department of CV Kreasi Pisang Indonesia has conducted a survey regarding positive feelings of attachment, fulfillment and motivation of employees towards work and organizations which are characterized by vigor, dedication and absorption.

- Vigor is a characteristic which characterized by a high level of energy, resilience and a desire to try to do a job.
- Dedication is a characteristic which characterized by feelings of value, enthusiasm and high involvement in work.
- Absorption is a characteristic characterized by concentration in carrying out a task or work to the point where a person is not aware of time passing and cannot separate himself from the work being done.

Based on the data obtained, the average level of employee characteristics at work is 82%, which exceeds the expected target of 75%.

## 5. CONCLUSION

CV Kreasi Pisang Indonesia is an organization that is growing and developing rapidly, with its vision becomes a leader in the national banana pastry market. This organization has more than 150 employees, which is not an easy progress to create a "strong, healthy and happy team" campaign. One of the big challenges is that employees still adhere to family beliefs while the organization is trying to build it into a more professional company. Creating a "strong, healthy and happy team" campaign for employees using language that is easy to understand and carried out slowly, such as building a community, providing routine schedule facilities and involving leaders who provide concrete examples through social media such as Instagram.

Study about organizational communication strategies in increasing employee work motivation has also been published by Wulandari (2023) at Lahar Regional Hospital using a qualitative descriptive approach using observation, interview and documentation data collection techniques. In the previous study, the author found the best strategies to motivate employees, while this study, the author specifically used language and organizational communication strategies in employee work motivation. The results of previous research found that the RSUD leadership conducted briefings, evaluations, meetings attended by staff to discuss matters related to improving the quality of tasks and services so that each implementation of the proposed needs for each field was realized precisely and accurately. Meanwhile, the results of research conducted by researchers are the use of appropriate language to create organizational communication strategies in the form of strong health and happy team campaigns so that employees are happy at work.

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