



Fostering Employee Motivation Amidst Pandemic Challenges: Insights from Production Supervisors

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Abstract. The success of an organization depends on how the leader leads it. This research focuses on knowing the communication style used by supervisors when fostering work motivation during a pandemic. This research uses a qualitative method, data collection is done through in-depth interviews and observations with purposive sampling technique of determining informants. Data analysis techniques use reduction, data presentation, and conclusions. The results showed that the supervisor of PT SPH used downward and upward vertical communication. Communication used by supervisors is based on needs. Supervisors of PT SPH in an effort to shape work motivation during and before the pandemic used two communication styles including The Equalitarian Style, and The Structuring Style this communication style is still used in any condition. PT SPH supervisors also provide punishment and reward to subordinates.

Keywords: leadership, communication style, work motivation

1 Introduction

Corona Virus Disease 2019 or what is called covid19 is causing a huge change in various fields, such as education, social, culture, companies, and trade. The existence of a Covid19 has a positive and negative impact. The positive is that people are concerned about their own health and those around them and the creation of healthy living habits. As for the negative, people wear masks everywhere, wash their hands, check the temperature and enter the disinfectant room before entering the company area or other public places. With the current situation, many companies are almost laying off or laying off some of their employees. Because with a pandemic situation like now the economy is also affected, especially in the area of companies, business people, and so on. The pandemic situation has changed a lot in terms of lifestyle patterns to the patterns of other people socializing with their surroundings. Especially in the company area, the pattern of interacting with coworkers has a distance. But there are also those who consider it the same as before the corona virus and the pattern of interacting with coworkers has no distance.

The role of human resources in a company is very important, without human resources in a company, the company will not move to achieve its goals. The nature of human resources with this company can be said to be "*symbiotic mutualism*", meaning that both are mutually beneficial, human resources get a wage and the company can achieve what it wants. Therefore, we must be careful and consider every aspect. This, as stated by Snyder in Firdaus that "humans are the most valuable resource, and behavioral science prepares many techniques and programs that can lead to more effective utilization of human resources.[1]. This aims to achieve increased human resource performance.

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An important factor that determines the performance of an employee and the organization's ability to adapt to changes in the work environment is leadership. A leader plays a role in developing and directing his employees to achieve or exceed organizational goals. As well as Meshane and Von Glinow in Wibowo stated leadership is about influencing, motivating, and enabling others to contribute towards the effectiveness and success of the organization of which they are members.[2]. The success of an organization is based on leaders with good planning and leadership skills. These two things become the main capital for the progress of the organization they lead. Like a subordinate who has been promoted, initially only an ordinary production employee then promoted to *office staff*. The situation at that time the employee felt happy but was still hesitant about making decisions for fear of not being able to in the new position. As a leader who cares about subordinates, the supervisor gives an encouragement or motivation to his subordinates if he is capable in that position. So if the leader is able to motivate employees, it will make employee performance optimal.

Leadership quality is influenced by competent communication because "leadership practice is a *reciprocal relationship* between leaders and subordinates. Leaders are called effective, if they are able to make subordinates show loyalty and commitment to achieving organizational goals. The influencing process takes place through interpersonal communication so it is assumed that leaders master a variety of communication skills and strategies. In relation to the understanding of leadership with communication, it is clearly shown by Robert Tannenbaum, Irving Weshler, and Fred Massarik in the book *Leadership and Organization: A Behavior Science Approach* in Andre through a conceptual definition that reads as follows. "leadership is interpersonal influence, exercised in a situation and directed toward the achievement of a particular goal or goals through the process of communication".[3]. The context of organizational success is the existence of a good relationship between leaders and employees. Where the relationship is influenced by the leader's communication style. Because employees when carrying out their work will not always run smoothly, one day employees will definitely experience a boredom and problems that make their morale decrease. In this case, the role of the leader is very decisive in order to provide encouragement so that employees can be productive again.

Communication is a process through which individuals in their relationships, in groups, organizations, and in society create, transmit, and use information to coordinate their environment and others.[4]. According to Greenberg and Baron in Wibowo, communication is the process by which people, groups or organizations as the *sender* send some type of information as the *message* to other people, groups or organizations as the *receiver*. It can be concluded, communication is essentially a process of opening opportunities to send and reply to information from one party as a sender to the other party as a recipient, both from individuals, groups, and organizations.[2]. In an organizational environment, horizontal communication and vertical communication are often used. Horizontal communication is direct communication between officials and other divisions or communication that occurs between fellow officials at one level.[4]. While vertical communication is communication that occurs between superiors and subordinates or when communicating does not see a position or must be one level. Leadership is the ability to influence and mobilize a group of people without coercion to achieve certain goals.[2]. The factors that influence a leadership, as stated by Aldair. Individual ability factors, position factors, situation and condition factors[5]. Successful organizational leaders develop leadership and communication styles that are able to keep employees motivated and willing to work effectively and efficiently.[2].

Communication style is a behavior carried out by someone in an organization that aims to get *feedback* from others on the messages conveyed.[6]. According to Norton in Ardianto,

communication styles have aspects that are divided into ten including[7]. *Dominant*, communicators in this dominant tend to want to master the conversation. *Dramatic*, often used excessively in communication, using things that contain figures of speech, metaphors, stories, fantasies, and sound games. *Animated Expressive*, color in communication, such as eye contact, facial expressions, gestures and body movements. *Open*, communicators are open, there are no secrets. So trust is built and two-way communication is established. *Argumentative*, communicators tend to be argumentative and aggressive in arguing. *Relaxed*, communicators can be positive and supportive of others. *Attentive*, communicators who are *attentive* to others and when interacting become active, empathetic and sensitive listeners. *Impression Leaving*, the ability of a communicator to form an impression on the listener. *Friendly*, communicators are friendly and polite when delivering messages to message recipients. *Precise*, the precise style that communicators are asked to speak about the precise and accurate content of oral communication.

Syamsul explains about 6 (six) kinds of communication styles including[8]. *The Controlling Style* this communication style is controlling, characterized by a willingness or intention to limit, impose, or regulate the actions, thoughts, and reactions of others. People who use this communication style are known as *one-way* communicators or *one-way communications*. One-way communicators are usually not interested in the negative views of others, but rather use authority and power to try to get others to follow their views. *The controlling style of communication* is often used to persuade others to work and act effectively. In general, controlling forms have a negative tone that causes others to react negatively.

The Equalitarian Style of communication is based on equality. *The equalitarian style of communication* is characterized by the flow of verbal and written verbal messages that are *two-way traffic of communication*. People who use this style of communication are those who have a very compassionate attitude and the ability to build good relationships with others, both in their personal context and in other fields. *The equalitarian style* will facilitate the act of communication in groups or between one another.

The Structuring Style The *structured* communication style utilizes both written and verbal messages to convince orders to be carried out. The sender of the message is more concerned with the desire to influence others. In this communication style is someone who is able to design verbal messages to convince his or her purpose, give affirmation or have an answer to every question that arises.

The dynamic communication style, the sender of the message understands that the environment is action-oriented. So the dynamic communication style tends to be aggressive. The main purpose of this communication style is aggressive communication, which aims to stimulate the recipient of the message to do something better. This communication style is very effective in solving problems. However, the receiver of the message usually does not understand what the messenger means.

The Relinquishing Style This communication style reflects the message sender's desire to command and control others. But it is not a desire to command, but a willingness to accept other people's suggestions, opinions or ideas. The intent of this communication style is for the *sender* to collaborate with others. This communication style is more effective for people in groups or organizations that involve many people. Because what is conveyed by the sender of the message can be accounted for.

The Withdrawal Style is used to weaken the act of communication, meaning that there is no desire from other people, because there are some interpersonal problems or difficulties faced by these people. This communication style is a kind of diverting the issue. For example "I don't

want to interfere with this" this statement means that he is trying to escape responsibility, but it also indicates a desire to avoid communicating with others.

Work motivation is a driving force that causes an organization member to be willing and willing to direct abilities in the form of expertise and skills, energy, and time to carry out various activities that have become his responsibility in order to achieve predetermined organizational goals and objectives.[9]. Meanwhile, according to Wayan Gede Supartha and Desak Ketut Sintaasih, work motivation is a complex combination of psychological forces within each person.[10]. This means that employee work motivation here is an expectation that these employees have. The driving force that motivates work depends on the expectations obtained. If that hope comes true, then employees will tend to improve their quality. According to Abraham Maslow in Suranto outlines the hierarchical human needs such as[11].

Physiological needs are the most basic needs and everyone must have them. For example, the need for food, drink, clothing, and shelter. Every person will have the ability to fulfill all these physical needs. According to theory, if someone has succeeded in fulfilling a need then people will not stop at achieving one, but will try again to fulfill higher-level needs.

Security Needs, all members of the organization need a sense of security. If they do not want to lose their authority, income, or job. If the need for security is threatened, then someone will try to restore a safe and conducive atmosphere for their activities in the organization.

Social Needs, humans are actually social creatures, humans cannot live alone, but need cooperation in a social environment. In an organization, a person also wants to be accepted in the social environment and the scope of the organization. Humans also need affection, friendship, and so on.

Award needs, we often see in the scope of the organization, because every member of the organization basically needs an atmosphere of mutual respect and appreciation. However, the general tendency of organizational members is their desire to achieve, have status, hold high positions, and some of them.

Self-Actualization needs are the pinnacle of human needs. Self-actualization needs are the urge to become what he feels capable of. Every member of the organization will compete to show the potential they have. Someone will feel satisfied if they can work according to their maximum abilities and expertise.

Like PT SPH, they can still retain their employees until now. During the pandemic, this company was able to survive until it was flooded with orders. Evidenced by the export noodle production process, usually production is carried out only twice a month but during a pandemic it can carry out an export noodle production every week. PT SPH is committed to developing the potential of its employees with several objectives, including to develop the *skills* possessed by its employees and to improve the quality of human resources. This is done to be able to make an adequate contribution and create an environment that allows employees to develop their full potential. As well as achieving their respective personal aspirations in accordance with the parameters of overall success and the principles of professionalism, all of which will motivate employees to work better. Not only that, PT SPH employees have high tolerance for employees who are currently in college and ordinary employees in the production department. With this tolerance, they are very motivated so that they can achieve the targets they want. For example, they want to increase their responsibilities as *office staff* at PT SPH or other individual reasons. Then at PT SPH in pandemic conditions, supervisors continue to interact as before the pandemic. They consider the pandemic does not affect them to communicate directly or interact directly with production employees. The habit of gathering also continues to run well during a pandemic. PT SPH supervisors often participate in solving problems in production and always

assist their subordinates in solving a problem until it is resolved. PT. SPH supervisors show that they really care for production employees like their own family.

This research is focused on the production department, because it wants to know the communication style that has been going on. Choosing at the location of PT SPH because this company's organizational communication towards superiors and subordinates looks good. Therefore, many employees who work at PT SPH get fair behavior. The meaning of this fair behavior can be said that the tolerance in the production department is very high. The system in this company is also a kind of family system. An example of high tolerance is, for example, if an employee is studying. They provide a kind of time tolerance such as wanting to *roll shifts* with other *shifts* that can be. With a note that we have to look for ourselves for whom we want to *roll shifts*. Rarely do companies allow their employees like that, most do not allow *rolling shifts*. From here, employees who study also provide good *feedback*. They are eager to work because they have pocketed what they want in a job. In this production department, there is also no dissimilarity between employees with each other. Meanwhile, the purpose of this family system is that the company provides an opportunity for employees who have graduated from college or are still undergoing college. They provide an opportunity to move up as *office staff*, if no one meets the criteria then the company opens vacancies for people outside the company.

This research has three supporting studies, the first is research from Mandala Pangihutan, the conclusion of this study shows that the leadership of PT Melodi England Ceria uses an assertive communication style as seen from the communication carried out openly [12].[12]. Second from Ernis Messak, the result of this study is that the leader at the Tutuk Tulo sub-district office lacks discipline in carrying out duties and responsibilities, causing a lack of employee motivation [13].[13]. Then the third research from Teuku Muntashir, the conclusion of this study is the leader's communication style on the performance of Citilink Banda Aceh employees.[14]. The explanation of the results of the three studies above shows that the role of a leader greatly influences subordinates to be able to progress better. A subordinate will be successful if a leader is able to set a good example to his subordinates.

Based on the background of the existing phenomenon, this research is interested in taking the title "Communication Style of Production Supervisor at PT SPH in Fostering Employee Work Motivation during Pandemic". The purpose of this study is to reveal the communication style used by post-pandemic supervisors in fostering work motivation.

2 Research Methods

This research uses descriptive qualitative research methods, namely this research focuses on the use of data described in the form of words in writing or verbally from the informants observed.[15]. The subject in this study is the supervisor's communication style. Then the object of this research is employee work motivation. The location of this research is at PT SPH Suko Village Sidoarjo. Jalan Raya Sidoarjo No.km.3, Suko, Kec. Sidoarjo, Sidoarjo Regency, East Java 61251. Researchers chose 6 (six) informants consisting of 3 (three) supervisors and 3 (three) employees. The types and sources of data in this study use descriptive data and use primary data sources. Data collection techniques are techniques or ways that researchers can use to collect research data so that this information will be processed and used as data by researchers.[15]. The data collection techniques used in this study were in-depth interviews, observation and documentation. Researchers analyze data by reducing data, presenting data, and finally drawing conclusions.[16].

3 Results and Discussion

As is the case in the company PT. SPH, this company seeks to do a communication style and leadership style to foster a motivation to its employees. PT SPH is a quality noodle producer that was established in 1972, in Jenggolo, Sidoarjo with the initial name PT SPI. Along with the increasing production capacity, in 1989, PT. SPI moved its location to Suko village, Sidoarjo, and then changed its name to PT. SPH until now. PT SPH has adopted the phrase "*Tomorrow Will Be Better*" as the company's motto. This motto reflects PT SPH's determination to continue to provide the best for consumers through professionalism and a responsible attitude from management and employees. PT SPH has two factories located in Sidoarjo and Demak. The factory in Sidoarjo is the main factory that produces approximately 50 variants of dry noodles and instant noodles. While the second factory is located in Demak, southeast Java and produces half the product variants of the first factory, and in Demak itself only produces dry noodles.

PT SPH also has an effective distribution network in various eastern regions. The representative offices or branch offices are located in Surabaya, Bojonegoro, Malang, Jember, Kediri, Madiun, Solo, Semarang, Tegal, Purwokerto, Bandung, Cianjur, Garut, Bogor, Bekasi, Serang, Palembang, Purwakarta, Lampung, Jogjakarta, and Bali. Distribution agents cover from big to small cities throughout Indonesia where the market is served by retail and wholesale distributors. Product sales are not only domestic but also overseas.

The relationship between supervisors and subordinates is well established because they understand the problems when production is running and they often communicate or interact outside the company and within the company. Supervisors often protect their subordinates when a conflict arises in production. Now the age of PT SPH has reached 50 years from the founding of this company, and in line with that, many superiors and employees have followed from the beginning to the present.

Dominant, the interview results show that supervisors at PT SPH when planting work motivation always master a conversation that will be conveyed and use two methods such as explanation and action in pandemic conditions to after the pandemic. These two methods make it easier for both superiors and subordinates when a communication takes place. PT SPH supervisors also accept criticism and suggestions from subordinates, with this it can be described that the opportunity to realize a successful team is very large. A good leader is a leader who is willing to accept criticism and suggestions from subordinates. This means that good organizational communication is a leader who is able to carry out a two-way communication instead of one-way.

Dramatic, the interview results show that some PT SPH supervisors convey information *to the point* or directly to the core of the conversation. However, there are also those who are convoluted when conveying information to subordinates, this was done during and after the pandemic. When delivering information, it is better *to the point* or to the core of the conversation. The goal is that a listener can focus and receive a message well. If it is often interspersed with another conversation, the fear is that the interlocutor cannot capture the message properly. Then the supervisor at PT SPH when communicating is very firm with subordinates. But communicating firmly often looks at the surrounding situation, this was done before and during the pandemic. Seeing the conditions when communication takes place also needs to be considered, because that is the main key to a leader being judged by the people around him. A leader must have a firm attitude. The goal is that the leader looks authoritative as a superior and is not easily underestimated by his subordinates.

Animated Expressive, the interview results illustrate that during a pandemic or not a pandemic the supervisor still uses a non-verbal communication style. Because this non-verbal

communication style is very important in the world of field work and is very helpful. The use of this non-verbal communication style is very suitable for field workers. Furthermore, the supervisor of PT SPH also makes eye contact with production employees under any circumstances. Because by making eye contact we can know directly the response of the interlocutor. The existence of an eye contact when communicating shows the seriousness of a person in communicating with the interlocutor. Therefore, we need eye contact with our surroundings, especially a leader with subordinates.

Open, the results of the interview explained that PT SPH supervisors provide an opportunity to speak to production employees in any condition. This will reduce the occurrence of a little miscommunication. A wise leader will provide an opportunity for subordinates to speak in any condition but as needed. Such a way makes subordinates feel valued by superiors and without realizing such treatment makes subordinates feel comfortable with the leadership model. Then some supervisors of PT SPH when communicating use direct communication and through intermediaries. But there are also those who choose to use direct communication without going through intermediaries. This has happened before and after the pandemic. Good communication is indeed meeting directly or face to face with the person concerned. Because that way we will understand the response of the person concerned and communication also becomes comfortable with each other.

Argumentive, the results of the interview illustrate that the supervisor of PT SPH is able to make subordinates speak up to express ideas by approaching and then communicating. Using such methods to communicate with each other, coordinate and to become a strong team. This is also to minimize the occurrence of miscommunication. PT SPH supervisors never force their opinions to be accepted by their subordinates. But they drop a difference of opinion and then take the middle ground in order to realize a successful team. A good leader is a leader who is not selfish and willing to accept a difference of opinion within the scope of the organization. This way subordinates feel comfortable with the treatment and attitude used by their leaders.

Relax, the results of the interview show that the supervisor at PT SPH uses the relax communication style appropriately and knows when this communication style will be used. The purpose of using such a communication style is so that subordinates know what the level of error is. Steps like this are what all leaders must have. Because the communication style of a leader is also the main factor that is assessed by everyone. Supervisors at PT SPH never give a sanction first if they haven't found out what the problem is. As a good leader, it is necessary to find the problem first. In order to understand what kind of sanctions are worth giving to subordinates who make mistakes. Because a good leader sees a case first, not immediately giving a sanction without knowing what the cause is.

Attentive, the results of the interview explained that the supervisor of PT SPH was partly alert to help solve a problem. This is very nurturing for subordinates like protecting their own family. This way subordinates are comfortable with the leadership model. However, there are also those who often see the case first, do not immediately take over. The goal is that subordinates can learn independently. Supervisors in PT SPH have the traits of empathy, cooperation and fostering relationships both in a personal context and at work. But there are those who have all three traits in the context of work only not in a personal context. As a leader must be able to have these three traits in subordinates. The influence in an organization on incompatibility is a trait of a superior towards subordinates.

Impression Leaving, the results of the interview describe that supervisors at PT SPH mostly use normal language styles in general during the pandemic and before the pandemic. However, there are also those who use a unique language style from the past until now. Using a unique communication style may be applied by the leader. But wearing it is only necessary, the goal is

that the leader is still respected by subordinates. Positive words when communicating to subordinates are also used by PT SPH supervisors. This has been applied since the establishment of the company until now. Because being a leader, the words used must be considered in detail. Leaders are role models for subordinates, if the superiors behave and behave well then the subordinates will be like that too. The point is that it all starts with how the boss leads the subordinates.

Friendly, the interview results show that PT SPH supervisors often have an interaction when outside and inside work. But there are also those who only interact when they are in the work environment. Supervisors understand the position or situation when they want to communicate about work. More precisely, when it is out of the scope of work, the discussion in a gathering talks about something else that is not a matter of work anymore. They behave like that, the purpose of gathering outside of work is for *refreshing*, and strengthening the relationship with PT SPH production employees. They did this before and after the pandemic.

Precise, the interview results show that in any condition the supervisor uses both methods. The use of these two methods is good to use in any condition and makes it easier for someone to communicate. In the organizational context, these two methods must be able to run well. If it doesn't work both of them can later cause a miscommunication with coworkers. The language style used by the supervisor of PT SPH uses an infomal language style. The goal is to both understand what is conveyed. The use of informal communication styles in production employees shows that the supervisor of PT. SPH understands who the interlocutor is. A leader who can be said to be a *leader* is someone who is able to position his communication style with communicators.

The next indicator of physiological needs, after conducting an interview, the supervisor of PT SPH often shares food with production employees. However, there are also those who do not dare to share during a pandemic for fear of catching the virus. And there are also those who dare because the principle is that while there is more sustenance, they must share. The supervisor's attitude illustrates that they can mingle with their subordinates despite their status as superiors. Things like this can make subordinates comfortable with their leaders.

Security needs, based on the results of interviews in the field, show that supervisors are fully responsible for what subordinates do. When ordering also according to company procedures. A good leader is a leader who is able to take full responsibility for all the work done by his subordinates in the production process. Superiors who can be said to be successful in leading are superiors who are not selfish or do not arbitrarily order their subordinates.

Social needs, the results of the interview illustrate that in PT SPH some supervisors do not have a boundary with subordinates. But there are also supervisors who have a boundary with subordinates. But the limit is not excessive, only reasonable. Supposedly as a leader there must be a boundary between superiors and subordinates. Because with a boundary they can respect superiors and avoid underestimation from subordinates.

The need for appreciation, based on the results of interviews with informants, shows that the supervisor at PT SPH gives a *reward* to employees whose performance is good. The form of *reward* given by the supervisor is a proposal to be promoted. The existence of a *reward* in an organization shows that the company can appreciate its subordinates. And the existence of *rewards* can trigger a work motivation for production employees to be even better in the future. Because *rewards are a big influence* in a company for employees to be excited about working.

Self-actualization needs, the results of interviews show that supervisors at PT SPH do appreciate the achievements of their subordinates so that they can advance to a good or good level. Good companies and leaders are where they can appreciate an achievement owned by

employees. The existence of a thing that subordinates indirectly form a work spirit and maintain their achievements.

After interviewing the selected informants, then describing the data that has been obtained. Furthermore, the researcher will process the data and analyze it so that it becomes a discussion to find out the communication style used by the supervisor of PT SPH for production employees in pandemic conditions and before the pandemic.

Based on interviews conducted with informants who are supervisors and production employees of PT SPH, it shows that there are two communication styles used, including *The Equalitarian Style*, and *The Structuring Style*. While the results of research from Ihsan Kamil Hasbar, et al only use one communication style, namely, *The Equalitarian Style*. *The Equalitarian Style* is a style that is ideally used in an agency, because communication is established in two directions based on aspects of equality.[17]. However, this study only uses two communication styles *The Equalitarian Style*, and *The Structuring Style*.

3.1 The Equalitarian Style

The Equalitarian Style is characterized by a two-way flow of verbal and written messages. People who use this communication style are those who have a very loving attitude and are able to build good relationships with others, both in their personal context and in other fields.

The results of interviews conducted with informants who are production employees of PT SPH if the supervisor at PT SPH applies The Equalitarian Style communication style. It can be seen from several indicators that the author stated in the previous research focus, if there are points that become the basis for a supervisor using this communication style including, communication that occurs in two directions, effective in maintaining empathy and cooperation with employees, open communication, production employees can express ideas or opinions in a relaxed and informal atmosphere, have a high caring attitude and are able to foster a good relationship.

In this case, the supervisor of PT SPH has proven that he can position himself as a leader who has an open nature in interacting with his subordinates. Furthermore, he is also able to reflect himself as an individual who is able to maintain good relationships and good cooperation with subordinates in joint decision making.

3.2 The Structuring Style

The Structuring Style is a communication style that utilizes written messages to convince orders to be carried out. In this communication style is someone who is able to design verbal messages to convince his goals, give affirmation or have answers to every question that arises. Based on the results of interviews with informants, it is stated that this communication style is also applied by the supervisor of PT SPH when in the field, such as emphasizing the size of the procedure or rules used, the supervisor is objective and impartial.

The role of the leader himself in terms of assessing individuals, does not see them through the status they hold at PT SPH. Then in a verbal communication by utilizing written messages, production employees agree with what is conveyed by the supervisor. In this case, the manner of behavior in an organization becomes absolute because this is the basis for the assessment of each individual.

4 Conclusions

The communication process carried out by PT SPH supervisors uses downward and upward vertical communication. Where in its application the supervisor uses and applies a communication style that is carried out based on needs.

The results of the research obtained, the supervisor of PT SPH in an effort to shape the work motivation of production employees using *The Equalitarian Style* communication style. In this case, the supervisor proves that he can position himself as a supervisor who has an open nature in interacting with production employees when communicating in a formal and informal atmosphere. *The Structuring Style* communication style of the supervisor is objective and emphasizes the rules of work procedures that have become an obligation for supervisors and production employees of PT SPH.

Supervisors provide a *punishment* and *reward* to subordinates. Using such a method so that subordinates when working so that it is effective and runs according to purpose. But the point of view of production employees is not all in line to accept the policies made by supervisors regarding the delivery of information.

After observing events in the field and conducting an interview with all informants. Supervisors of PT SPH during pandemic conditions and before the pandemic still use a communication style *The Equalitarian Style*, and *The Structuring Style*. The second communication style model has no effect when there is a pandemic. The point is that the communication style continues to run under any conditions.

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