

Application of Interpersonal Communication to Improve Employee Motivation at PT. Rifansi Dwi Putra

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Abstract

Communication is important in the activities of every human group because through communication a mutual understanding between certain parties and other parties is created, while also increasing harmony and coordinating various different activities or tasks. PT. Rifansi Dwi Putra in Duri District, Riau was established in 1997, where it has growth from local companies in Riau to become one of the national companies that achieved impressive service records in the oil and gas industry, especially around the operations of PT. Chevron Pacific Indonesia. The research method used is a qualitative research method that emphasizes in-depth interviews with respondents who have experience in their respective fields of work. Among them are five members of the company, consisting of Admin Ops Transport, Foreman, Swamper, and two Drivers. Effective interpersonal communication should be able to create effective interpersonal relationships that can motivate a conducive employee performance at PT. Rifansi Dwi Putra, Duri District, Riau, so that they have to improve and continue to develop good communication systems to be more effective.

Keywords: interpersonal communication, organizational communication, constructivist, construction, employee motivation

Introduction

The success or failure of a company in achieving its goals is closely related to the role of a leader. Organizations that are successful in achieving their goals and are able to manage everything in the organization properly depend on their leaders. The leader is the activator of activities within the company or organization towards success or setbacks that will be and want to be achieved. In achieving success, leaders need help from subordinates in order to create good cooperation at work and overcome all obstacles and obstacles. Leadership is one of the factors that shape and help others to work and enthusiastically achieve planned goals in relation to organizational success in realizing goals largely determined by leadership style and the high performance of employees in carrying out their duties.

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In order to achieve company goals, the role of a leader is needed. In addition, leaders in a company also have a stake in smoothing the running of the company's business. A leader in a company can be likened to the captain of a cruise ship, whose job is to determine the direction, run the ship, and make decisions about where to take the cruise ship. Leadership is the ability to influence a group to achieve the goals of a vision or a series of goals (Colbert, Judge, Choi & Wang, 2012:2). According to Winardi, a leader is someone who because of his personal skills with or without an official appointment can influence the group he leads to exert joint efforts towards achieving certain goals (Winardi, 2008: 2).

In the process of achieving organizational goals, leaders need a communication climate. This communication climate can connect, organize, and foster an organizational environment that concerns structure and function in a relationship between its members. According to Buck Ross (1988) "Communication has often been defined as an intentional, symbolic process that is learned and culturally patterned. However, an expanded view of communication is necessary if its relationship with affect is to be understood" which means "Communication is often defined as a deliberate symbolic process that is learned and culturally patterned. However, an expanded view of communication is necessary if its relationship with influence is to be understood.

Thus it can be seen that, communication is one of the most basic needs in the success of relationships with other people, both individually and as an organization. Thus, it can be said that communication is a mechanism that can be used by humans to establish interaction relationships with each other. With communication, humans can exchange information and ideas related to various things. Communication will increasingly be seen its usefulness when someone is involved in an organization, both community organizations and corporate organizations.

Work motivation is the work motivation possessed by subordinates to carry out their duties as expected by superiors, with work motivation making a job more perfect. Meanwhile, according to Sedarmayanti (2013: 233) motivation is the willingness to expend a high level of effort toward organizational goals conditioned by the ability of that effort to meet individual needs. The element of effort is an element of intensity. If someone is motivated, then that person will try hard.

With work motivation, it can be easier to achieve the expected performance in the company so that there is job satisfaction in achieving good performance. Work motivation contained in an employee in an agency is considered simple and can also be a complex problem. But motivating someone is a very difficult thing. No matter how difficult the company must continue to strive to increase employee motivation.

Basically in life must communicate, as well as activities within an organization. Such a dynamic communication process can cause various problems that affect the achievement of an organization, especially with the emergence of misunderstandings and conflicts. Interpersonal communication or interpersonal communication is one type of communication that occurs quite high in organizational life.

Interpersonal communication is direct face-to-face communication “Between two or more people in physical proximity where all the five senses are used and feedback is immediately present” (Gordon in Graham 1998: 12).

The application of interpersonal communication is one of the leadership's efforts to increase employee motivation. This is because interpersonal communication will have an influence on the smooth process of organizational communication. The application of interpersonal communication between superiors and subordinates is considered very effective in increasing employee motivation. Leaders who use interpersonal communication will find it easier in the process of delivering something. Interpersonal communication is usually in the form of openness, providing support, showing empathy, fostering a sense of similarity.

The application of interpersonal communication between superiors and subordinates in an organization can be used to change employee behavior to like the figure of the superior, have a positive attitude and create a special attraction for employees. In addition, the application of interpersonal communication between superiors and subordinates will be able to foster a sense of kinship, a sense of pleasure between superiors and subordinates. So that the leader in the process of delivering messages can run smoothly, even backflow will be created. This is because interpersonal communication is closely related to activities to change attitudes, beliefs, opinions and behavior of employees in accordance with what is expected by the leadership.

This will certainly be very helpful in increasing employee motivation. Success in realizing a company goal is largely determined by the enthusiasm of employees. Therefore, the company makes efforts to increase employee motivation. If an employee has high work motivation, the wheels will run fast which will eventually result in good performance and achievement for the company.

Literature Review

Interpersonal Communication

Interpersonal communication is a transaction process between a person and their environment in certain situations that include people as friends, family, children, coworkers, even strangers (Myers & Myers, 1992). Interpersonal communication (interpersonal communication) is communication that takes place in a face-to-face situation between two or more people, both in an organized manner and in a crowd of people (Wiryanto, 2004:32). Interpersonal communication is communication that is carried out between a person and other people in a society or organization (business and non-business), using certain communication media and easy-to-understand language (informal) to achieve a certain goal (Purwanto, 2006).

Interpersonal communication is considered the most effective in activities to change the attitudes, beliefs, opinions, and behavior of the communicant. It can be said to be the most effective because interpersonal communication takes place face to face. In face-to-face communication, there is personal contact between the communicator and the communicant, when the communicator conveys the message, the feedback takes place instantly, the communicator knows at that moment the communicant's response to the message the communicator put out. Because of its effectiveness in changing attitudes, beliefs, opinions and behavior of the communicant, forms of interpersonal communication are often used in

launching persuasive communication, where persuasive communication is defined as a psychologically humane communication technique that is smooth, flexible in the form of solicitation, persuasion or seduction (Effendy, 2000:60).

In essence, interpersonal communication is communication between the communicator and the communicant. This communication is most effective in changing a person's attitude, opinion, or behavior. Interpersonal communication is dialogic. That is, the reverse current occurs instantly. The communicator can find out the communicant's response at that time. The communicator knows for certain whether his communication is positive, negative, successful or not. If successful, the communicator can give the communicant the opportunity to ask as many questions as possible (Wiryanto, 2004:36).

According to Kumar (Wiryanto, 2004:36) the effectiveness of interpersonal communication has five characteristics, as follows:

1) Openness

Willingness to respond with pleasure to the information received in dealing with interpersonal relationships.

2) Empathy

Feel what other people feel.

3) Support (Supportiveness)

An open situation to support effective communication.

4) Positive Sense (Positiveness)

A person must have positive feelings about himself, encourage others to participate more actively, and create a conducive communication situation for effective interaction.

5) Equality

A tacit acknowledgment that both parties value, are useful, and have something important to contribute.

Work motivation

Work motivation as the most vital driving force in a performance achievement. Without motivation, employees will not succeed in completing a job to the fullest because there is no will that comes from within the employee himself, what emerges is only routine (Sutrischastini & Riyanto, 2015: 122).

Motivation includes unique feelings, thoughts and past experiences that are part of the company's internal and external relationships. In addition, motivation can also be interpreted as an individual's encouragement to take action because they want to do it. If individuals are motivated, they will make positive choices to do something, because it can satisfy their desires (Rivai and Sagala, 2009:837-838).

In his book *Behavior in Organizations*, Greenberg mentions that there are three components of motivation (Greenberg, 2011: 244). The first, according to Greenberg, is arousal. According to the results, "arousal has to do with the drive or energy behind one's actions". In this case, a person's motivation in carrying out an activity or work is closely related to the impetus or energy behind that person's actions. For example, a person may be driven by a desire to make a good impression on others, or a desire to do challenging and interesting work, or a desire to

achieve success in what he does, and so on. These desires will motivate the person to achieve what he wants.

The second component is direction. In this case, a person's motivation is also closely related to the choices taken, the direction of the behavior he does. For example, an employee who wants to make a good impression on his supervisor might choose to do the work entrusted to him to the best of his ability, do extra hard work on special projects, or do something his supervisor enjoys, or something else. Each of these behavioral choices is a path to realize his desires.

The third component is maintaining behavior. In this case, a person's motivation is closely related to how far the person persists in doing business until the goal is achieved. People are said to have high motivation if the person continues to persevere in trying to achieve goals and will not stop before the goal is achieved. Conversely, people who quickly give up or stop in the middle of trying before successfully achieving their goals can be said to be people who are less motivated.

According to Maslow quoted by Hasibuan (2003), explaining that employee motivation is influenced by physical needs, needs for security and safety, social needs, needs for self-esteem, and needs for self-actualization. Then from the needs factor is derived into indicators to determine employee motivation, namely:

- 1) Physiological or physical needs, indicated by the provision of proper salaries to employees, bonuses, meal allowances, transportation allowances, housing facilities and so on.
- 2) Security, indicated by work security and safety facilities which include social security for workers, pension funds, health benefits, health insurance, and work safety equipment.
- 3) Social, shown by interacting with other people, including establishing harmonious working relationships, the need to be accepted in groups and the need to love and be loved.
- 4) Awards, indicated by recognition and appreciation based on ability, namely the need to be respected and valued by other employees and leaders for their work performance.
- 5) Self-actualization, indicated by the nature of work that is interesting and challenging, where the employee will exert his skills, abilities, skills and potential. The fulfillment of this need can be carried out by companies by organizing education and training.

Methods

Creswell (2016) defines qualitative research as follows:

Qualitative research is methods for exploring and understanding the meanings that a number of individuals or groups of people ascribe to social or humanitarian issues. This qualitative research process involves important efforts, such as asking questions and procedures, collecting specific data from participants, analyzing data inductively from specific themes to general themes, and interpreting the meaning of the data. The final report for this research has a flexible structure or framework. Anyone involved in this form of research must adopt an inductive style of research perspective, focus on individual meanings, and translate the complexity of a problem. (p. 5).

The research design is a survey research. Survey research is a form of descriptive research, which describes what is or is happening in a particular scene, field, or area. The collected data

is classified according to type, nature or condition. After the data is complete, then a conclusion is made (Arikunto, 2010:3).

Data collection techniques are methods used by researchers to obtain data in a study. In this study, the researcher chose the type of qualitative research, so the data obtained must be in-depth, clear and specific. Furthermore, according to (Creswell, 2016) in this qualitative approach, the researcher collects specific data from the participants, analyzes the data inductively from specific themes to general themes, and interprets the meaning of the data. In this study, researchers used data collection techniques by way of interviews, observation, and documentation.

Miles and Huberman (2009:16-19) suggest that there are steps in data analysis, namely data reduction, data display, and drawing conclusions. The description of each step is as follows:

Data reduction

Data reduction is defined as a selection process, focusing on simplifying, abstracting, and transforming 'rough' data that emerges from written records in the field. During data collection, the previous reduction steps occurred, such as summarizing, coding, tracing themes, making clusters, partitioning, and writing memos. This data reduction or data transformation process continues after field research, until a complete final report is compiled. Data reduction is a form of analysis that sharpens, classifies, directs, discards unnecessary, and organizes data in such a way that final conclusions can be drawn and verified (Miles and Huberman, 2009:16).

Data Presentation

Presentation of data is limited as a set of structured information that gives the possibility of drawing conclusions and taking action. By looking at the data presentations, it will be understood what is happening and what should be done based on the understanding gained from these presentations. Presentation of data is a principal means of valid qualitative analysis. Presentation can be done in various types such as matrix, graph, network, and chart. Everything is designed to combine organized information in a coherent form so that an analyzer can see what is going on and determine whether to draw the correct conclusion or to proceed with the analysis according to the suggestions suggested by the presentation as something that might be useful (Miles and Huberman, 2009:17-18).

Draw Conclusions and Verify

The next analysis activity is drawing conclusions. From the beginning of data collection, a qualitative analyzer begins to search for the 'meaning' of things noting regularities, patterns, explanations, possible configurations, causal flows, and propositions. Competent research will handle these conclusions loosely, remaining open and sceptical, but the conclusions are already provided, initially unclear, then escalating to more detail and firmly rooted (Miles and Huberman, 2009:19).

Result and Discussion

Human resources in a company is the most important asset. This is due to its role as the subject of executing policies and operational activities is a major contribution in achieving company goals. Resources in a company will not be able to provide maximum results if it is not supported by human resources who can achieve high performance. To achieve maximum

performance produced by employees, one of which is communication. Communication is also an important part in forming relationships between individuals or employees as well as with other people. Thomas M. Scheidel in Mulyana (2001: 4), suggests that communication occurs mainly to express and support self-identity, to build social contact with people around us and to influence others to feel, think or behave the way we want. But the basic purpose of communicating is to control our physical and psychological environment. With the existence of a communication process someone will be able to get to know the surrounding environment and communication is also a tool for exchanging information. Exchange of information can be done privately either in the form of ideas or personal opinions.

Interpersonal communication or interpersonal communication according to Muhammad (2002: 159) is defined: "the process of exchanging information between a person and at least one other or usually between two people who can immediately know the feedback. Interpersonal communication is forming relationships with other people. Rajhans (2012) in Sari and Widodo (2015: 307) states that communication within organizations, including interpersonal communication, plays an important role in employee motivation, where in this modern era employees are faced with an increasingly large workload and work pressure, and longer working hours. Effective communication from superiors to subordinates helps managers in carrying out their decisions by employees, also develops cooperation, trust, work productivity, and minimizes miscommunication and rumours. Effective communication from subordinates to superiors helps managers to understand the organization and issues related to employees. So that effective interpersonal communication for both superiors and subordinates will help create a work environment that supports the growth of work motivation in employees. This can be said with high interpersonal communication skills can affect employee performance.

Mahsun (2006) in Safrizal, et al (2014:46-47) suggests that performance is a description of the level of achievement of the implementation of an activity/program, policies in realizing goals, objectives, vision and mission of the organization contained in the strategic planning of an organization. Thus employees who have good interpersonal communication skills can prevent misunderstandings and conflicts from arising within a company or organization so that it will have an impact on improving employee performance which will benefit the company in achieving its goals.

Competition in the current era of globalization requires every company to work more effectively and efficiently. This is because competition in the increasingly fierce business world makes companies able to survive and increase the competitiveness of companies in order to maintain the viability of the company and survive in today's business competition. The establishment of the company has the main goal of maximizing profits and value for the company which will have an impact on the welfare of both owners and employees. Human resources contained in the company is one of the most important things in carrying out company activities to achieve the goals desired by every company, this is because many parties realize that humans are the most important element in running a company. In addition, humans are the most important element because in managing other resources contained in the company the people who manage it, so that it will be useful and without human resources, the other resources contained in the company will be meaningless.

By making employees the most important element in the company will also determine the success or failure of a company. Therefore, in achieving the goals desired by every company to achieve maximum profits, every company will try to improve the performance of its employees. This is because employee performance is also a benchmark for an organization.

Employee performance can be influenced by various factors, one of which is interpersonal communication skills. Interpersonal communication or interpersonal communication according to Muhammad (2002: 159) is defined: "the process of exchanging information between a person and at least one other or usually between two people who can immediately know the feedback. Interpersonal communication is forming relationships with other people. Rajhans (2012) in Sari and Widodo (2015: 307) states that communication within organizations, including interpersonal communication, plays an important role in employee motivation, where in this modern era employees are faced with an increasingly large workload and work pressure, and longer working hours. Effective communication from superiors to subordinates helps managers in carrying out their decisions by employees, also develops cooperation, trust, work productivity, and minimizes miscommunication and rumours. Effective communication from subordinates to superiors helps managers to understand the organization and issues related to employees. So that effective interpersonal communication for both superiors and subordinates will help create a work environment that supports the growth of work motivation in employees. This can be said with high interpersonal communication skills can affect employee performance motivation.

An open attitude between superiors and subordinates, is the ability to evaluate objectively, the ability to distinguish easily, the ability to see nuances, orientation to content, seeking information from various sources, willingness to change one's beliefs, professionalism etc.

According to the research results, there is always an open interpersonal communication system between subordinate leaders when there is a problem with work at PT. Rifansi Dwi Putra, Duri District, Riau. This is in line with what was explained by Mr. Firman as a driver at PT. Rifansi Dwi Putra, Duri District, Riau, said: "Yes, I am always open to communicating with leaders when there are problems at work." Apart from that, there is also an opinion conveyed by Mr. Antonius as a driver at PT. Rifansi Dwi Putra, Duri District, Riau that "Yes, he is more open". In addition, there is also an opinion conveyed by Mr. Deni as a Foreman at PT. Rifansi Dwi Putra, Duri District, Riau that "Yes, that's for sure. The problem is I'm the type of person who easily confides hahahah ". Apart from that, Mr. Hendrix as Swamper at PT. Rifansi Dwi Putra, Duri District, Riau that "It's true that I'm always open." And also, there is also an opinion expressed by Jon as Admin Ops Transport that "When it comes to work, I'm always open."

Face-to-face interpersonal communication takes place dialogically while staring so that personal contact occurs. This is called Interpersonal communication (interpersonal communication). Interpersonal communication because of the face-to-face situation, is considered by experts as an effective type of communication to change one's attitudes, opinions, and behavior (attitude, opinion, and behavior change). The effectiveness of persuasive communication in such communication is due to personal contact which allows superiors to know, understand, and control subordinate complaints when interacting at PT. Rifansi Dwi Putra, Duri District, Riau. This is in line with what was conveyed by Mr. Firman as a Driver at PT. Rifansi Dwi Putra, Duri District, Riau that "Yes, he really understands it". Apart from that, there is also an opinion conveyed by Mr. Antonius as a driver at PT. Rifansi Dwi Putra, Duri District, Riau that "Yes, he really understands. Especially when I was sick, he would tell me to rest or go home." In addition, there is also an opinion conveyed by Mr. Deni as a Foreman at PT. Rifansi Dwi Putra, Duri District, Riau that "Yes, he really understands it". Apart from that, Mr. Hendrix as Swamper at PT. Rifansi Dwi Putra, Duri District, Riau that "Yes, he is very understanding and very responsive". And also, there is also an opinion

expressed by Jon as Admin Ops Transport that "That's right. He really understands my situation at work."

In communicating, there are at least three elements, namely sources, messages, and targets. Sources can be individuals, for example individuals who are writing, drawing, or communication organizations such as newspapers, publishing houses, television stations, cinemas, and others. Messages in the form of writing, sound waves or an electric current communication such as radio broadcasts, waving hands, waving flags, and other signs/symbols. Communication targets can be individuals, groups or communities (Machfoedz, 2005:95-96). Communication can also be interpreted as the art of being able to compose and deliver a message in an easy way so that other people can understand and accept the intent and purpose of the message sender (Tappen, quoted in Nursalam, 2012: 107).

The majority of communications contained in PT. Rifansi Dwi Putra, Duri District, Riau, in this research is regarding mechanical work experience because the company is engaged in the contracting sector which is more about workmanship techniques, especially in the field. Interpersonal communication between foremen and employees often occurs in order to achieve work goals. The mechanical work experience in this study is contained in the image below:

Figure 2. Mechanical Work Experience



Misunderstandings in terms of communication are quite common between superiors and subordinates. With good communication, a communication can run smoothly and successfully, and vice versa. Less or no communication within an organization can result in non-smooth activities of the organization itself. Thus, communication in every organization has a central role. In every organization, communication has an important role. This is especially true in matters of employee performance effectiveness. Processes and patterns of communication are the tools needed to coordinate and support employee activities so that they are aligned

with the goals and objectives of the organization. The role of the leader is also very necessary for providing input to subordinates when there is an error at work. This is in line with what was conveyed by Mr. Firman as a Driver at PT. Rifansi Dwi Putra, Duri District, Riau that "Once, always like that". In addition, there is also an opinion expressed by Mr. Antonius as a driver at PT. Rifansi Dwi Putra, Duri District, Riau that "Once, he always advises us". There is also an opinion conveyed by Mr. Deni as Foreman at PT. Rifansi Dwi Putra, Duri District, Riau that "So far I haven't made any mistakes, so I haven't felt it heheheh". In addition, Mr. Hendrix as Swamper at PT. Rifansi Dwi Putra, Duri District, Riau that "He once gave me input on work matters, not because I made a mistake, but because of other things." provide feedback when I make work mistakes.

A reward system like this is an acknowledgment of employee performance and is a means of directing employee behavior towards behavior that is valued and recognized by the organization. (Rewards) are compensation for services provided by the organization to employees for contributing energy and thoughts for the progress and continuity of the organization in achieving the goals set (Sastrohadiwiryono, 2003). Rewards increase employee motivation so that it helps employees allocate time and employee business (Mulyadi and Jhony, 1999). There is also something that can motivate employee performance, namely by providing health insurance from PT. Rifansi Dwi Putra, Duri District, Riau. This is in line with what was conveyed by Mr. Firman as a driver at PT. Rifansi Dwi Putra, Duri District, Riau that "You can get it from BPJS". In addition, there is also an opinion conveyed by Mr. Antonius as a driver at PT. Rifansi Dwi Putra, Duri District, Riau that "Yes, from BPJS". In addition, there are also opinions that delivered by Mr. Deni as Foreman at PT. Rifansi Dwi Putra, Duri District, Riau, that "Yes, from BPJS". u was also explained by Mr. Hendrix as Swamper at PT. Rifansi Dwi Putra, Duri District, Riau that "Yes there is from BPJS". And also, there is also an opinion conveyed by Jon as Admin Ops Transport that "Yes, we have BPJS".

Other factors that also affect employee performance in addition to health benefits, job security as well as overtime pay, namely by motivating employees by providing job training to training employees are an important thing that must be done by a company, because these two things are always used by companies to be able to maintain as well as maintaining employees in a company and improving employee skills for increased performance. Like PT. Rifansi Dwi Putra, Duri District, Riau, which conducts training for all employees or divisions in order to improve employee performance. This is in line with what was conveyed by Mr. Firman as a Driver at PT. Rifansi Dwi Putra, Duri District, Riau that "Once, once a year." In addition, there was also an opinion expressed by Mr. Antonius as a driver at PT. Rifansi Dwi Putra, Duri District, Riau that "Once. It's mandatory here. Usually firefighting or firefighting training first aid". Apart from that, Mr. Deni as a Foreman at PT. Rifansi Dwi Putra, Duri District, Riau, said that "Once. Usually once a year. The training agenda is like how to use a fire extinguisher, first aid, etc." In addition also explained by Mr. Hendrix as Swamper at PT. Rifansi Dwi Putra, Duri District, Riau that "Once a year. We are usually trained for firefighting, first aid, etc. " And also, there was also an opinion expressed by Jon as Admin Ops Transport that "For training there is always once a year. The agenda is in the form of firefighting training, first aid, first aid, etc."

From the results of this study it can be concluded that in general interpersonal communication between superiors and subordinates at PT. Rifansi Dwi Putra, Duri District, Riau, was running effectively, because most employees considered the quality of their superiors' communication to be in the good category. Effective interpersonal communication should be able to create

effective interpersonal relationships that can motivate conducive employee performance at PT. Rifansi Dwi Putra, Duri District, Riau.

The results of data analysis in chapter IV show that there are things that can be discussed in this study namely that in general interpersonal communication between superiors and subordinates at PT. Rifansi Dwi Putra, Duri District, Riau, was running effectively, because most employees considered the quality of their superiors' communication to be in the good category. Effective interpersonal communication should be able to create effective interpersonal relationships that can motivate conducive employee performance at PT. Rifansi Dwi Putra, Duri District, Riau.

Conclusion

Based on the results of the research and discussion previously described, the following conclusions can be drawn:

In general, interpersonal communication between superiors and subordinates at PT. Rifansi Dwi Putra, Duri District, Riau, was running effectively, because most employees considered the quality of their superiors' communication to be in the good category. Effective interpersonal communication should be able to create effective interpersonal relationships that can motivate conducive employee performance at PT. Rifansi Dwi Putra, Duri District, Riau.

Based on the conclusions of the research results, suggestions can be put forward as follows:

1. For Students

In order to further increase the sensitivity of communication within the company and also be able to increase the motivation and implementation of interpersonal communication more actively. It is hoped that it will not only wait for the opportunity to communicate accidentally but try to inquire about performance issues from each employee and superiors first.

2. For Further Research

Future research is expected to be more active in communicating with employees and supervisors in giving or asking for suggestions that can raise employee motivation so that motivation can be maintained which will lead to increased performance.

The theoretical recommendations is hoped that it can add to the repertoire of human resource management disciplines, especially on factors that can affect employee motivation. The theoretical recommendations in the research is to achieve effective communication openness between leaders and subordinates, a leader is expected to be able to use direct communication and good communication methods, take an individual approach, namely interpersonal communication with subordinates, so that leaders can get to know the characters of subordinates more closely and vice versa.

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