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## COMMUNICATION STRATEGY LEADERSHIP IN IMPROVING EMPLOYEE PERFORMANCE ON MCDONALD ' S KARTINI CIREBON

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Received: 2023-12-05 ; Accepted: 2024-01-11 ; Published: 2024-02-29

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### Abstract

This study aims to determine the communication strategy of the leader in improving employee performance, to determine the perspective of Islamic Economics on the communication strategy of the leader applied in improving employee performance, and to determine the communication constraints of the leader in improving employee performance and its solutions. The approach used in this study uses a qualitative approach in case studies (case studies). Case study method by conducting an in-depth investigation of individuals, groups, organizations, programs of action, and others at a given moment. Case study Data can be obtained from interviews, observations and documentation. The result is that McDonald's Kartini Cirebon city has a strategy of communicating effectively with polite language and easy to understand interlocutors, using good speech so as to cause mutual respect and harmony between employees. With this, the potential performance of employees will increase. Communication is not only spoken words, but also body movements, attitudes, tone of voice, and behavior, and the environment. It is hoped that it can broaden the horizons of leadership communication strategies in improving employee performance Islamic economic perspective, can get an overview of leadership communication strategies in improving employee performance at McDonald's Kartini Cirebon City.

**Keywords:** *Strategy, Communication, Performance*

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## INTRODUCTION

Every organization or company, whether in the framework of the government or the private sector, must have a vision and mission both in the short and long term to achieve the company's goals through the activities it carries out. To achieve this vision and mission, it is very important to organize and supervise human resources as well as possible. An important role in the company is human, because with qualified human assets a company will progress. Human Resources (HR) can be a central figure in an organization or company. An organization or company is formed with a vision and mission to achieve a goal, the vision is for the good of human beings and in carrying out its mission is supervised and taken care of by human beings as well. When viewed from asset administration, some individuals are involved in the organization or company, such as human resources, frameworks, costs, innovation, and data. After all, the most important asset in a company is human assets. The term human assets itself, are people who will work together to achieve the vision and mission of the company (Barqy, 2015).

Communication plays an important role in human life (Lasswel, 1948). Communication can frame a social framework that requires each other, thus communication and society are inseparable. Communication or in English communication comes from another word communicate and comes from the word communis which means the same. Same here contains the same meaning. So two individuals are involved in communication, for the case in the form of discussion, communication will take place as long as there is a similarity in the meaning of what is being researched.

The capacity to communicate is an important key in building social relationships. The Prophet also paid great attention to communication techniques in his preaching. He continues to weigh delivering da'wah to the questioners. Rasulullah superbly mastered Human Relations which is one of the reasons why he managed to carry out his obligations, both as an apostle, pioneer, and business person.

Manners or ethics are very important in talking among others. In the face of the interlocutor, we must use good and understandable language. The Prophet (peace and blessings of Allaah be upon him) showed us how kind and gentle he is. So that each of his interlocutors felt he was the most glorified of the messenger of Allah.

Allah SWT said in QS. Al-Baqarah [2]: 83. Meanly “And (remember) when we took a promise from the Children of Israel: 'worship none but Allah, and be kind to parents, relatives, orphans, and the needy, and speak good words to

people, and establish prayer and pay the zakat. Then you did not fulfill the promise, except a small part of you, and you always turned away". (Judi, 2022).

The verse contains the phrase "... and you speak to all men in a good way), which means to speak in a language that is polite and easy to understand regardless of age and even social status. Because words that are not good can cause misunderstanding and can fatally break the relationship between Muslims and other religions. "Whoever believes in Allah and the last day, then say what is good and if not then be silent." (HR. Bukhari, no. 6018 and Muslim, no. 47). Therefore, it is appropriate for everyone who speaks with a word or sentence to ponder what he will say. If there is any benefit, then he speaks. If not, let him hold his tongue." (Judi, 2022).

Employee motivation can be recognized from the outward and natural components. Outward motivation comes from outside the person, such as class speakers (motivators), family, friends, books, magazines or bosses at work. Natural motivation is the longest lasting and most persistent form of motivation. Because with this motivation is able to control the inner strength that can lead us to great success. One of the conditions that can affect the performance of an employee is communication between colleagues, because in working employees interact with other employees so that there is no arbitrariness and the creation of good cooperation (Islam & Banda, 2020).

In addition, globalization affects all points of view of human life. It requires institutional resilience to remain competitive and maintain its trade development in the long term. The business that needs to be created must be able to expand the effectiveness and efficiency of all the assets it has. The increasing escalation of mutual competition and the number of competitors even requires each organization to continue to pay attention to the performance of its employees so that they are able to take Quality steps in competition with other agencies (Rismaya, 2020).

In the performance of their duties, employee performance is strongly influenced by external and internal factors. External factors include the company's social system. Because conducive working conditions can help improve employee morale which can later affect the resulting productivity. Employee Performance is not only influenced by the level of welfare and conducive corporate social environment, but also influenced by commitment. Which is where it comes from within a person in carrying out his determination. Commitment is seen as an attitude, where individuals involve themselves in the company in order to achieve corporate goals (Barqy, 2015).

Performance in Islam is not only centered on finding food to support yourself and your family by investing time day or night, from morning to

evening, but work by covering all forms of work that have elements of goodness and favor for yourself, your family and the surrounding community. In the Qur'an that explains about the performance in Islam, as in Surat Al-Qashash [28]: 77, Meanly "Seek what Allah has given you in the hereafter, and do not forget your share of the worldly life and be kind to others, just as he has been kind to you, and do not corrupt the Earth. Indeed, Allah does not like the corrupters" (Barqy, 2015).

By working, it means that man has exercised one of the capacities of his caliphate on Earth and in Islam, described in the Qur'an surah An-Nisa [4]: 29 Meanly "O you who believe! Do not devour one another's wealth unjustly, except as a trade between you by mutual consent. And do not kill yourselves; indeed Allah is most merciful to you" (Barqy, 2015).

In its operations, McDonald's Kartini has implemented rules in accordance with the company's operating standards (SOP). However, there are challenges that are still faced today, one of which covers human resources. As previously explained, HR plays an important role in a company. McDonald's is a company that is optimistic to have employees with very adequate skills or multiskill. Because McDonald's prioritizes cooperation in its team and both have a commitment and responsibility to create unforgettable happy moments for customers. McDonald's listens, responds, and always cares about the different needs of its customers. In developing the skills of its employees, the management team provides training or training to employees who have just entered the job and verify that the employee has mastered the specified area.

After completing the training and verification, employees will experience not only low hours, but also peak hours. During peak hours, teams that operate at that time are required to be able to work together and help each other. Between employees can ask for help when one of them is done with his job. Do not forget when finished, employees say "thank you" to the partner for making it easier to complete the job. Because the step is the basis that one can recognize the work achievements of others and of course the person feels more valued.

The management team has provided motivation and created a work environment as comfortable as possible for its employees. However, there are some employees who still do not have a sense of responsibility in their work. A leader's communication strategy with his employees is very influential on performance to meet targets optimally.

## METHOD

Qualitative research involves the use of research objects and the categorization of empirical data that describe the various meanings of everyday life and life problems. Important aspects that must be understood in the context of qualitative research include: characteristics; types; ethics and generalization; differentiators; combining quantitative research with qualitative research; data collection methods; one step; analysis and interpretation of data; validity, reliability and objectivity; interpreting results and techniques for verifying data accuracy. The five types of qualitative research are narrative research, Phenomenological Research, theoretical research, ethnographic research, and case studies. Social science research methods that are suitable for answering research questions are case studies how or why (A. Muri Yusuf, 2016).

The approach used in this study is to use a qualitative approach in case studies. The reason researchers conduct their research using the case study method is because case studies conduct in-depth investigations of individuals, groups, organizations, agendas, and others at any given time. Case studies produce data that are then analyzed to develop theories with qualitative research data collection methods. Case study Data can be obtained from interviews, observations, and documentation on leadership communication strategies in improving employee performance Islamic Economic Perspective (study McDonald's Kartini Cirebon).

Document comes from the Word document means written material, documentary method means the process of collecting data by recording existing information. Documentary Method is a data collection method to trace historical data. Documenting people or groups of people, events or occurrences in social situations that are useful for qualitative research.

Therefore, the researcher is the one who designs, performs data collection and interprets the data, and ultimately reports the results of the study. The researcher should establish a good relationship with the research subject and collect information from the research. The researcher must establish a good relationship with the research subject and gather information from the research through observation, interviews, and documentation to investigate the main problems in McDonald's Kartini Cirebon City. Data collected by primary and secondary researchers are processed through research techniques, both interviews, observation, and verification, to get answers to the problems that the authors raise. The information collected consists of words, pictures, not numbers, and is described to explain facts and reality.

## RESULTS AND DISCUSSION

### 1. Communication Strategy Leader In Improving Employee Performance at McDonald's Kartini Cirebon

Based on the interview results from Diah Wulan Sari, the communication made between management and their employees using mass communication, namely through Whatsapp groups, is in the form of information submitted related to actual operations. After that, when there is something to be done individually, then the leader contacts and talks to the person directly in completing the task. Where the communication is included into the novelty adalah interpersonal communication.

A manager must have a good strategy to fulfill his tasks and accept the responsibilities assigned to him to maintain the existence and development of the company or organization he leads. This shows that a good management communication strategy leads to management success. Especially for companies that are categorized as operational companies and interact with customers, as much as possible to minimize the occurrence of miss communication. In the shift, leaders and their employees must be able to carry out good cooperation in a way that communication runs smoothly and improves employee performance that may cause obstacles when operations take place. Also expressed by Aldi Rahadian, Cirwan, and Imas Mulyati, as included in the theory of Sutardji that included in indicator leadership are :

- a. Understanding, in the delivery of information is required to use good language and intonation, for the sake of success in operations. Adapaun when experiencing obstacles in the delivery of information, do a social approach in order to find out where the obstacles experienced.
- b. Fun, always create a peaceful atmosphere meskiatau peak hour, both between leaders and subordinates and between employees.
- c. The influences of attitude, where it begins by giving appreciation to his subordinates and then provide feedback accompanied by a solution.
- d. The relationship is getting better, when a manager knows how to respect his subordinates, harmonious relationships develop both at work and outside of work. Where it can affect operational activities.

The role of leaders is very important in improving the performance of employees. When the performance of employees is not good, it will affect the operational time and fatally Cause complaints for the company. If this happens, not only employees will be adversely affected but also leaders will experience it. This is where the role of the leader is needed, where poor employees must be formed a constructive motivation, exchange ideas with him, follow up, and make people around comfortable with him.

Leaders must have the skills to communicate effectively. Communication is not only spoken words, but also body movements, attitudes, tone of voice, behavior, and environment. The leader provides objectivity when the operation takes place so that the target can be achieved and the report to be submitted by the leader runs optimally. Between leaders and between employees must respect the interlocutor, everyone has a different way of doing things but still with the same results. The most important thing is not to deviate from the SOP and ethical rules. Based on the results of research from Diah Wulan Sari, there are several stages of strategy to achieve the goal amongnya them are :

- a. Planning, before operating, the leader conducts a briefing first, related to the Action Plan to support success in operations.
- b. Organizing, the leader delegates tasks to the crew for each area.
- c. Preparation of staff, the leader explains the job description in each area.
- d. Briefing, leaders always give encouragement to their employees both in low hours and peak hours and create a peaceful atmosphere in operations.
- e. Supervision, Managers monitor their employees to measure performance, compare actual results with plans, and take corrective action when necessary.

Before the operation, a briefing is always held first, to convey important and conditional things that day, so that operations can run in a structured and directed manner. That way, employees will know how their job desc on that day and carry it out well even in step-by-step stages.

In the interview results from Aldi Rahadian and Selvia Stefani, there are techniques for effective communication like in the book *Techniques for Effective Communication* by (Pace et al., 1979) where the central objective of the communication strategy consists of three objectives, namely:

- a. To secure understanding, when there are obstacles, leaders give appreciation first and then provide constructive feedback to their employees directly, ascertain what obstacles are faced, and provide solutions to their problems.
- b. To establish acceptance, Setelah diberikan solusi, pemimpin mem-follow up pegawai tersebut dalam pelaksanaan tugas selanjutnya.
- c. To motivate action, it is expected that employees who have been given instructions can be motivated and complete their tasks well.

There is also organizational information theory, where procedures have been put in place in each useful area to reduce information uncertainty:

- a. Enactment or determination process, the company installs information about procedures for each area to make it easier for employees to remember and carry out procedures properly.
- b. Selection or selection process, the leader ensures that updated information is always installed.

- c. Retention or storage process, leaders always remind and redistribute to their employees about the procedures that have been installed to reduce errors that may occur.

Communication between managers and employees in the work affects the social relationship between the two. When communication is going well, social relationships are well maintained outside of work. This greatly affects the performance.

## **2. Islamic Economic Perspective On Communication Strategies Leaders Implemented In Improving Employee Performance**

From an Islamic point of view, the transmission of messages from communicator to communicant must be honest and in accordance with the principles contained in the values of the Qur'an and Sunnah, as they are considered part of worship. Therefore, in its application the principle of Islamic communication between man and his Lord occurs. This is the basis of Islamic communication. Whoever becomes a leader is based on some of the advantages he has over the person he leads. Therefore, to become a leader, certain conditions are needed, namely the characteristics or good qualities that must be possessed by a leader such as *siddiq*, *fathanah*, *amanah*, and *tabligh*.

Leadership in McDonald's Kartini Kota Cirebon has implemented leadership in accordance with Islamic law so as to create good communication and a sense of harmony among its employees. This is indicated by the attitude of the leader, namely :

- a. *Siddiq*, the leader always conveys the truth on any information that is in accordance with the SOP and gives honest feedback objectively for the success of the action plan in operations.
- b. *Amanah*. Inter-management is believed to be able to handle jobs that are not his job desc which had previously been trained first to replace Inter-management when it is unable to perform their duties. In this case, teamwork not only works for its employees, but also in its management.
- c. *Fathanah*, leaders are always wise in making decisions without any internal linkages and provide solutions for success in their operations.
- d. *Tabligh*, leaders have the ability to communicate one of them is effective communication, which is not only saying words, but with body movements, attitudes, tone of voice and behavior, and the environment.

As explained in QS. An-Nisa [4]: 58. Allah commands you to convey the message to those who deserve it, and when you judge between people, judge with Justice. Indeed, Allah admonishes you best. Indeed, Allah Is All-Hearing, All-Seeing.



A manager has to do his job well. When God commands us to lead an organization, it means that God has trusted and given us a task. Every Commission given to his people will be counted on the day of resurrection. All concepts, phenomena, and all achievements are considered.

Performance is basically the responsibility of every individual working in the company. Achievement is a reflection of individual achievement, where each individual performs well, achieves, is passionate and contributes his best, which is the answer to the success or failure of the goals that the company has set. One form of institution's attention to employees is through the implementation of award strategies in the form of performance bonuses. The goal is to improve employee performance. Reward is an award given to employees in accordance with the grade or position and the results of their work. The granting of performance bonuses is very important for employees to motivate the individual to perform above and beyond the requirements of the company. In addition, the provision of performance bonuses is also an award for employees who have completed the work requested by management.

Based on research from previous interviews, McDonald's management applies effective communication both verbal and non-verbal based on theory (Muhammad & Omer, 2016) which outlines the principles of effective communication from an Islamic perspective there are two, namely verbal communication and nonverbal communication. Verbal communication includes:

- a. Soft intonation
- b. Using the right words
- c. Using a soft voice
- d. Understand the mind of the recipient
- e. Understand the situation and circumstances
- f. Avoid talk dominance
- g. Avoid criticism in discussions

While the principles of non-verbal communication are:

- a. Carefree and cheerful
- b. Penggunaan mata (eye contact)
- c. Using hand movements.

When talking to the interlocutor, we must use good manners and good language. The communication style of the Prophet and his companions emphasized respect for others thus creating the perfect marketing concept. Good morals give birth to good speech. So when people have good morals, the words and expressions they use are also good. Although McDonald's company is classified as a conventional and universal company, in some procedures it has

applied concepts based on an Islamic perspective. No wonder the company is always interested by the public both on weekends and weekdays.

McDonald's is known as the friendliest restaurant in handling its employees. If leaders can communicate well with their employees, then employees will have high morale so they can work harder. That way the employee will have a good work ethic. The employee's performance is influenced not only by himself, but also by the inspiration of other individuals or the influence of authority.

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The management team has provided motivation and created a work environment as comfortable as possible for its employees. However, there are some employees who still do not have a sense of responsibility in their work. A leader's communication strategy to his employees is very influential on performance to meet targets optimally. Therefore, the author conducted a study on "leadership communication strategies in improving employee performance Islamic economic perspective (McDonald's Kartini Cirebon City Study).

### **3. Communication Constraints Leaders In Improving Employee Performance At Mcdonald's Kartini Cirebon and Solutions**

From the results of the study can be concluded, that the role of leaders is very influential for the performance of employees. In providing feedback, appreciation or appreciation, and enthusiasm to their employees in order to create good performance. Leaders must be quick to provide wise solutions in tackling problems that can hinder operations.

The key to success in management is to improve the quality of human resources and employee performance. With this, a healthy competition between employees is created. In addressing both internal and external problems, leaders must be able to put themselves in a situation such as understanding the character of employees and how to handle them. There are several obstacles leaders in improving the performance of their employees, namely:

- a. Lack of discipline, in McDonald's company there are still employees who do not show discipline, even though the rules have been set according to SOP. That is why the responsible persons provide strict sanctions for those who often violate the applicable regulations, and the regulations apply not only to seniors but also to juniors. Because lack of discipline has a negative effect on other employees.
- b. Human resources, leaders must be more active in raising the capability for their employees in order to create a good quality of human resources. Which will have a positive impact on the progress and vision and mission of the company. As well as the concept of Johari Windows which states that :
  - 1) Open area or open, operational activities are open in the delivery of information and feedback both to superiors and subordinates. Because

McDonald's is a company that requires teamwork, cooperation is enforced not only between employees, but also between leaders and employees.

- 2) Hidden area or closed, things like this should be avoided in operational activities. Where activities that are already known to abuse the procedure but still left without direction. Things like this if left unchecked will hinder operational success and can trigger other employees to be affected.

There are several programs that are being run by McDonald's company as a solution to the company's problems, namely:

- a. Increasing human resources, management raises salaries according to their performance and work performance. Between employees to compete in a healthy manner by increasing the capabilities of each. That way, employees can share with each other and exchange ideas about the possibility of solving a problem.
- b. Promotion, the management team can provide promotions in the form of promotion for employees who excel, have attitude, and carry out their work procedures well.
- c. Training or training, leaders appoint Crew leaders to conduct training to increase the capability of their employees, especially new employees in order to improve the quality of each employee who will affect operations.

## CONCLUSION

In McDonald's there are still employees who do not show discipline, even though the rules have been set according to SOP. That is why the responsible persons provide strict sanctions for those who often violate the applicable regulations, and the regulations apply not only to seniors but also to juniors. Because lack of discipline has a negative effect on other employees. Leaders must be more active in raising the capability for their employees in order to create a good quality of human resources. Which will have a positive impact on the progress and vision and mission of the company.

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