

# Leadership Communication Patterns in Increasing the Work Motivation of Banana Farmers (Case Study: Banana Farming at Ma'had Al-Zaytun)

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## Info Artikel

## Abstract

This research was conducted at the Ma'had Al-Zaytun (MAZ) banana plantation to examine the communication patterns between banana farmers and MAZ leaders and the type of followership of banana plantation workers. This research utilizes a qualitative method, emphasizing in-depth and detailed observations. Data was collected through interviews, observation, and documentation of the agricultural and plantation division team, project leaders, and banana plantation workers. The results indicate that the communication pattern between leaders and banana farmers reflects a combination of linear and wheel patterns. This combined pattern can improve good communication between leaders and other members. This communication pattern can also increase motivation for banana plantation workers. With support and motivation from the leadership, banana plantation workers remain enthusiastic about carrying out their duties while in the banana fields. Leadership in the MAZ banana land is transformational, while the visible followership is of the implementer and partner type.

## Keywords:

communication patterns, leadership, followership, motivation

**Kata kunci:** pola komunikasi, kepemimpinan, *followership*, motivasi kerja

## Abstrak

Penelitian ini dilakukan di lahan pisang Ma'had Al-Zaytun (MAZ) untuk mengkaji tentang pola komunikasi petani pisang dengan pimpinan MAZ dan jenis kepengikutan (*followership*) pekerja perkebunan pisang. Metode penelitian ini menggunakan metode kualitatif yang menekankan pada pengamatan secara mendalam dan detail. Data dikumpulkan melalui wawancara, observasi dan dokumentasi dengan tim Divisi Pertanian dan Perkebunan (DPP), pimpinan proyek dan pekerja perkebunan pisang. Hasil penelitian menunjukkan bahwa pola komunikasi antara pimpinan dengan petani pisang menunjukkan pola komunikasi gabungan linear dan roda. Pola gabungan ini dapat meningkatkan komunikasi yang baik antara pemimpin dengan anggota lainnya. Pola komunikasi tersebut juga dapat meningkatkan motivasi bagi para pekerja perkebunan pisang. Dengan adanya dukungan dan motivasi dari pimpinan, para pekerja perkebunan pisang tetap bersemangat mengerjakan tugasnya selama di lahan pisang. Kepemimpinan di lahan pisang MAZ bersifat transformasional, sedangkan *followership* yang tampak adalah tipe implementer dan partner.

## INTRODUCTION

The most fundamental activity in human life is communication, which allows individuals to interact in various contexts daily, including at home, the workplace, and within society. As in every organization, plays a crucial role in forming effective collaboration to achieve positive outcomes.

According to Hafid Cangara (2019), communication is one of the most fundamental activities in human life. The human need to connect with others has been recognized by almost all religions, that have existed since Adam and Eve. Humans' inherent nature to express desires and understand the desires of others is the foundation of their communication skills, starting automatically with symbolic gestures, followed by the ability to give meaning to those symbols in the form of verbal language.

According to J.A. Devito, quoted from the Journal Educational Research and Social Studies (2021), defines communication is an action where one or more people send and receive messages that may experience deviations due to interference in certain situations. The impact of this communication can be specific and allows for feedback in response to the message delivered.

The understanding of communication patterns refers to the structure or model of the interaction between two or more people in sending and receiving messages. The design of the model aims to ensure that the message conveyed can be easily received and understood more effectively by the recipients.

Ma'had Al-Zaytun is an educational institution established on August 13, 1996, in Mekarjaya Village, Gantar District, Indramayu Regency, West Java. In addition to focusing on education, Ma'had Al-Zaytun is also very concerned with the field of agriculture, from various types of crops both in human food needs and animal feed is also very concerned by this institution.

Since 2019, Ma'had Al-Zaytun has focused on banana cultivation, in collaboration with external parties to develop banana crops. Banana plantation workers were brought in directly from Lampung and started working in September 2020 at Ma'had Al-Zaytun. The workers are devoted to managing Cavendish Bananas whose seeds are brought directly from Lampung, the workers are also assigned to manage banana fields with a land area of 20 hectares.

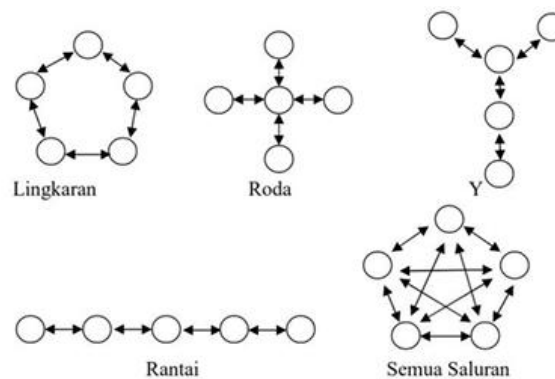
Communication skills have the potential to broaden an individual's understanding and advance their careers in various fields. Through communication in all aspects of life, we open up opportunities to enter various institutions or companies. This is considering that every organization is always looking for individuals who have the ability to communicate both verbally and in writing. These communication skills plays a vital role in enhancing one's relationship with the their organization.

Based on the explanation above, the author intends to examine the communication patterns between banana farmers and the leadership at Ma'had Al-Zaytun, as well as how leadership and followership are exercised in Ma'had Al-Zaytun's banana field. These aspects are considered highly important in sustainable agricultural management, especially in the Ma'had Al-Zaytun banana field. This educational institution plays a significant role in supporting banana farmers to achieve optimal results in banana development.

## **THEORETICAL REVIEW**

A communication pattern is defined as the form or arrangement of relationships between two or more people in a process that connects two components. This can be in the form of a diagram or plan that describes the strategy of an activity, with components that are key elements in the interdependent interaction between an organization and an individual. In the context of a community, communication often follows a certain pattern that can be observed to see how communicative relationships are formed in that society (Fisipol 2022). According to Joseph A. Devito, communication patterns are divided into five patterns, namely circle patterns, wheel patterns, Y patterns, chain patterns, and all-channel patterns.

Figure 1 Communication Patterns according to Joseph A. Devito



Source: (Hidayat 2022)

The wheel pattern, which is the most central pattern in which an individual occupies a central position, is referred to as A, and the other members relate only to this individual, not to the other members of the group. The visual understanding of this pattern is like a wheel with A as the central axis, and a channel connecting A to the other elements around the wheel. This pattern resembles a "ray" that extends out from A to B, from A to C, from A to D, and so on. The Wheel Pattern has a clear leader, which is the one that is positioned in the center. This person is the only one who can send and receive messages from all members. Therefore, if a member wants to communicate with other members, then his message must be conveyed through his leadership.

The chain pattern, chain pattern shows a resemblance to the structure of a circle, but with the difference that the latter member can only communicate with one person. Centrality in this pattern remains significant, and individuals in middle positions tend to take on more leadership roles compared to those in other positions. In other words, in a chain pattern, communication follows a linear sequential flow, and the individual at the middle point plays a key role in the flow of information and leadership.

Human life cannot be separated from the nature of its dependence on other living beings. Socialization and human interaction are often triggers for a deep desire to live. From a leadership perspective, the importance of effective communication for a leader is closely related to his or her responsibility to guide, influence, direct, and push team members toward the achievement of common goals.

In general, there are three models of leadership in management that we encounter in daily life, especially in organizations and companies. Each model has its own characteristics. There are leadership models that arise because of God's grace, some arise because they are closely related to a person's nature and character, and some arise because of the learning process (Suyanto 2018).

Transformational leadership is an approach applied throughout the organization to establish relationships between leaders and their subordinates that emphasizes aspects such as attention, communication, trust, respect, and courage to be ready to take risks. This transformational leadership can increase employee satisfaction, increase commitment to the organization, and increase the effectiveness of human resource management practices within the organization.

Followers according to Baker and Gerlowski (2009) are "A person who acknowledges the focal leader as the primary source of guidance about the work, regardless of how much formal authority the leader actually has over the person" Baker also said that Follower an active, participative role in which a person supports the teaching or views of a leader and consciously and deliberately works towards goals held in common with the leader or organization. From the definition above, we can see that followership is a process in which followers support the leader's views and consciously work to achieve goals that have been shared with the leader or organization.

One of the first models for understanding the nature of the interaction between leaders and followers from the point of view of followers is Ira Chaleff's style of followership, which she discusses in her groundbreaking book *The Courageous Follower*. Ira Chaleff mentions the strength that the followers show in their various qualities and distinguishes that strength as courage. From the difference in the dimensions of attitude and behavior, Ira Chaleff distinguishes four styles of followers, namely the following style (resource), the individualist style (Individualist), the implementer style (Implementer), and the partner style (partner). This is based on the extent to which followers dare to support or have the courage to challenge their leaders (Suda 2013).

The Implementer style shows high support and low challenges. This person will be happy to support his or her leader in any way, not opposing the leader's behavior or policies even if the leader is making the wrong decision. The followers only saw it as their duty to follow the command, not questioning the command.

The partnership style is characterized by high support and high challenges, taking full responsibility for their actions and acting accordingly. Followers are supportive and challenging. This type of follower believes that he has an interest in a leader's decisions, so he will act according to the leader's orders.

## **RESEARCH METHODS**

This research method uses a qualitative method that emphasizes in-depth and detailed observation. Therefore, the use of this method in research can produce more comprehensive knowledge of the phenomenon or problem being researched. The data collection procedures carried out are interviews, observations and documentation. This research was conducted in the Ma'had Al-Zaytun Banana Field, Gantar District, Indramayu Regency, West Java. In this study, a population of 40 banana farmers working in Ma'had Al-Zaytun and 5 DPP team members were obtained, namely: 2 Field Coordinators, Deputy Field Coordinators & Hydroponic & Organic

Fertilizer Officers, Administrative Staff, Kuljar and Seed Officers. Meanwhile, the sample in this study is the person in charge of the banana plantation in Ma'had Al-Zaytun, the leader of the Lampung banana plantation project and 4 banana plantation workers in Ma'had Al-Zaytun. Data analysis carried out in this study, the researcher applied several data checks such as credibility tests and triangulation.

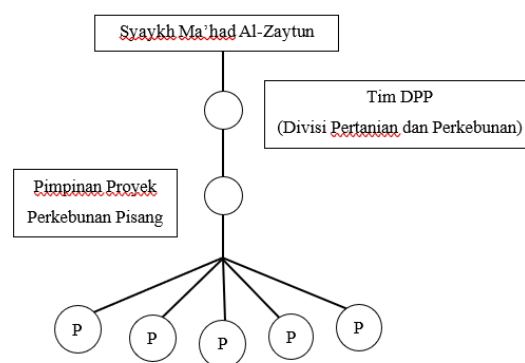
## RESULTS AND DISCUSSION

### Communication Patterns

Communication patterns are an important thing in an organization, communication that takes place from one individual to another will form a certain communication pattern. These patterns will affect how an organization communicates. A leader must have a goal to build good communication so that it can be accepted by his members.

The results of the researcher's interviews with resource persons in the field can prove that the communication pattern built by banana farmers with the leadership of Ma'had Al-Zaytun is a combination of 2 communication patterns, namely the chain pattern or linear and the wheel pattern. One-way communication from Shaykh Ma'had Al-Zaytun to the DPP team took place with the project leader (pimpro). Meanwhile, the wheel pattern can be seen from the communication between the pimpro and banana plantation workers. The pattern can be depicted in the following figure 2:

Figure 2 Communication Patterns in the Ma'had Al-Zaytun Banana Field



The existence of these different communication patterns is due to differences in culture, language, and education. The communication conveyed by the Shaykh to the DPP team and the pimpro is different from the communication conveyed by the pimpro to the workers. The way of delivery is different because the directions and instructions from Shaykh Ma'had Al-Zaytun are translated first by the pimpro during the delivery in the field so that the workers can easily understand and understand the message conveyed.

Ma'had Al-Zaytun collaborates with outside parties to manage banana plantations, so the importance of motivation in managing banana plantations so that workers remain enthusiastic every day. Communication patterns will determine how an organization influences each other. This pattern will affect the motivation for the members of the organization.

From the results of observations during the researcher's time in the field, the linear and wheel patterns applied in Ma'had Al-Zaytun were able to increase motivation for banana plantation workers. This pattern supports good communication between the leadership of

Ma'had Al-Zaytun and banana plantation workers, motivation and encouragement are also often conveyed by the leadership to banana plantation workers.

The reach of Pimpro's communication to its members is also still relatively small because it only consists of 42 workers. Based on the wheel pattern, the motivation given by Ma'had Al-Zaytun is also supported by the full facilities provided to banana plantation workers. The facilities provided are housing, electricity, food, health, and also vehicles.

The communication pattern applied in the Ma'had Al-Zaytun banana plantation makes the workers comfortable at work, they make a difference when working at the PT and Ma'had Al-Zaytun. The workers feel the kinship given by the leadership of Ma'had Al-Zaytun, they are very cared for by the leadership here, the sense of kinship in this organization makes the workers feel at home managing the banana plantation in Ma'had Al-Zaytun.

### **Leadership and Followership**

The role of leadership is indispensable in efforts to overcome changes and problems as well as maintain and develop the existence of the organization. Leadership is believed to be one of the key driving forces of the organization that is able to build a new culture that is following change. One of the roles of leaders in organizations is to be able to control conflicts, both small conflicts and large conflicts.

Based on the results of observations during the researcher's time in the field with banana plantation workers in Ma'had Al-Zaytun, it can be proven that leadership in Ma'had Al-Zaytun is included in transformational leadership, namely leaders who are very close to their members and are able to motivate and embrace their members in realizing organizational goals.

When the researcher was in the field, the researcher observed Mr. Doni as a DPP team tasked with managing banana fields in Ma'had Al-Zaytun, Mr. Doni was a leader who paid great attention to the human resources (Human Resources) of his workers. Mr. Doni is able to invite workers to solve a problem together, the figure of Mr. Doni also looks very good and open when communicating with workers, so that the workers are very comfortable when given tasks and instructions from Mr. Doni.

The researcher also observed how Mr. Arif's leadership as a leader in the field when communicating and providing directions to complete tasks in the field. Based on interviews with banana plantation workers, Mr. Arif is a leader who prioritizes responsibility in completing tasks. Mr. Arif taught that the workers must be able to complete their tasks well, if there is something that must be asked and completed, it is discussed carefully with the team.

The leaders at Ma'had Al-Zaytun teach a lot about responsibility in completing work, motivation is also often conveyed by leaders during the morning apple which is usually carried out at half past 7 and then changes to half past 5. This is a form of enthusiasm of the workers to manage banana fields in Ma'had Al-Zaytun.

The workers appreciate the instructions given by the leadership, they do their work in the field very well. The workers are also very comfortable working in Ma'had Al-Zaytun so they prefer to walk to go to the land, even though vehicles have been provided here. They are very comfortable with a good and positive working environment at Ma'had Al-Zaytun.

The managerial system applied in banana fields is included in the organic system, meaning that decisions can be made according to conditions in the field, everyone can make decisions, so it does not always have to be from the top or the leadership. Indeed, if the principle matters to Shaykh Ma'had Al-Zaytun, but for the field technicalities, the DPP team and project leaders who arrange according to the instructions and directions of the Shaykh.

In the results of observations and interviews with Ma'had Al-Zaytun banana plantation workers, the workers are included in two types of followers, namely implementers, and partners. According to Ira Challef, the type of follower who implements has high support for the leader, but he does not have a challenge or challenge to his leader. Meanwhile, the type of partner has a high nature of support and high challenges to its leaders.

## **CONCLUSION**

Based on the results of the research and discussion, the researcher can conclude that the communication pattern between the leadership of Ma'had Al-Zaytun and banana farmers shows a combined linear and wheel communication pattern. This combined pattern can improve good communication between leaders and other members. This communication pattern can also increase motivation for Ma'had Al-Zaytun banana plantation workers. With the support and motivation of the leadership of Ma'had Al-Zaytun, the banana plantation workers are still enthusiastic about doing their duties while in the Ma'had Al-Zaytun banana field. Leadership in the Ma'had Al-Zaytun banana field is transformational, while followership is included in the Implementer and Partner types.

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