

Internal Communication Strategy of PT. Duta Sentosa Yasa in Maintaining a Good Relationship Between Leadership and Employees

Ikhsan Novendra¹, Robbikal Muntaha Meliala², George Wilhelm Bender³

^{1,2,3}Bina Sarana Informatika University
Email : ikhsannovendra1598@gmail.com

PT Duta Sentosa Yasa, known as the warehouse and distribution center for MR.DIY in Indonesia with the Marunda Warehouse & Distribution Centre, plays a key role in ensuring the smooth operation of the company. This study aims to analyze the internal communication strategy implemented by PT Duta Sentosa Yasa in maintaining good relationships between management and employees, as well as to evaluate the employee relations program at the Marunda warehouse. The research method used is descriptive qualitative, with data collection through observation, interviews, documentation, and literature review. The results show that the internal communication strategy at PT Duta Sentosa Yasa has been effective in building mutual trust between management and employees, creating a productive work environment. The use of vertical, diagonal communication, and digital media such as WhatsApp ensures clear and efficient information flow. Vertical communication allows for two-way dialogue, while diagonal communication strengthens interdepartmental collaboration. Additionally, the company focuses on the employee relations program by improving productivity and job satisfaction through open communication and regular social activities. However, evaluation of certain elements reveals shortcomings, such as the lack of a systematic annual health evaluation. The implementation of periodic health evaluations could enhance the effectiveness of internal communication strategies and employee well-being.

Keywords: Internal Communication Strategy, Good Relationship, Management, Employees, Duta Sentosa

This is an open access article under the [CC BY-NC](#) license



Corresponding Author:

Ikhsan Novendra
Bina Sarana Informatika University
ikhsannovendra1598@gmail.com

1. Introduction

Maintaining good relationships is key to achieving common goals, whether in family, friendships, or the workplace. Healthy relationships can enhance life satisfaction, productivity, and mental well-being. Communication also plays a crucial role in an organization, as poor communication maintenance can lead to strained interpersonal relationships. Essentially, humans are social beings who cannot live in isolation and have a tendency to form communities. However, many communities or organizations fail to align with their intended goals due to several factors, such as one-sided benefits, lack of transparency between individuals, or differences in opinions leading to conflicts.

The openness strategy is one commonly used relationship maintenance strategy, as proposed by Canary and Stafford (1992) in Weiser and Weigel (2016). This strategy involves sharing ideas, feelings, problems, and suggestions. It highlights the unique aspects of communicators and emphasizes the purpose of sharing inner thoughts that are not disclosed to everyone. Moreover, this openness technique can be applied through conversations related to relationships, such as exchanging goals or aspirations.

In some companies, maintaining internal communication serves as a means to achieve targets or develop company objectives. However, communication challenges are often encountered in new companies due to a lack of experience or understanding of the characteristics of colleagues within the organization.

Various factors, including social pressure, cultural differences, and personal conflicts of interest, often threaten the sustainability of relationships within newly established companies. Communication pressure between leadership and employees is also a frequent issue. Previous studies have shown that effective communication, empathy, and conflict management are crucial aspects in maintaining harmonious workplace relationships. However, much remains to be understood regarding the appropriate strategies for maintaining relationships, particularly in different organizational contexts.

PT Duta Sentosa Yasa, located in Marunda, North Jakarta, is a retail warehousing organization supplying goods to MR DIY stores, which offer household necessities, cosmetics, and more. Established in July 2005 on Tuanku Abdul Rahman Street, Malaysia, MR DIY was founded by siblings Tan Yu Teh and Tan Yu Wei and has since grown into a highly visited retail store in Malaysia. In 2017, MR DIY entered the Indonesian market, opening its first store at Mega Bekasi Hypermall. Within a year, the company expanded to 50 stores in Indonesia, and by mid-2024, it successfully operated 800 stores nationwide. MR DIY received its first award in 2018-2019 under the category "The BrandLaureate Award Best Brand Leadership in Retail - Home Improvement" and obtained an ISO certification (SNI ISO 8124-1:2010). As of 2023, MR DIY operates over 4,000 stores worldwide.

Due to the high demand for products across Indonesia, PT Duta Sentosa Yasa became the sole warehousing organization supplying goods to all MR DIY stores in the country. With over 1,000 employees, the company implements communication strategies to maintain effective leadership-employee relations. However, during the tenure of the previous warehouse head (2017–2020), internal communication issues arose. According to information from Mr. Hilman Faris, Senior Supervisor, there were several challenges at that time, including a lack of communication maintenance, poor inter-division relations, declining productivity, and inadequate cleanliness and security systems, resulting in the Key Performance Indicator (KPI) reaching only 93.7%, which was considered suboptimal.

Over time, leadership changes were made in 2021, appointing Mr. Yohanes Setiawan as the new warehouse head, leading to the implementation of a new system. This resulted in an increase in KPI to 99.7%, growth in workforce numbers, and the introduction of policies that enhanced both employee well-being and overall productivity.

Dindia & Emmers-Sommer (Pistole et al., 2010) stated that relationship maintenance behaviors function to sustain or improve relationships. In psychology and communication, various theories explain how relationships are formed, maintained, and dissolved. This highlights the importance of strategies that can prolong and strengthen relationships within a specific organizational setting.

2. Method

This study employs a descriptive qualitative approach to illustrate and explain phenomena without manipulating existing conditions. This method relies on written and oral data to understand communication behavior and strategies implemented within the organization, specifically at PT Duta Sentosa Yasa (Haryono, 2023; Ratnaningtyas et al., 2023).

The qualitative approach allows researchers to gain an in-depth understanding of social reality through the collection and analysis of narrative data. This technique reveals the dynamics of relationships between leaders and employees, as well as how communication maintenance strategies are implemented without intervention or manipulation of the existing situation and conditions.

The unit of analysis in this study refers to the object or entity being analyzed to provide a comprehensive overview of the observed phenomenon. The unit of analysis includes individuals, objects, events, or groups

that are the study's focal point to explain organizational behavior in terms of internal communication strategies (Astuti, 2023; Morissan, 2021).

The study is conducted at PT Duta Sentosa Yasa, located at Warehouse MR DIY, Jl. Kawasan Marunda Center, Bekasi, West Java. This location is selected to ensure precise and focused data collection, thereby providing accurate and relevant information related to the research problem. The study takes place over a period of three months, from October to December 2024.

To select informants, the researcher applies the purposive sampling technique, choosing subjects who are considered capable of providing in-depth information on the observed phenomenon. The primary informant selected is Mr. Salahuddin Mufti, Manager of the Inbound Division, while Mr. Hilman Faris and Mr. Akhmad Yahudin serve as supporting informants. This technique emphasizes the quality of information provided rather than population generalization (Sunarto & Abidin, 2024; Laoly, 2021).

Data collection is conducted through various techniques, including observation, interviews, documentation, and literature review. Observations are participatory, with researchers directly involved in the observed situations, while interviews are conducted using structured and semi-structured methods to ensure well-directed and in-depth information (Sugiyono, 2023).

Documentation is also used as a primary data source to support the validity of findings. Documents such as notes, photographs, and videos are gathered throughout the research process to provide rich and relevant supporting evidence for the studied context (Wicaksono, 2020; Fauziah, 2020).

Literature review serves as an essential method in data collection, where researchers gather information from books, articles, journals, and other written materials. This process helps establish a strong theoretical foundation and provides a comprehensive analytical framework for discussing the issue at hand (Andriyany, 2021; Sugiyono, 2019).

This study also employs several conceptual definitions as guidelines, including:

1. Strategy, which refers to a design for targeting a group of individuals within an organization.
2. Internal communication strategy, which is defined through three channels:
 - a. Upward communication (from employees to management)
 - b. Downward communication (from management to employees via intermediaries)
 - c. Diagonal communication (direct interaction between superiors and employees).
3. Employee relations, which refer to sustained relationships between leaders and employees.
4. Employees, defined as individuals working under leadership with specific responsibilities.
5. SWOT analysis, described as a systematic approach to identifying strengths, weaknesses, opportunities, and threats to develop effective communication strategies (Kumaidi, 2021; Megawati & Irman, 2019).

Data obtained from interviews, observations, documentation, and literature review is then analyzed using qualitative methods with a SWOT approach. This approach enables researchers to understand internal and external factors influencing communication strategies and provides a comprehensive overview of organizational strengths, weaknesses, opportunities, and threats.

The analysis results are presented in a concise narrative supporting the research findings, allowing for a systematic conclusion regarding the communication strategies applied at PT Duta Sentosa Yasa. This analytical process emphasizes a deep understanding of collected data and facts, ensuring that the conclusions accurately reflect the actual field conditions.

3. Results and Discussion

Results

The internal communication strategy at PT Duta Sentosa Yasa is based on fundamental concepts that integrate the company's vision and mission. This internal communication is designed to ensure a smooth and effective flow of information so that all parties both management and employees have a shared understanding of the company's objectives. Data collection methods through in-depth interviews and direct observations highlight that the use of face-to-face communication and WhatsApp groups plays a key role in bridging differences in work schedules and expediting the delivery of instructions and feedback



Figure 2. Briefing Information Delivered via WhatsApp Group

The flow of information within the company encompasses several channels: upward communication, downward communication, and diagonal communication. Upward communication allows employees to report achievements and provide feedback, while downward communication facilitates the delivery of policies, instructions, and directives from management to employees. Diagonal communication, which

directly connects different divisions, helps accelerate decision-making and facilitates collaboration, particularly in events such as family gatherings.



Figure 3. Family Gathering – September 28, 2024

Employee relations at PT Duta Sentosa Yasa focus on managing strategic work relationships to enhance productivity and performance. Internal communication channels, such as WhatsApp groups and other communication tools, support information transparency, enabling employees to better understand management directives and feel valued for their contributions.



Figure 4. Information and Instructions from Management to Employees



Figure 5. Employee Incentive Program Appreciation

The roles of management and employees complement each other in achieving effective communication strategies. On the other hand, employees who receive information quickly and clearly through various communication channels actively support company operations, increasing efficiency and reducing potential work errors.



Figure 6. Direct Communication Between Manager and Employees

A SWOT analysis of the internal communication strategy reveals key strengths such as a structured communication system, information transparency, supporting social activities, and an effective feedback mechanism. However, weaknesses include reliance on technology and the potential for misinterpretation in informal communication. Opportunities lie in communication training and the development of a performance-based reward system to enhance communication effectiveness, while threats stem from hierarchical barriers, interdepartmental conflicts, and external changes that may disrupt the smooth flow of information.

Table 1. SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> a. Structured communication system (Upward, Downward, Diagonal) ensures effective information flow. b. Information transparency between leadership and employees fosters trust and smooth operations. c. Supporting social activities (e.g., Family Gatherings) strengthen relationships and boost employee loyalty. d. Real-time feedback mechanisms allow for quick issue resolution and performance improvement. 	<ul style="list-style-type: none"> a. Dependency on technology (e.g., WhatsApp, HT) may cause disruptions if technical issues arise. b. Informal communication risks (WhatsApp messages) may lead to misinterpretation or lack of seriousness. c. Lack of structured monitoring in diagonal communication may lead to role confusion or interdepartmental conflicts.
Opportunities	Threats
<ul style="list-style-type: none"> a. Communication training for employees and leadership improves communication effectiveness. b. Developing performance-based rewards encourages employee participation in company programs. 	<ul style="list-style-type: none"> a. Hierarchy barriers in upward communication may limit employees' ability to provide open feedback. b. Interdepartmental conflicts may arise from unstructured diagonal communication. c. Misinterpretation of downward communication may disrupt company operations.

-
- c. External changes (e.g., market demands or regulatory updates) may impact internal communication effectiveness.
-

Discussion

The exchange of information or messages within an organization, whether between departments, individuals, or between management and staff, is referred to as internal communication. According to Safira (2024), internal communication is the exchange of messages that occurs within a company.

Its main objective is to ensure that information is communicated clearly and efficiently so that everyone fully understands it and can work towards the same goals. Proper channels, unambiguous messages, openness, constructive criticism, and an organizational culture that promotes cooperation and transparency are essential components of internal communication.

Internal communication occurs in various ways, including between leaders and employees, between employees and leaders, and among employees themselves. Communication can take the form of providing directions, instructions, or information about a profession or specific tasks (Boihaki et al., 2022). Effective internal communication not only supports smooth business operations but also strengthens relationships among organizational members, fostering harmony in workplace performance.

Upward Communication

Upward communication refers to messages that flow from subordinates to superiors, moving from lower levels to higher levels within an organization. To obtain accurate information, upward communication is essential for providing precise reports and data crucial for organizational interests. Additionally, Devito (2019) states that upward communication allows superiors to gain deeper insights into the challenges employees face, which is essential for formulating effective strategies within the organization. Some characteristics of upward communication include:

- a. Performance Reports: Employees report their performance to superiors to provide an overview of task progress and achievements.
- b. Feedback: Employees give feedback on policies or decisions implemented by management.
- c. Problem-Solving: Employees can communicate issues encountered in their work and seek assistance or solutions from their superiors.

Zamzami (2021) asserts that upward communication is just as important for a successful company as downward communication. In this process, communicators are positioned lower in the organizational hierarchy than the recipients of the messages. Protesting work processes, conducting group meetings, and offering suggestions are some of the most common ways to engage in upward communication. When formal upward communication is lacking, people often seek informal strategies to establish such channels.

Downward Communication

Downward communication refers to the process where messages originate from leadership and are directed toward subordinates. This communication aims to fulfill the need for information or instructions so that subordinates or team members clearly understand their tasks and roles. Some characteristics of downward communication include:

- a. Directions or Instructions: Leaders provide guidance regarding tasks to subordinates or team members.
- b. Goal Setting: Leaders assign specific targets that must be achieved in a given task or job.

- c. Feedback: Leaders offer feedback on the work or tasks carried out by subordinates or team members.
- d. Policy Information: Superiors provide information or introduce new policies implemented within the organization.



Figure 1. Face-to-Face Briefing

The downward communication process ensures that crucial information reaches employees, particularly those executing tasks in the field. Downward communication significantly impacts organizational performance by clarifying shared goals and ensuring that all members work toward the same objectives. Miscommunication in downward communication can hinder organizational effectiveness, affecting employee satisfaction (Novera, 2022). It can also result in organizational losses related to productivity, relationships, or employee performance. According to Untajana and Untajana (2020), three factors influence each employee's performance:

- a. Ability and Interest: Factors that originate from within the employee.
- b. Understanding and Acceptance: The employee's ability to comprehend and accept task explanations.
- c. Motivation: Internal motivation within the employee.

PT Duta Sentosa Yasa has implemented an effective internal communication strategy to support smooth operations and strengthen relationships between management and employees. Based on interviews, the use of upward and downward vertical communication has proven to facilitate the direct delivery of important information, instructions, and feedback through face-to-face meetings and WhatsApp groups. The variety of communication media, such as WhatsApp and handheld transceivers (HT), also helps maintain communication despite differences in working hours. However, the company faces challenges such as dependence on technology and potential role conflicts in diagonal communication, which still need improvement.

The employment agreement in the company functions not only as an administrative document but also as a medium to establish mutual understanding between employees and the company. The company proactively explains key points of the agreement such as responsibilities, internal regulations, and job scope to prospective employees. This step ensures that new hires understand the working environment and applicable rules before officially joining the company.

Wages are a crucial aspect managed through transparent internal communication. The wage structure is detailed in the employment contract, covering basic salary, meal and transportation allowances, and incentive policies, which are given variably based on targets and achievements. The company also applies an overtime pay calculation system in accordance with labor regulations (1.5 times the hourly wage), creating a fair payroll system that supports employee motivation.

Working hours at PT Duta Sentosa Yasa are managed flexibly through daily briefings and WhatsApp group updates. Information about work schedules and shifts, divided into three periods morning, afternoon, and night is clearly communicated to each division to ensure proper coordination. Additionally, the company provides weekly leave on Sundays, annual leave in stages, and special leave for specific conditions, supporting employees' work-life balance.

Regarding occupational health and safety (OHS), the company implements an internal communication strategy to disseminate information about OHS facilities such as BPJS (health insurance), clinics, first aid kits, and fire extinguishers (APAR). Preventive measures include providing vitamins and milk, especially for night shift employees, although comprehensive health evaluations have yet to be conducted for all employees. This strategy reflects the company's commitment to creating a safe work environment and supporting employee well-being.

4. Conclusion

Based on research on the internal communication strategy at PT Duta Sentosa Yasa, it can be concluded that the strategy has proven effective in building a relationship of mutual trust between management and employees. The use of vertical and diagonal communication, as well as digital media such as WhatsApp, enables a clear and efficient flow of information. Vertical communication supports two-way dialogue between management and employees, while diagonal communication strengthens interdepartmental collaboration. Additionally, social activities such as family gatherings and weekly briefings help improve productivity and create a harmonious work environment. However, there are some shortcomings, such as the absence of a systematic annual health evaluation, although support in the form of vitamins and milk for night shift employees is already provided.

5. Reference

- Andriyany, D. P. (2021). *Analisis Konsep Produktivitas dan Faktor-Faktor yang Mempengaruhi Produktivitas Kerja Karyawan (Studi Literatur)*. STIE PGRI Dewantara Jombang
- Astuti, W. (2023). *Analisis perubahan gaya kepemimpinan atas motivasi kerja karyawan di Klinik Miracle*. STIE Indonesia.
- Boihaki, B., Halimah, H., & Rahma, R. (2022). Pengaruh Komunikasi Internal, Orientasi Kerja dan Prosedur Kerja terhadap Produktivitas Kerja Pegawai Dinas Lingkungan Hidup Kabupaten Pidie. *Jurnal Ekobismen*, 2(1), 50–63.
- Devito, J. A. (2019). *Komunikasi Antar Manusia*. Karisma Publishing Group.
- Fauziah, F. (2020). Strategi komunikasi bisnis online shop “shoppe” dalam meningkatkan penjualan. *Abiwara: Jurnal Vokasi Administrasi Bisnis*, 1(2), 45– 53.
- Haryono, E. (2023). Metodologi Penelitian Kualitatif di Perguruan Tinggi Keagamaan Islam. *An-Nuur*, 13(2).
- Kumaidi, K. (2021). *Pengaruh Tingkat Sosial dan Ekonomi Orang Tua terhadap Motivasi dan Hasil Belajar Siswa pada Mata Pelajaran Al-Qur'an Hadits di MTs NU Miftahul Huda III Lau Dawe Kudus Tahun Ajaran 2020/2021*. IAIN Kudus.
- Laoly, A. R. (2021). *Resistensi PT BPRS Puduarta Insani Tembung dalam Menghadapi Produk Kredit Usaha Rakyat Bank Konvensional*. Universitas Islam Negeri Sumatera Utara.
- Megawati, M., & Irman, I. (2019). Analisa Swot Perancangan Sistem Informasi Akademik Berbasis Web. *JSiI (Jurnal Sist. Informasi)*, 6(1), 32.
- Morissan. (2021). *Teori Komunikasi: individu hingga massa*. Kencana.

- Novera, E. (2022). *Pengaruh Kualitas Komunikasi Downward Terhadap Kepuasan Komunikasi Karyawan (Kasus pada Karyawan Dinas Komunikasi dan Informatika Kabupaten Sragen)*. Universitas Atma Jaya Yogyakarta.
- Pistole, M. C., Roberts, A., & Chapman, M. L. (2010). Attachment, relationship maintenance, and stress in long distance and geographically close romantic relationships. *Journal of Social and Personal Relationships*, 27(4), 535–552.
- Ratnaningtyas, E. M., Saputra, E., Suliwati, D., Nugroho, B. T. A., Aminy, M. H., Saputra, N., & Jahja, A. S. (2023). *Metodologi Penelitian Kualitatif*. Yayasan Penerbit Muhammad Zaini.
- Sahputra, D. (2020). Manajemen komunikasi suatu pendekatan komunikasi. *Jurnal Simbolika Research and Learning in Communication Study*, 6(2), 152–162.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, R&D*. Alfabeta.
- Sumual, S. R., Tampi, G. B., & Plangiten, N. (2020). Pengaruh Komunikasi Organisasi Terhadap Efektivitas Pelaksanaan Pembangunan di Desa Palamba Kecamatan Langowan Selatan. *Jurnal Administrasi Publik*, 6(93), 1–8.
- Sunarto, A., & Abidin, A. Z. (2024). Analisis Penerapan Disiplin dalam Meningkatkan Kinerja Pegawai pada Kantor Desa Nembol Kecamatan Mandalawangi Kabupaten Pandeglang. *Innovative: Journal Of Social Science Research*, 4(3), 1754–1765.
- Untajana, P. P., & Untajana, S. G. (2020). Pengaruh Kepuasan Komunikasi Downward terhadap Kinerja Karyawan (Studi Kasus pada Bank Perkreditan Rakyat Arfindo Cabang Sorong). *PELUANG*, 14(2), 159–175.
- Weiser, D. A., & Weigel, D. J. (2016). Self-efficacy in romantic relationships: direct and indirect effects on relationship maintenance and satisfaction. *Personality and Individual Differences*, 89, 152–156.
- Wicaksono, T. E. (2020). *Kontribusi Retribusi Rumah Potong Hewan Terhadap Pendapatan Asli Daerah (PAD) Kabupaten Jombang*. STIE PGRI Dewantara Jombang.
- Zamzami, W. S. (2021). Strategi Komunikasi Organisasi. *Cybernetics: Journal Educational Research and Social Studies*, 2(1), 25–35.