

## ORGANIZATIONAL COMMUNICATION PATTERN OF GARDA DEPAN PT. ASELI DAGADU DJOKDJA IN INHERITING CORPORATE CULTURE

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### Abstract

*PT. Aseli Dagadu Djokdja is a Yogyakarta based alternative souvenir provider that has the slogan "Smart, Smile, Djokdja". Jogja's distinctive culture which is represented through various aspects makes PT. Aseli Dagadu Djokdja collaborates with the younger generation of future movers to work part-time as the leading service forces or known as Garda Depan. This study aims to determine the communication organization patterns formed on Garda Depan in passing on the corporate culture. The method used in this study is a qualitative research method by conducting in-depth interviews and observations as sources of research data, and using data triangulation techniques to test the validity of the data obtained. Garda Depan's Program, which is one form of corporate social responsibility, lasts 8-12 months. With this personnel change cycle, the company implemented a training curriculum for candidates of Garda Depan to be able to pass on the various corporate cultures that exist in Dagadu. Through indoor training and internship at the recruitment stage, as well as 4an, sharing bulanan and internalan, there is an effort to inherit the culture from the company to the Garda Depan. Through organizational information theory, researchers found that communication patterns that occur are two-way by applying upward, downward, and horizontal communication. However, in its implementation there are obstacles in the form of language differences, seniority and the short duration of the internship. Although that happens, it doesn't reduce the process of developing relationships in Garda Depan who initially do not know each other to become a family with the whole of company.*

**Keywords :** *organizational communication pattern, corporate culture, garda depan*

### INTRODUCTION

The rapid economic development has led to the emergence of new economic potential that is able to sustain the economic life of the world community. One that is now becoming the center of public attention is the form of creative industries or often known as the creative economy. Related to that, economist Alvin Toffler revealed that the development of

world economic civilization had a new wave, and now it has begun to look real in the country. Indonesia has many creative people who are able to produce distinctive creative industrial products, so it is only natural that governments and industry players pay attention to the development of the creative industry.

Since 2006, President Susilo Bambang Yudhoyono has instructed to develop a

creative economy in Indonesia, with the presence of Indonesian Design Power under the Ministry of Industry. Growth of about 7% annually is dominated by the fashion and craft industry, which is one of the sub-sectors of the creative economy. Contributions to national economic growth are from increasing added value, employment, number of companies, to export markets (kemenperin.go.id accessed on October 15, 2018).

The distribution of this creative economic sector touches Yogyakarta, which is known for its thick culture. Yogyakarta as a student city has many human resources that are creative and have cultural diversity from their home regions. Not only is it rich in culture, Yogyakarta also saves a variety of creative industries that are derived from distinctive cultures into crafts and arts of high value in the market. One of them that has long been known to the public is the product of Dagadu Djokdja. Trademarks originating from large companies named PT. Aseli Dagadu Djokdja is an alternative souvenir pioneer in Yogyakarta.

PT. Aseli Dagadu Djokdja is a company that carries a distinctive style of Jogja culture. The creativity outlined in each type of product represents a concern for urban and tourism issues in Yogyakarta. Since being born on January

9, 1994, PT. Aseli Dagadu Djokdja carries the main theme: "Everything About Djokdja". Both the artifacts, the language, the culture of life, and the daily life that occurs in it. The term "alternative" is used to distinguish Dagadu Djokdja products from other souvenirs (dagadu.co.id accessed on September 10, 2018).

This large company that has branch outlets in several locations in Yogyakarta City deliberately cooperates with students from all universities in Yogyakarta to become Garda Depan (Gardep). Garda Depan is an army in the outermost layer of Dagadu Djokdja's service. They also became the bridge of communication between PT. Aseli Dagadu Djokdja with consumers who are mostly tourists. "Garda Depan's Program" is one of the Corporate Social Responsibility to build partnerships between this creative industry and Yogyakarta students in the world of part-time work. In addition to representing Smart services, Smile, Djokdja. This 8-12 monthly contract activity is expected to be an alternative to student empowerment as a vital component of the youth generation so that they become more prepared to compete, work and be independent in the real world of work. In order to maintain the quality of the program and its results, the qualification requirements and training

curriculum are applied for Garda Depan's prospective.

Garda Depan who works part time at PT. Aseli Dagadu Djokdja was recruited directly by the Oblong Training Team. The recruitment processes are carried out in order to inherit the existing culture in PT. Aseli Dagadu Djokdja for later to be implemented in operational standards and daily life of a Front Guard. With so many Garda Depan contracted every 8 months, the flow of communication that occurs is quite complex. Starting from not knowing each other, to the demand to study sales material around products sold in outlets, and mainly inheriting the culture that has been instilled by the company.

Garda Depan must build good communication in order to achieve the desired targets. Various obstacles also often occur in the application of this process, especially because the time owned by the Garda Depan is limited by the existing contract. Plunging into the creative industry and within the range of cultures in Yogyakarta makes every student who becomes a Garda Depan needs a specific strategy to implement communication patterns in establishing relationships between Garda Depan and relations with the company. For this reason, researchers want to know how the organizational communication patterns

that are intertwined by the Garda Depan in passing down the corporate culture and the obstacles that occur in the process of leaving the corporate culture in PT. Aseli Dagadu Djokdja.

This research used organization information theory Karl Weick's. It explains that the task of managing information in an organization is a big challenge. The organization is not only faced with the task of interpreting the message received, but also faces the challenge of determining who must receive the information in order to achieve organizational goals. Sometimes information in an organization is ambiguous. As a living system is involved in an activity process to maintain its function and existence, an organization must have procedures to deal with all information that must be sent and received in achieving its objectives (West and Turner, 2009: 334).

Karl Weick developed an approach to describe the process by which organizations collect, manage and use the information they receive. Thus, the main focus is on the exchange of information that occurs within the organization and how members take steps to understand this. Weick sees organizations as a system that takes confusing or ambiguous information from its environment and

makes that information reasonable. Therefore, according to organizational information theory, organizations will evolve as long as they try to understand themselves and their environment (West and Turner, 2009: 335).

The other side, term of communication pattern is a system consisting of various components that relate to each other to achieve a certain goal. Meanwhile, the pattern is a fixed form or model (structure). Communication patterns are processes that are designed to represent the reality of the relevance of the elements covered and their continuity, in order to facilitate thinking systematically and logically, and consist of 3 types, namely:

1. One-way communication pattern, is the process of delivering messages from communicators using both the media and without media, without any feedback from the communicant. So that in this case the communicant acts as a listener.
2. Two-way communication pattern (two way traffic communication), is a situation where the communicator and communicant to exchange functions in carrying out their functions. Communicators in the first stage become communicants, and at the next stage alternate functions. But in essence

the initiating conversation is the main communicator, the main communicator has a specific goal through the communication process, so the process is dialogic and gets direct feedback.

3. The pattern of multi-way communication, is a communication process that occurs in a group where more communicators and communicants will exchange ideas or messages in a dialogical manner.

## METHOD

The approach used in this study is a qualitative approach with a type of qualitative descriptive research. Job oak into research that the communication patterns in the legacy of a culture of companies conducted by Cutting Edge PT. Aseli Dagadu Djokdja. This research was conducted during the 65th Front Guard recruitment period from January to March 2019.

The data sources used in this study include primary data and secondary data. Primary data is obtained directly from the original sources including Front Guard, Outlet Supervisor, Oblong Training Team, and Organizational Communication Expert. While secondary data is obtained through literature pe ndukung this study were derived from the documents,

archives, and other non-human information.

Data collection techniques used were observation, interviews, and document review. Observations are carried out by following the 65th Front Guard recruitment activities carried out by the Oblong Training Team. The researcher also conducted an interview deep in order to get information from the informants who will later be used as data sources with the help of an *interview guide*.

Data analysis techniques used in this study include three components in qualitative research, namely data collection, data reduction, data presentation, and drawing conclusions and verification. The validity of the data uses source triangulation through interviews with Front Guard, Outlet Supervisor and Oblong Training Team, and third parties namely Organizational Communication experts.

## DISCUSSION

The pattern of communication is a way of delivering information from the sender to the recipient in order to understand the message to be conveyed. In this study, the messages to be conveyed include the corporate culture found at PT. Aseli Dagadu Djokdja. These cultures

support success in operational standards contained in the company, both in service activities and intra-company relations. Corporate culture is an *intangible asset* that is so valuable to equip all personnel in a company with a corporate identity, which in turn will lead to a commitment to the values adopted by the company.

The culture of PT. Aseli Dagadu Djokdja is inherited from generation to generation to all employees, including Front Guards who work part time. The Oblong Training Team as the person in charge of the Garda Depan's program applies special steps that are different from the recruitment procedures for part-time workers in general. This was done as an effort to form the identity of Garda Depan's candidates in order to be able to explore the culture and orientation of the company in accordance with the targets and the established standard operational standards.

Garda Depan candidates who depart from different educational backgrounds and origins from the regions are required to understand each other so that they will be ready to accept the corporate culture in Dagadu. The stages of recruitment itself consist of 8 sets as follows:

1. Registration

This stage is the initial stage in each recruitment. Garda Depan's candidates

who meet the requirements can fill out the online registration form on the Oblong Training Team official website, namely [gardep.dagadu.co.id](http://gardep.dagadu.co.id).

## 2. Front Interview and File Returns

At this stage, Garda Depan's Candidates must conduct the interview phase with the Oblong Training Team, while submitting the required requirements.

## 3. Written test

In the written test phase, usually Garda Depan's Candidates will be collected together at one time to do employment tests related to IQ tests, general knowledge tests on Dagadu and Jogja, and psychological tests that are useful as a reference for receiving Garda Depan.

## 4. Focus Group Discussion and User Interview

In this stage, the candidates will be grouped into several sections and then allowed to discuss a topic regarding the creative industry, as well as the economy and social. This stage will show what the leadership of the candidate looks like and how they can solve the problem with the right solution. After that, they will face the second stage of the interview, which will be interviewed directly by the Outlet Supervisor Team who will work together and become their supervisor at the outlet.

## 5. Indoor Training



This stage is a training phase that lasts 3 days 2 nights. Before going through this stage, the candidates will be divided into several large groups and given certain tasks that are able to hone the team's commitment and cohesiveness. At this stage, the candidates will be given training material in the form of ins and outs of knowledge about PT. Aseli Dagadu Djokdja and performance by Marketing, Sales, Creative, and Supervisor Teams. Various materials that are provided to the candidates will be very useful for the next stage of the selection, namely the stage of the internship at the outlet.

## 6. Internship

The internship process for Garda Depan who is carried out in 3 Dagadu's outlets, namely Yogyakarta, Dagadu Mall Malioboro, and Dagadu Alun-alun Utara. They must pass 8 internships on a certain period of time, and understand every target of the internship that is available at each meeting. At this stage of the internship, each candidate will be accompanied by a mentor (Garda Depan's *on duty*) who is in charge of guiding and transferring all knowledge of peace. The purpose of this apprenticeship stage is for the candidates to be able to feel that they are directly involved in being Garda Depan with a variety of duties and responsibilities at the outlets.

## 7. Orientation

This stage will be followed by Garda Depan's Candidates who are declared to have passed the internship and accepted as Garda Depan. After signing a contract with the company, they will receive some additional material to refresh the memory of the material given from the beginning of the recruitment process.

## 8. Graduation and Inauguration

This last stage was the inauguration and ceremonial reception of Garda Depan in PT. Aseli Dagadu Djokdja. Force recently received will be inducted while the oldest generation will graduate replaced by the new Garda Depan.

The vision of PT. Aseli Dagadu Djokdja, which is to develop and develop the younger generation into *smart* creative individuals and *smile*, it is necessary to strive for the stages of inheriting that culture. The slogan of PT. Aseli Dagadu Djokdja which reads "*Smart, Smile, Djokdja*" has a special value. *Smart* which aims to enlighten life in inspiring and increasing knowledge, *smile* that aims to please life and invite smile and laughter, and *Djokdja* who strives to support local culture and as a form to calm life. These things must be implemented in every step of life in the company, including all existing employees.

Based on observations conducted by researchers, it was found that the Garda Depan who initially did not know each other will be mutual efforts to socialize with each other. At the earliest stages of the recruitment they tend to only get acquainted. However, the exchange of information that occurs is the main foundation in the formation of relations between Garda Depan of PT. Aseli Dagadu Djokdja. The forms of corporate culture that are inherited to prospective Front Guards include 4 magic words consisting of excuses, sorry, please and thank you. Not only that, the understanding of products, operational standards, and the application of the slogan "*Smart, Smile, Djokdja*" becomes an important material to be inherited.

In this case, PT. Aseli Dagadu Djokdja applies a pattern in the distribution of information about corporate culture. The pattern is two-way communication. This pattern occurs during the process of *training* and apprenticeship followed by candidates for the Garda Depan. In the *training* process that lasted for 3 days, on the first day the company consisting of Marketing, Sales, PPIC, and Supervisors will convey the history, knowledge, and all the ins and outs of Dagadu. The existing candidates will listen carefully to the presentation process. In the

socialization process, information was delivered simultaneously so that the candidates were able to understand the entire company.

Then on the second day, a simulation will be held in the form of a sales and customer service process. Garda Depan's candidates can feel firsthand how the situation of the store is intentionally built in the atmosphere of the *training* room. In this process, the candidates can respond directly to the material relating to the corporate culture and simulations of chaos. On the last day of the *training* process, the candidates will follow a series of outdoor games which are aimed at raising enthusiasm, sharpening cohesiveness in the team, testing leadership attitudes and being willing to sacrifice for others. This activity is guided directly by a company psychologist who will convey the meaning of each game that exists.

There is an internship process that occurs in a horizontal pattern of communication and takes place reciprocally. Garda Depan's candidates will receive material about peace and operational standards to work as a Garda Depan. Starting from coming to the booth to do jobdesk existing jobs. At this stage, there is interaction between the old Garda Depan who will be a mentor for the Front Guards candidate who is implementing a

recruitment program. The process of internship for 8 meetings with various targets in it must be passed in stages by prospective Garda Depan. Through the mentoring process, the material surrounding the targets in the internship will be presented in detail and accompanied by examples directly. This process is considered more effective than the lecture during training. Through direct practice, the candidates will be easier to master the material and implement the culture and habits in Dagadu.

The series of *training* and internships when viewed from the concept of organizational culture is one of the important stages in the process of forming organizational culture. As stated in the book *Organizational Culture* by Prof. Wibowo, there is a process of adjusting workers to organizational culture through the following stages:

- a. The prearrival stage, which is a process of socialization before new workers join the organization. This happened during *training* and internships experienced by Garda Depan's prospective.
- b. The encounter stage, this process occurs also at the stage of the internship, where prospective Garda Depan will immediately plunge into the store to practice and apply the existing corporate culture. Later the candidate will see what



the company wants and face the possibility that between expectations and reality may be different.

c. The metamorphosis stage, is an advanced stage that occurs in the internship process. Here the candidates will adjust to work, work groups and organizations as well as everything they have learned during the recruitment process.

Existing culture is communicated in two directions . All employees in this company must understand and mission with the company. They are obliged to implement and implement the culture in their work routines in their daily lives. The culture at PT. Aseli Dagadu Djokdja is in accordance with the company's vision and mission. The ability to inherit culture is done directly by all existing employees. However, the greatest role is in the Garda Depan itself.

Meanwhile, the process of bequeathing corporate culture does not only occur at the stage of recruitment of Garda Depan. The process of improving the quality of understanding about corporate culture was also implemented after they were officially accepted as Garda Depan. Through the intensity of the interaction that exists, cultural distribution can be conveyed well. I nteraksi increasingly intense, meeting at the booth when both worked, and during

the conduct of other activities outside outlets, Garda Depan spontaneously enhance existing relationships. Garda Depan has an activity agenda named 4an (read: empatan), which is a means of meeting them with fellow colleagues in one class or across generations. Through these four activities they often discussed and exchanged ideas with each other. These things trigger the growth of friendship between them. Familiarity reduces obstacles in their association, so there is no more awkward feeling to communicate with each other.

Garda Depan does not only apply the culture to partners within the scope of outlets and companies, but also in daily life outside of work. The emergence of these findings certainly supports the organization's information theory which suggests that the development of relationships in an organization is important, especially for exchanging information. It is also able to support so that organizational information can be delivered well and reduce existing ambiguity. The researcher assesses that information can be delivered to the recipient effectively due to the emergence of factors of closeness or intimacy by both parties.

Based on the exposure of organizational communication experts, the

application of communication patterns that occur at PT. Aseli Dagadu Djokdja is good enough. With a strong foundation, the domicile location in Jogja makes Dagadu's culture and culture thick with a culture of hospitality and manners. In terms of inheriting culture or related values, it is necessary to apply certain standards and methods so that everything that is to be conveyed can be channeled properly. Through Karl Weick's organization information theory, all information relating to the organization requires stages in its delivery pattern. This is done to reduce the ambiguity created by the process of exchanging information. Dagadu which is rich in its corporate culture applies this in Garda Depan reception recruitment series. Through the activities of *indoor training* and internships, information on existing organizations can be channeled. To reduce confusion of information, it is necessary to apply a sense of caring and a high level of awareness. Starting from company officials, until the parts of the company that will channel information need to deliver it in stages.

The results obtained are of course supported by factors that occur, such as interactions that are well established among all layers of employees, especially the Garda Depan of PT. Aseli Dagadu Djokdja, as well as direct internship and

practice processes to apply material material and corporate culture. However, these supporting factors cannot always be the positive side of the process of inheriting the existing culture. As for every thing that is done raises problems that become obstacles in the process of communication. These inhibiting factors, among others, occur due to differences in language and association of the Garda Depan. They are not only from Java, but many are migrants or migrants from outside the island. This is a barrier because the habits they do are certainly different from the typical culture of Jogja. These differences often hamper the communication process because there are often Garda Depan who are less able to understand the typical culture of Jogja applied in Dagadu. The same goes for Dagadu's product designs that carry a typical Jogja theme. Frequently, Garda Depan from outside Java will have difficulty in describing the meaning and meaning of these designs.

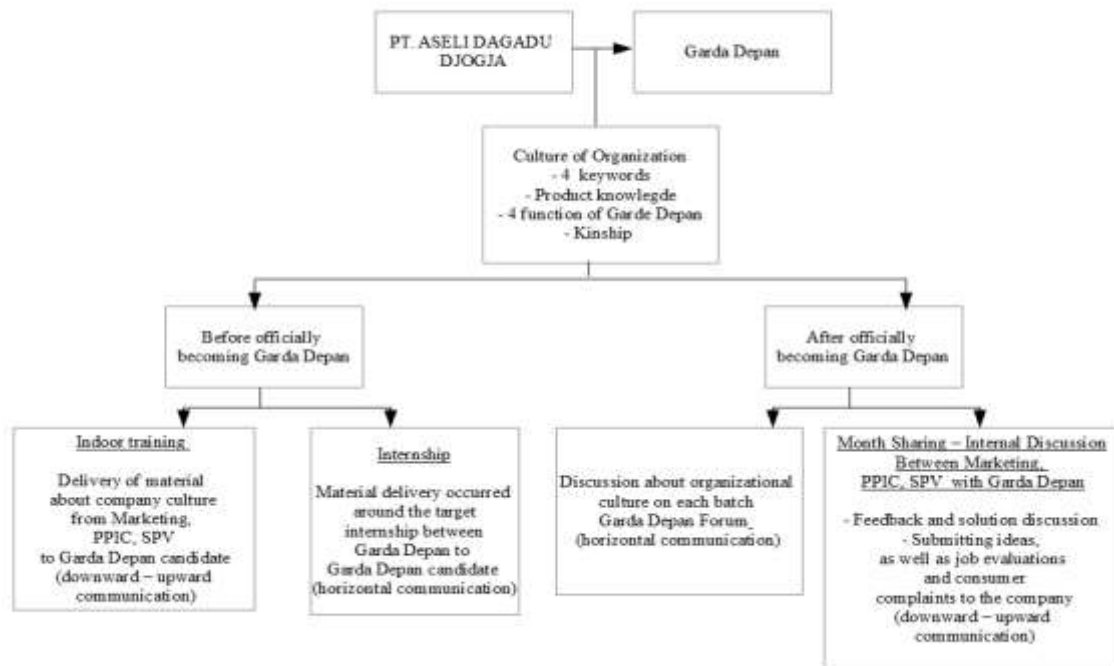
Not only that, the very short time period for internships and hunting with time made the Front Guards have to lag behind so that when they were officially contracted by the company to work, they were able to implement various materials obtained during *training* and internships. In addition, there is a major obstacle in the

process of bequeathing this culture, namely the pressure of their older generation at the booth. The seniority factor often forces Garda Depan who have already been contracted with Dagadu to be firm in front of their younger siblings. This actually has a good goal to sharpen the mentality of Garda Depan at the outlets, because they will later meet consumers with a variety of characters but must continue to serve with excellence. However, sometimes, the candidates who are still in the apprenticeship stage feel depressed by the attitude of their older siblings. This pressure is considered to be reasonable in an organization, eg parts of the company must cooperate and hold back the personal ego to prioritize the company's goals. The sense of solidarity created between seniors and juniors was also considered capable of being a spice to facilitate the flow of information within the organization.

Based on the results of the research outlined above, it can be clearly seen that the process of distributing organizational information can lead to an increase in the quality of understanding of the Garda Depan. On the basis of getting to know each other and applying a two-way communication pattern, the process of disseminating information about corporate culture is more effective.

The communication process that occurs in the realm of the company, both between the boss and the subordinates and fellow Front Guards, can run well according to their respective interests. According to researchers, the existing cultures can be implemented or inherited well, especially when the Garda Depan has officially worked and is able to perform excellent service by prioritizing the four Garda Depan's functions, namely direct selling, customer service, entertainers and image carier. Not only this, the researchers also found that the relationships that existed between Garda Depan gave rise to a sense of belonging to each other. Not only to fellow colleagues, but also to companies. With this feeling, a family atmosphere arises that is warm and in accordance with the distinctive culture promoted by PT. Aseli Dagadu Djokdja.

Therefore, researchers can find the form of communication patterns that occur in the Garda Depan of PT. Aseli Dagadu Djokdja in an effort to pass on the corporate culture. The following is a chart of communication patterns based on the results of the research processed by the data in accordance with observations during the process of recruiting Garda Depan.



**Figure 1. Organizational Communication Pattern of Garda Depan in Inheriting Corporate Culture**  
(Source: Research Result)

**CONCLUSION**

Based on the results of the research that has been done, it can be concluded that the communication process in the Garda Depan is able to improve the quality of understanding information in the organization according to Karl Weick's organization information theory. Existing communication is considered quite effective because it runs according to the plot. The application of communication patterns to the Garda Depan and other

employee ranks supported by the intensity of their relationships is slowly able to form a close sense of kinship within the company. This supports the realization of the goals of the company to build a comfortable working atmosphere with the typical cultures of Jogja that they apply, and reflect the slogans of PT. Aseli Dagadu Djokdja, namely “*Smart, Smile, Djokdja*”.

The method of inheriting corporate culture is done in various ways. Through the recruitment process, namely the stages

of training and internships, Garda Depan can understand the culture that exists in the company and can jump into the field to practice directly. A two-way communication pattern occurs at this stage, because the company and especially the Garda Depan who are on duty at the store will become a mentor for the candidates, so that there is a process of channeling information about culture and operational standards applied by the company.

There is an information distribution flow with a variety of streams. When monthly and internal indoor training and sharing activities, downward communication and upward communication occur. Meanwhile, when the internship and 4an carried out by Garda Depan, there is horizontal communication because the message delivered occurs among fellow Garda Depan themselves.

Supporting factors in the process of inheriting the corporate culture at PT. Aseli Dagadu Djokdja is partly due to the intensity of interaction with fellow Garda Depan. In addition, the apprenticeship process that was inserted into practice directly at the booth made the Front Guard candidates more able to understand the culture and operational standards they would later carry out at work.

There are factors that hinder the process of inheriting corporate culture. However, the inhibiting factor occurs because of language and social differences from the Garda Depan. In addition, a fairly short internship period makes their study time tight and rushed. This was further pressured by pressure from the older generation who became mentors for the candidates. Often seniority underlies existing pressures for the candidates who are carrying out the apprenticeship process at the outlets.

Based on the results of the research conducted by the researcher, the suggestions that can be submitted are:

1. PT. Aseli Dagadu Djokdja through the Oblong Training Team is expected to be able to apply the material presentation process around corporate culture in two directions in order to create interaction between the speaker and the recipient of the message. As well as adding multi media in the form of audio and visuals in the process of giving material so as not to seem monotonous and boring to be heard. This is also able to help the recipient of the message to imagine the scope of the study to be conveyed.
2. Garda Depan needs to learn and explore all the material surrounding the diversity and corporate culture so that it can be applied in work and daily life. Train

and re-evaluate existing material so that the level of understanding of the corporate culture can be increased and easier to implement. Reducing the attitude of seniority in the process of disseminating information about corporate culture and daily work, because this is quite disturbing mentally for certain people who cannot get pressure from others.

3. The community is expected to be able to apply the use of 4 magic words (excuse me, please, sorry, and thank you) in everyday life. These four words are considered as magic words that can become a bridge for us to respect and respect our fellow humans around us.

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