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The Owner's Persuasive Communication Pattern at Mr. Dens Barbershop Hairstylist North Bekasi: Motivating Employee Performance

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Abstract : This study investigates the persuasive communication patterns employed by the owner of Mr.Dens Hairstylist to motivate employee performance, alongside the specific motivational efforts, communication media, and challenges encountered within the barbershop. Utilizing interviews and observations, the research identifies three distinct persuasive communication patterns: assertive, passive, and aggressive. Assertive communication, characterized by respect and open dialogue, effectively fosters a positive and collaborative work environment. Passive communication, through general motivational messages, helps maintain morale and focus. Conversely, aggressive communication, while potentially yielding rapid short-term results, risks damaging long-term working relationships. The study also highlights the use of WhatsApp as a primary communication medium, supplemented by verbal interactions, and the implementation of performance-based bonuses and team outings as key motivational incentives. Challenges primarily involve employee misunderstanding of instructions, underscoring the need for clear communication and trusted intermediaries. The findings suggest that a balanced and multifaceted communication approach, integrating various styles and media, is crucial for sustained employee motivation and the barbershop's success in a competitive market.

Keywords: Persuasive Communication, Communication Pattern, Employee Motivation, Service Performance, Barbershop, Affective Commitment.

INTRODUCTION

Background and Context

The modern barbershop industry in Indonesia has experienced significant growth, becoming a prevalent service sector across the nation. This surge in popularity is evidenced by the rapid expansion of barbershops, with thousands emerging nationwide in recent years (Anna, 2017). This indicates a high level of public enthusiasm for contemporary hair grooming services, a trend that continues to evolve. While sharing fundamental similarities with traditional hair-cutting establishments, modern barbershops distinguish themselves

through enhanced service quality and facilities, offering a more refined and customer-centric experience.

Mr.Dens Hairstylist, established in 2018 in Taman Wisma Asri 1, North Bekasi, is a prominent example of a modern barbershop in Indonesia. Despite a highly competitive landscape, particularly in North Bekasi where numerous barbershops operate (e.g., Barbershop B.I, Barbershop Kang Taufiq, Budi Barbershop, STREETCUT BARBERSHOP, Mr Dull Barbershop), Mr.Dens Hairstylist has maintained its market position. The ability to provide satisfying services and facilities is paramount for its continued existence and competitiveness within this dynamic industry.

Preliminary observations at Mr.Dens Hairstylist reveal a notable fluctuation in revenue. While monthly turnover can reach IDR 30,000,000 – 40,000,000 during peak seasons such as New Year, Christmas, school holidays, and Eid al-Fitr, it typically declines to approximately IDR 16,000,000 during regular periods. This variance underscores the critical need for consistent employee performance and motivation to stabilize and enhance business outcomes.

Managing a barbershop in the current climate presents multifaceted challenges. Beyond navigating intense competition, management must ensure operational efficiency, meet owner expectations, and achieve desired profitability (Fachruddin, 2019, p. 168). Furthermore, barbershops must diligently strive to satisfy diverse customer expectations, necessitating strategic management and efficient operations to remain attractive and competitive. Mr.Dens Hairstylist addresses these challenges by targeting specific market segments and offering unique services, such as in-waiting room karaoke and complimentary refreshments, which justify its premium pricing of IDR 60,000 per service (Fachruddin, 2019, p. 189).

Achieving these targets is intrinsically linked to employee performance. Employee performance evaluations serve as crucial feedback mechanisms for goal attainment, as the productivity of a barbershop is heavily reliant on its human resources. Enhanced productivity, driven by strong employee performance, directly contributes to the realization of organizational objectives. Therefore, human capital is recognized as an indispensable asset for the growth and success of the barbershop business.

Performance, often referred to as actual performance or job performance, denotes an individual's achievement of responsibilities and satisfactory results in terms of both quality and quantity (Ruth et al., 2021, p. 38). In the context of a barber, performance is defined by the outcomes achieved in their work, evaluated against specific job-relevant criteria. Robbins (as cited in Budiyanto & Mochklas, 2020, p. 71) posits that barber performance results from the interaction of ability and motivation. Individual and group performance of barbers are integral to the overall business success and warrant particular attention in management studies.

Bang Deni, the owner and general manager of Mr.Dens Hairstylist, oversees all operational aspects. In small businesses, a single general manager typically leads various functional units (Sosiady et al., 2018, p. 11). A key responsibility of the general manager is to foster a supportive work environment and stimulate business development. Providing positive examples and clear directives is a recognized strategy for enhancing employee productivity (Sosiady et al., 2018, p. 22). Managers are also expected to possess strong interpersonal skills, encompassing recruitment, dismissal, wage and working condition management, and respect for individual privacy and dignity. Ethical guidelines emphasize that employment decisions should be based solely on job competency (Sosiady et al., 2018, p. 53). Thus, the general manager's role is critical in ensuring continuous employee performance improvement to advance human resources within the barbershop's operations.

Mr.Dens Hairstylist operates with a clear organizational structure, where each team member has defined roles and responsibilities. Bang Deni is fully accountable for implementing all agreed-upon programs and operations, aligning them with the barbershop's vision and mission. His primary duties include direct oversight of management and human resource performance, ensuring optimal, professional, and timely work execution in accordance with Standard Operating Procedures (SOPs). He also devises creative program strategies, delegates authority to relevant departments, and implements practical and efficient work systems to achieve the goal of providing superior service quality (Firmanto, 2023).

Persuasive communication is a key tool employed by Mr.Dens Hairstylist's owner and manager to convey work programs. Derived from the Latin "persuasio," persuasive communication involves influencing recipients' thoughts through symbols, aiming to intentionally alter attitudes or behaviors in line with the communicator's objectives (Nabawi, 2018, p. 87). This implies an interaction designed to engage and influence the audience.

Mr.Dens Hairstylist in North Bekasi, established in 2019, employs a team comprising Bang Deni as owner and manager, five barbersmen, one cashier, and one content creator. Under Bang Deni's management, the barbershop strives to evolve with fashion trends and customer aspirations, making employee performance enhancement crucial. Effective persuasive communication from the owner and manager to employees is expected to significantly improve performance and productivity, fostering a sense of responsibility and dedication among staff, ultimately contributing to the barbershop's success.

Based on this background, this research aims to investigate the patterns of persuasive communication utilized by the owner of Barbershop Mr.Dens Hairstylist in North Bekasi to motivate employee performance.

Research Objectives

Based on the background and research questions, this research is to find out how the process of determining what is to be achieved and determining the stages needed in the persuasive communication pattern of the owner of Mr. Dens hairstylist in North Bekasi to motivate employee performance.

Theoretical Framework: Concepts and Theories

Persuasive Communication

Persuasive communication is defined as a symbolic process in which communicators try to convince other people to change their attitudes or behaviors regarding an issue through the transmission of a message in an atmosphere of free choice (Violita Saffira & M. E. P., 2020; Sumirat & Suryana, & Soleh & Asep, 2014). In an organizational setting, persuasion is crucial for leadership, ensuring voluntary adoption of new policies, commitment to quality standards, and personal investment in the company's success.

The fundamental components of persuasive communication include:

1. **Source/Communicator:** The credibility and attractiveness of the person delivering the message (the owner).
2. **Message:** The content, structure, and style of the information conveyed (e.g., goals, instructions, encouragement).
3. **Receiver:** The audience of the message (the hairstylists).
4. **Channel:** The medium through which the message is delivered (e.g., face-to-face, group meeting, documented notes).
5. **Effect:** The desired outcome, in this case, motivated performance and loyalty.

This research adopts the classic Aristotelian framework of rhetoric, as it provides a robust lens for analyzing the source's strategic use of appeals:

- **Ethos (Credibility):** The appeal based on the speaker's character, expertise, and trustworthiness. In a business context, this relates to the owner's competence and integrity as perceived by the employees.
- **Pathos (Emotional Appeal):** The appeal to the audience's emotions, values, and sense of belonging. This is vital for building morale, loyalty (Hamandia & Santi, 2021), and affective commitment.
- **Logos (Logical Appeal):** The appeal to logic and reason, using evidence, facts, data, and organizational structures (e.g., performance metrics, transparent commissions, SOPs).

Communication Patterns

A communication pattern is a consistent, repeatable transaction of messages that characterizes a relationship or organizational climate. In the context of leadership, the pattern dictates how roles, expectations, and feedback are managed. This study investigates whether the pattern leans toward:

- **Instructional/Authoritarian:** Focused on top-down commands and strict adherence to rules.
- **Relational/Participative:** Focused on dialogue, mutual respect, and collaborative problem-solving.
- **Combination:** A strategic blend of both, adapting to specific situations (task vs. relationship).

The persuasive communication pattern is expected to favor a more relational approach to foster the necessary soft skills and intrinsic motivation required in a high-touch service environment.

Employee Motivation and Commitment

Motivation is the process that initiates, guides, and maintains goal-oriented behaviors. In service roles, performance motivation extends beyond compliance to tasks (extrinsic) and includes a genuine desire for excellence and organizational success (intrinsic).

The concept of organizational commitment is particularly relevant (Tjahyadi, 2009). This study focuses on **Affective Commitment**, defined as the employee's emotional attachment to, identification with, and involvement in the organization (Iskandar & I., 2021). Communication that utilizes *Pathos* is a direct precursor to Affective Commitment, as it makes the employee feel valued, respected, and part of a community—thereby increasing their willingness to be loyal (Tanjung, 2021). An affective commitment leads to voluntary high performance, superior customer service, and reduced turnover.

METHOD

Research Approach and Design

This study employs a qualitative research approach with a descriptive case study design. The qualitative methodology is appropriate because the research aims to understand the depth, complexity, and context-specific nature of the owner's communication patterns and their perceived impact on employee motivation, which cannot be adequately captured by quantitative measures. The descriptive design ensures a detailed and comprehensive portrayal of the phenomena as they occur naturally within the setting of Mr. Dens Barbershop Hairstylist.

Research Setting and Informants

The research was conducted at Mr. Dens Barbershop Hairstylist, located in North Bekasi. This specific site was selected through a purposive sampling technique based on its

reputation for stable employee performance and established longevity in the competitive Bekasi barbershop market.

The informants were also selected using purposive sampling to ensure a rich data source:

1. **Key Informant (Owner/Manager):** The primary source responsible for establishing and executing the communication strategy and patterns.
2. **Main Informants (Hairstylists, n=4):** Employees who have been working at the barbershop for at least one year, providing varied perspectives on the consistency and impact of the owner's communication.

Data Collection Techniques

Data were collected through three primary techniques:

In-Depth Interviews

Semi-structured interviews were conducted with all informants. The interview guides focused on:

- **Owner:** Communication philosophy, methods for handling non-compliance, strategies for conveying targets, and perceived relationship with staff.
- **Hairstylists:** Perception of the owner's feedback, feelings about the work environment, factors driving their daily performance, and examples of memorable communication that affected their attitude.

Non-Participant Observation

The researcher conducted observations of daily operations, focusing specifically on:

- Informal and formal communication exchanges between the owner and the hairstylists.
- The overall atmosphere and social dynamics of the workplace (e.g., team interaction, customer service delivery).
- The owner's non-verbal cues and consistency in demeanor during routine tasks and corrective feedback.

Documentation

Relevant organizational documents were collected, including, but not limited to:

- Standard Operating Procedures (SOPs) for service and hygiene.
- Performance metrics and incentive structure documentation (if available).
- Internal notes or group chat communications used for announcements and reminders.

Data Analysis Techniques

The data analysis process utilized the interactive model proposed by Miles and Huberman (1994), consisting of three concurrent flows of activity:

1. **Data Reduction:** Selecting, focusing, simplifying, abstracting, and transforming the raw data from field notes and interview transcripts. Initial coding was performed to categorize communication events based on their nature (instructional, corrective, motivational) and their rhetorical appeal (*Ethos*, *Pathos*, *Logos*).
2. **Data Display:** Organizing the reduced data in a structured format (e.g., matrices, tables, or descriptive narratives) to facilitate pattern recognition and deeper analysis. This involved creating matrices to map specific communication actions to employee responses (motivation level).
3. **Conclusion Drawing/Verification:** Developing preliminary conclusions from the displayed data and iteratively testing and verifying them against the entire dataset to ensure rigor and validity. Triangulation was performed by comparing the owner's stated communication strategy with the hairstylists' perceived experiences.

RESULTS AND DISCUSSION

Overview of Mr. Dens Barbershop Hairstylist and Workforce Profile

Mr. Dens Barbershop Hairstylist is strategically located in a high-traffic residential and commercial area in North Bekasi. Established five years ago, it has successfully navigated the market, primarily by cultivating a reputation for skilled service and a friendly, relaxed atmosphere. The core workforce consists of six full-time hairstylists who operate on a performance-based commission system. The owner, who is often present, plays a dual role as the general manager and, occasionally, as a senior stylist, providing a basis for credibility that is crucial for his communication strategy.

The employment arrangement emphasizes flexibility and skill-sharing but demands strict adherence to the brand's core values: cleanliness, technical mastery, and exceptional customer interaction. The competitive commission structure acts as an **extrinsic motivator**, but the long tenure of several stylists suggests that **intrinsic factors**, strongly influenced by the owner's relational approach, are the primary drivers of commitment.

This section presents the research findings on the persuasive communication strategies employed by the owner of Mr.Dens Hairstylist to motivate employee performance, the specific efforts undertaken, the identified communication patterns, the media utilized, and the challenges encountered.

Persuasive Communication for Employee Performance Motivation

The owner of Mr.Dens Hairstylist believes that persuasive communication is crucial for motivating employee performance. The owner's approach extends beyond mere instruction, aiming to inspire and motivate the team by articulating clear objectives, providing robust support, and acknowledging individual contributions. This strategy is intended to foster a productive and harmonious work environment. By emphasizing a shared vision and open communication, the owner seeks to build strong collaboration and drive continuous performance improvement, thereby ensuring the barbershop's sustained competitiveness and growth as a cohesive team delivering superior customer service. The owner often shares personal experiences from his early career as a barber to illustrate his journey and inspire employees. For instance, the owner recounted how he shares his own career path, stating that he doesn't just "educate" but "teaches" by encouraging employees to focus on developing their mental fortitude, skills, and overall competence within the barbershop. He assures them that once they achieve this, he will support them in opening their own establishments.

Employee feedback indicates a positive reception to the owner's motivational efforts, confirming the effectiveness of his guidance. One employee, Stanley, affirmed that while they process and filter the motivations provided, they consistently extract beneficial aspects that are highly valuable for all employees, including himself. This suggests that the persuasive communication implemented by the owner has a tangible positive impact on employee engagement and work ethic.

Efforts to Motivate Employee Performance

Denny, the owner of Mr.Dens Hairstylist, is committed to employee development through various training initiatives designed to enhance service quality and motivation. These efforts aim to equip employees with necessary skills and knowledge while fostering a supportive environment for professional and personal growth. Denny consistently applies a motivational strategy that includes performance-based bonuses as incentives for dedication and quality work, thereby boosting morale and overall performance within the dynamic and competitive barbershop environment.

Furthermore, Denny has implemented an innovative strategy to enhance motivation and performance by offering recreational trips or holidays every two months. This initiative

serves not only as an opportunity for employees to relax and refresh but also as a form of appreciation for their hard work and dedication. By providing regular breaks, Denny aims to cultivate a more harmonious work environment and strengthen team bonds, ultimately enhancing employee satisfaction, loyalty, and sustained high performance. Denny explained that these trips, typically occurring every two to three months when additional resources are available, are not target-driven but are primarily intended to build team chemistry and cohesion. Another employee, Anggara, confirmed that while bonuses vary, they often include collective activities like these team holidays. These efforts collectively contribute to a positive, harmonious, and competitive work environment, promoting both professional and personal growth among employees.

Persuasive Communication Patterns

Assertive Communication

The first persuasive communication pattern identified is assertive communication. Denny consistently ensures that all instructions and directives are delivered with respect for his employees' feelings and opinions, preventing any perception of belittlement or offense. He communicates honestly and openly about job objectives, expectations, and standards, ensuring employees fully understand their roles. Denny emphasized that he constantly encourages his team to collectively enhance service quality by maintaining a friendly and professional demeanor with every customer. He views effective communication as key to their success, reminding them that every positive interaction brings them closer to their shared goals. He explicitly states that he considers himself a partner, not a boss, fostering an open and collaborative atmosphere. This approach creates a comfortable and respectful work environment, motivating employees and encouraging positive contributions to the business.

Passive Communication

The second pattern observed is passive communication, which Denny uses for daily employee motivation. This typically involves general encouraging remarks to maintain enthusiasm and ensure customer comfort at Mr.Dens Hairstylist, aiming for customer satisfaction. Denny stresses the importance of cultivating a unique character and ecosystem for the barbershop to compete effectively in the Wisma Asri area. He regularly reminds employees to stay motivated, acknowledging the intense local competition. While less detailed and specific, this passive approach aims to sustain employee morale and focus on collective objectives. Denny stated that he simply tells employees to remain enthusiastic, recognizing that their daily contributions make the barbershop special. He acknowledged that while employees might not always hear praise, their calm and friendly demeanor is highly valued by customers, encouraging them to maintain politeness and professionalism.

Aggressive Communication

The third pattern identified is aggressive communication. Denny sometimes uses this style to motivate employees by delivering instructions or directives dominantly, imposing his will without fully considering employee feelings or opinions, often with a raised voice when expectations are not met. While this approach can yield quick results, it risks damaging working relationships. Denny admitted that he sometimes unconsciously uses a high tone when motivating, particularly when emphasizing the need for dedication and perseverance to maintain employment and contribute to a successful team. He explicitly states that there is no room for complacency or suboptimal service, demanding the best performance at all times, and implying that those who cannot deliver may not be suited for the establishment. This aggressive approach, while potentially boosting short-term morale, can lead to tension, demotivation, and long-term damage to the work environment.

Communication Media for Employee Performance Motivation

Denny primarily uses WhatsApp as the sole communication medium for motivating employees and disseminating performance-related information. Through WhatsApp, he provides directions, motivation, and other crucial information quickly and efficiently. While WhatsApp offers rapid and accessible communication, its limitations in fostering personal and in-depth interactions are acknowledged. However, when used effectively, it serves as a valuable tool for keeping employees informed and motivated, facilitating continuous communication between the owner and his team. Anggara confirmed that both verbal and WhatsApp communication are used, with media being preferred when physical distance prevents direct interaction, but verbal communication is favored when they are in close proximity. This dual approach ensures that employees remain motivated and well-informed.

Obstacles in Motivating Employee Performance

Challenges in motivating employee performance at Mr.Dens Hairstylist primarily stem from some employees' misunderstanding of Denny's direct instructions, highlighting the critical need for clear and effective communication to ensure alignment with organizational goals and expectations. Anggara noted that while there are generally no significant obstacles, issues arise when he is absent during direct instructions from Denny, emphasizing the importance of team cohesion. Denny further explained that he relies on trusted employees to clarify and relay his instructions to others who may not fully grasp them. This indicates that direct verbal communication, while often preferred, can be a source of misunderstanding if not consistently reinforced or if key personnel are absent, necessitating reliance on internal intermediaries.

Discussion

A This study investigated the persuasive communication patterns employed by the owner of Mr.Dens Hairstylist to enhance employee performance motivation. The findings reveal that the owner utilizes a combination of assertive, passive, and aggressive communication strategies, primarily mediated through WhatsApp, to influence and inspire employees in their roles. The overarching goal of these strategies is to emphasize high-quality customer service, foster creativity in grooming, and encourage active participation in the barbershop's promotional and marketing efforts. The owner's communication approach articulates the barbershop's long-term vision, upholds core values related to employee performance motivation, and highlights the personal and professional benefits of improved work quality.

Interviews with key informants and employees indicated specific motivational efforts, including performance-based bonuses tied to revenue increases, aimed at maintaining employee performance and loyalty. Additionally, the owner organizes bi-monthly team outings, which, according to the owner, strengthen employee solidarity and camaraderie. The present study, based on interviews and observations, identified three distinct persuasive communication patterns—assertive, passive, and aggressive—that contribute to improved work ethic, better performance, and higher customer satisfaction, thereby fostering a productive and harmonious work environment at Mr.Dens Hairstylist.

Persuasive Communication Patterns

Assertive Communication

The first persuasive communication pattern observed is assertive communication, employed by Denny, the owner of Mr.Dens Hairstylist. This approach emphasizes respect and empathy towards employees, ensuring that all instructions and directives are delivered with consideration for their feelings and opinions. By treating employees as partners rather

than subordinates, Denny cultivates an egalitarian and open work environment. This strategy not only creates a comfortable and mutually respectful atmosphere but also significantly boosts employee motivation and positive contributions to the business. Employees feel valued and heard, leading to increased motivation and greater engagement. Denny's openness to employee suggestions further demonstrates his appreciation for their perspectives, enriching the business with new ideas. Consequently, the assertive persuasive approach effectively fosters a positive and productive work environment at Mr.Dens Hairstylist, serving as a model for leaders aiming to create harmonious and productive workplaces.

The advantages of this assertive communication pattern include the creation of a comfortable and respectful work environment, crucial for employee emotional well-being. By fostering a sense of partnership, the owner encourages collaboration and shared responsibility, motivating employees to contribute positively. This approach also facilitates open channels for suggestions and feedback, demonstrating value for employee perspectives and generating innovative ideas. Such openness enhances intrinsic motivation and promotes a dynamic work culture. Through assertive persuasive communication, the owner successfully cultivates a positive and productive environment, improving employee satisfaction and motivation, and ultimately contributing to overall business success.

Passive Communication

The second pattern identified is passive communication, also utilized by Denny in daily employee motivation. This is characterized by general and less detailed motivational messages, such as encouraging employees to maintain enthusiasm and ensure customer comfort. Denny emphasizes the importance of establishing a unique brand character and ecosystem for Mr.Dens Hairstylist to compete effectively in the Wisma Asri area, aiming to meet customer expectations. Daily, he reminds employees to remain enthusiastic, acknowledging the intense competition. While this passive approach lacks specific or in-depth instructions, its purpose is to sustain general morale and focus on collective goals. Although passive communication may be less effective in providing clear, specific directions, it plays a vital role in maintaining overall motivation and a positive workplace atmosphere.

The strength of passive communication lies in its ability to maintain employee morale and focus on shared objectives in a simple, non-intimidating manner. Daily general motivational messages contribute to a positive work atmosphere, encouraging employees to stay enthusiastic despite competitive pressures. By highlighting customer comfort and the unique identity of Mr.Dens Hairstylist, Denny motivates employees to strive for higher service quality, a key factor in attracting and retaining clientele. While less effective for specific directives, this approach successfully fosters a supportive and motivating environment essential for navigating competition and upholding service standards.

Aggressive Communication

The third pattern identified is aggressive communication, which Denny employs by delivering instructions or directives in a dominant manner. This involves imposing his will without fully considering employee feelings or opinions, often using a raised tone when expectations are not met. While this approach may yield rapid results and temporarily boost employee morale, the use of a high tone and dominance can lead to tension, demotivation, and long-term damage to working relationships. Denny acknowledged that when discussing revenue declines, he sometimes inadvertently uses a raised tone with employees. Aggressive communication tends to create a stressful and uncomfortable work environment, negatively impacting employee emotional well-being and overall productivity. The tension and stress generated can undermine team collaboration and reduce employee commitment, suggesting

that despite potential short-term performance gains, the long-term negative consequences can be substantial.

The primary advantage of Denny's aggressive communication pattern is its capacity to achieve quick results and provide short-term boosts in employee morale. By issuing dominant instructions and demonstrating firmness, Denny can prompt immediate action and performance correction during revenue downturns. This approach can also provide clarity regarding expectations and standards, ensuring employees understand what is required of them. However, while aggressive communication can quickly drive performance and ensure prompt action, it carries significant risks to working relationships and employee emotional well-being in the long term. A high tone and dominant demeanor can create tension, reduce motivation, and damage the work atmosphere. Therefore, although potentially effective in specific situations, aggressive communication should be used sparingly and balanced with more respectful and supportive approaches to maintain equilibrium between short-term outcomes and long-term employee welfare.

Communication Medium: WhatsApp

In the context of motivating employee performance, WhatsApp serves as the sole communication medium utilized by Denny, the owner of Mr.Dens Hairstylist. Through WhatsApp, Denny delivers instructions, motivational messages, and other crucial information quickly and efficiently. The platform's accessibility and real-time delivery ensure that employees remain informed and motivated, even when Denny is not physically present. However, relying solely on WhatsApp presents limitations regarding personal and in-depth communication, which is vital for building strong working relationships and supporting emotional well-being. To address this, Denny supplements WhatsApp communication with oral interactions when he is physically with employees, ensuring more personal and profound engagement. This combined approach leverages WhatsApp's speed and efficiency while providing personal attention through verbal communication. The integration of digital and face-to-face communication aims to strike a balance in information dissemination and relationship building, ensuring continuous employee motivation and information flow.

In conclusion, the communication patterns employed by the owner of Mr.Dens Hairstylist—assertive, passive, and aggressive—along with the use of WhatsApp as a primary medium, have diverse impacts on employee performance and well-being. Assertive communication effectively fosters a positive, collaborative, and innovative work environment, where employees feel valued and motivated. Passive communication helps maintain general morale and focus, though it offers less specific guidance. Aggressive communication, while capable of driving short-term performance, risks damaging working relationships and employee emotional health in the long run. The efficient and rapid information delivery via WhatsApp must be balanced with oral communication to maintain the depth of interpersonal relationships. Overall, a balanced approach integrating various communication patterns and media is essential for sustained employee motivation and business success.

CONCLUSION

This study investigated the persuasive communication patterns employed by the owner of Mr.Dens Hairstylist to motivate employee performance, alongside the specific motivational efforts, communication media, and challenges encountered within the barbershop. The findings reveal a multifaceted approach to employee motivation, primarily driven by the owner's commitment to fostering a productive and harmonious work environment.

Three distinct persuasive communication patterns were identified: assertive, passive, and aggressive. Assertive communication, characterized by respect, empathy, and open dialogue, proved highly effective in cultivating a positive, collaborative, and innovative workplace where employees felt valued and motivated. Passive communication, delivered through general motivational messages, played a role in maintaining overall morale and focus on shared objectives, despite its lack of specific directives. Conversely, aggressive communication, marked by dominant instructions and a high tone, while potentially yielding rapid short-term results, carried significant risks of creating tension, demotivating employees, and damaging long-term working relationships.

Motivational efforts at Mr.Dens Hairstylist extend beyond communication to include tangible incentives such as performance-based bonuses and bi-monthly team outings. These initiatives not only reward dedication and quality work but also serve to strengthen team cohesion and provide opportunities for relaxation and refreshment, contributing to overall employee satisfaction and loyalty.

WhatsApp emerged as the primary communication medium for disseminating information and motivational messages, offering speed and efficiency. However, its limitations in fostering personal and in-depth interactions necessitated supplementation with direct verbal communication, particularly when the owner was physically present. This blended approach aimed to balance rapid information flow with deeper interpersonal engagement.

Despite these efforts, challenges in motivating employee performance were observed, primarily stemming from occasional misunderstandings of direct instructions, particularly when key personnel were absent. This highlights the critical importance of clear, consistent communication and the reliance on trusted intermediaries to ensure all employees fully grasp expectations and motivations.

In essence, Mr.Dens Hairstylist employs a dynamic and varied communication strategy, combining different persuasive styles with both digital and verbal channels, supported by tangible motivational incentives. While the assertive and passive approaches generally foster a positive environment, the judicious use of aggressive communication, coupled with effective mitigation strategies for potential misunderstandings, is crucial for sustained employee performance and the barbershop's continued success in a competitive market. Future research could explore the long-term impacts of these mixed communication styles on employee retention and overall organizational culture.

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