

**STUDI KOMUNIKASI KEPEMIMPINAN DI YAYASAN UNILEVER INDONESIA  
(SEBUAH MODEL PENDEKATAN *LEADER-MEMBER EXCHANGE*)**

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**ABSTRAK**

Penelitian ini dilakukan untuk mengetahui komunikasi kepemimpinan di Yayasan Unilever Indonesia (YUI) dengan menggunakan pendekatan *Leader-Member Exchange* (LMX). Dimensi di dalamnya terdiri dari *professional trust*, *professional development*, *affection*, *verbal* dan *non verbal communication*. Kemudian, penelitian ini menggunakan metode penelitian deskriptif kualitatif dan strategi studi kasus. Terdapat 8 orang narasumber yang terdiri dari 4 orang pimpinan dan 4 orang karyawan pimpinan terkait. Hasil penelitian menunjukkan bahwa Yayasan Unilever Indonesia melakukan 5 dimensi dalam *Leader-Member Exchange* (LMX) dengan baik dari hasil kinerja tim yang sangat memuaskan, nyaman tim dalam bekerja dan *Key Performance Indicator* (KPI) yang terpenuhi setiap tahun. Adapun temuan lain di luar LMX adalah *personal development* dan budaya *working with purpose* di dalam tim sehingga temuan ini disebut LMX *In-Group*+ 2 variabel baru. Yakni kemampuan pemimpin dalam memotivasi dan memberi arahan secara konsisten dalam pertemuan personal serta penanaman *mindset* mengenai tujuan bekerja yang sangat fundamental dan menggerakkan seluruh karyawan untuk bekerja dengan hati.

Kata Kunci: Komunikasi Kepemimpinan, *Leader-Member Exchange* (LMX), Yayasan Unilever Indonesia

**LEADERSHIP COMMUNICATION STUDIES IN UNILEVER INDONESIA  
FOUNDATION  
(A Leader-Member Exchange Model Approach)**

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**ABSTRACT**

*This research was conducted to know the leadership communication in Unilever Indonesia Foundation (YUI) by using Leader-Member Exchange (LMX) approach. The dimensions consist of professional trust, professional development, affection, verbal and non verbal communication. Thus, this research uses descriptive qualitative research methods and case study strategies. There are 8 interviewees consisting of 4 leaders and 4 related employees. The results show that Unilever Indonesia Foundation has done 5 dimensions in Leader-Member Exchange (LMX) very well shown from the result of team performance which is very satisfy, comfort of team in work and Key Performance Indicator (KPI) which fulfilled every year. The additional inventions beyond LMX are personal development and working with purpose culture within the team, that is why this research results LMX In-Group + 2 additional variables. . That are, the leader's ability to motivate and provide consistent direction in personal meetings and the inculcating of the mindset about the very fundamental work goals and drive all employees to work with the heart.*

*Keywords: Leadership Communication, Leader-Member Exchange (LMX), Unilever Indonesia Foundation.*