# Communication with Compassion as Positive Leadership Practices: The Case of Nutrifood Indonesia

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## Abstract

The recent emergence of negative communication and apathetic behavior requires positive communication by considering empathy known as *Komunikasih* (In Indonesian, communication with compassion). Besides individuals, institutions, including companies, should apply *Komunikasih* to practice positive communication. This article examines the *Rumah Kedua* (second home) program of Nutrifood Indonesia as the embodiment of the company's value or culture, namely "i-care." This study employed a case study method with a *Komunikasih* theory analysis. The data were collected using textual, visual, digital, manual, professional, and personal document search, and in-depth interviews with key informants: the CEO and several employees of Nutrifood. This study revealed that the *Komunikasih* spirit embodies in the form of 1) equality, 2) sincerity, 3) compassion, 4) affection, 5) respectfulness, 6) friendship, 7) sense of family, 8) meaningfulness, 9) wellness, and 10) loyalty. Consequently, the company created a comfortable working atmosphere that makes the office like a second home. Nutrifood has used multimedia and multi-sensory messages through videography, storytelling, books, wall quotes, and ambient layouts to communicate these values. Other companies can use the findings of this study as a reference to implement the idea of *Komunikasih* in their internal and external communication.

**Keywords:** *Komunikasih*, empathetic communication, positive organization, positive communication, positive impact

## 1. Introduction

Nutrifood Indonesia has exciting things. This company likens itself to a '*rumah kedua*' (second home) for its employees. The concept engages employees as family members, not just entity members of the business organization. This concept forms not only transactional economic relationships but also humanist communication. Moreover, the *Rumah Kedua* program symbolizes comfort and presents a work atmosphere with innovations and inspirational ideas for each performance. Consequently, positive collaboration and creativity become the energy and spirit of every employee.

Like a home, Nutrifood attempts to bring values of honesty, integrity, and humanist democracy by respecting any differences. Therefore, the employees can optimize their best potentials for their development. Empirically, the *Rumah Kedua* program encourages its "residents" to apply a healthy and convenient lifestyle by consuming nutritious food, exercising, performing environmentally friendly behavior, and adopting young people's energetic and positive spirits.

Nutrifood is a company that innovatively inspires and supports each individual to achieve a balanced life by living a healthy and fun life and paying attention to nutritional intakes. Therefore, employees can enjoy a healthy life for a long time. Established in Semarang in 1979, Nutrifood focuses on producing and marketing food and beverages with international health quality that can compete with leading brands, such as Tropicana Slim, NutriSari, HiLo, L-Men, Lokalate, W'dank, and many others.

With the slogan "inspiring a nutritious life" and principles of green, health, and education, Nutrifood has become the pioneer and market leader providing products and lifestyles of healthier, more fun, and more satisfying life for contemporary and future life. Therefore, Nutrifood has three pillars to handle the business. The first pillar is the quality products and services that only produce quality and innovative products and premium, easy, fun, and effective services based on scientific approaches. The second pillar is sound management that composes a team of professional, committed, and experienced experts who constantly innovate. The third pillar is the stakeholder engagement program that proactively

educates and promotes healthy and nutritious lifestyles by involving stakeholders. Nutrifood has been distributing products to more than 30 countries.

The *Rumah Kedua* program in Nutrifood is not separated from the leadership and positive communication established by the company for a long time. The company opens not only good communication with consumers and the community externally but also with employees internally. This communication that promotes the interests of consumers and employees constitutes empathy-based positive communication or *Komunikasih* (Wijaya, 2015), which grows from an organizational climate with positive leadership.

Positive leadership is a concept about implementing positive principles of the three main concepts: the knowledge of the positive organization, positive psychology, and positive changes (Cameron, 2008). Leaders who run these principles allow employees to have positively deviating performance, adopt affirmative orientation into the organization, and focus on human's best conditions.

To conceptualize positive leadership, Cameron (2008; 2013) offers four mutually reinforcing dimensions: favorable climate facilities, communication, meaning, and relationships. This study considered that these models are holistic and can characterize the positive behavior of a leader. Positive climate refers to the work environment dominated by positive emotions, not negative emotions (Cameron, 2008).

Positive communication strategies occur when affirmative and supportive communication is entirely dominant in the organization; thus, the organization's performance tends to be high when the communication patterns are positive (Losada & Heaphy, 2004). Meanwhile, positive relations refer to productive relationships and produce vitality and learning (Baker & Dutton, 2007). The positive meaning occurs when a leader has an important meaning and a positively moral purpose (Cameron, 2008).

Meanwhile, the *Komunikasih* (communication with compassion and affection) is a concept of positive communication that relies on the power of empathy and compassion in the process of delivering a message and developing relationships (Wijaya, 2015). The core of the *Komunikasih* concept is positive communication that occurs when the communication process is made with love and generates love. Love refers to good feeling and thought, sympathy, empathy, a positive orientation, and a fondness towards others, and tends to give love in a broad sense and put others' interests before ours (selfless). Fredrickson (2009) mentions various forms of emotional positivity, including joy, gratitude, serenity, interest, hope, pride, amusement, inspiration, awe, and love. Without belittling other forms of emotional positivity, Fredrickson calls love and affection the pinnacle of positive emotion (supreme emotion). Love and affection is an accumulation of all forms of positive emotions.

This study focused on analyzing the role of *Komunikasih* in the positive leadership of Nutrifood Indonesia through its *Rumah Kedua* program.

## 2. Literature Review

### 2.1 The Theory of Komunikasih

*Komunikasih* (in Indonesian, means communication with compassion/affection) is an empathetic communication that includes the energy of heart in the delivery of messages to cause a good and correct understanding by the recipient of the message, and the effect of creating positive emotions that are full of love and peace among the communicators (Wijaya, 2014; 2015). *Komunikasih* is sincere, unselfish, and constructive communication.

If we can find negativity in every element of communication, then *Komunikasih* always involves love and affection in every aspect and stage of the communication process. Loving communicators always base their communication activities with excellent and sincere intentions. The creation of message meaning (in the encoding process) framed by love and affection will produce wonderful and positive messages.

Likewise, the channel for delivering messages, whether in media, third parties, or activities filled with nuances of love, will avoid harmful interference (black noise) and intentional and unintentional mistakes. Interpreting the message's meaning (in the decoding process), which involves affection, also makes the recipient free from prejudice. Thus, the content delivered produces positive effects and responses emotionally, situational, and outcomes in the form of the following positive communication sequence. Therefore, communication actors can prevent harmful conflicts, disputes, and violence.

There are six main principles of *Komunikasih*, namely: 1) heartfelt intention and goal, 2) constructive and selfless message, 3) compassionate delivery and feedback, 4) empathetic meaning-making, 5) positive media use, and affectionate impacts (Wijaya, 2015).
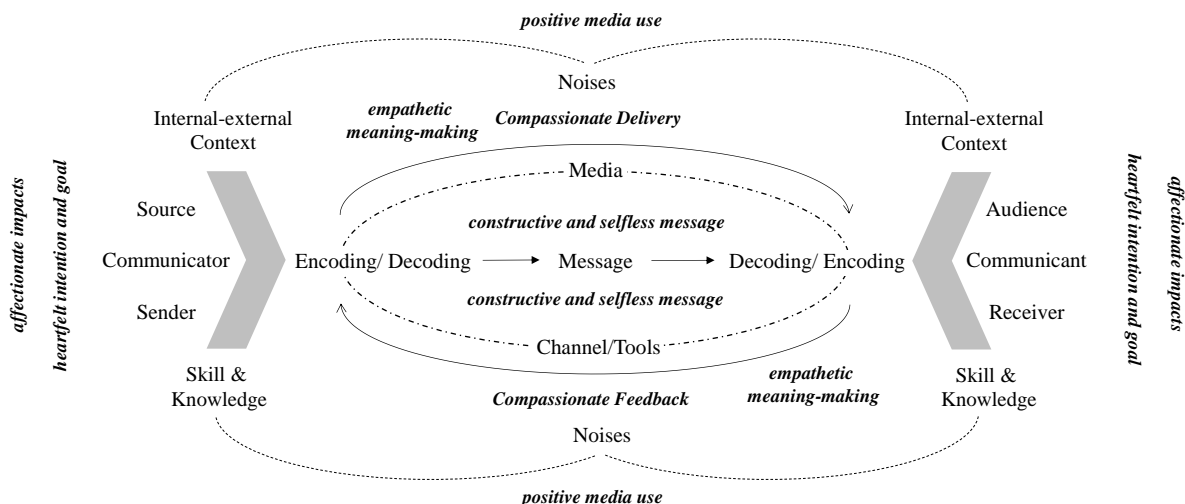
Figure 1. *Komunikasih* as a model of communication with compassion (Wijaya, 2015)

In *Komunikasih*, according to Wijaya (2015), a communication process begins with good, positive, and sincere intentions and goals. This intention is reflected in the behavior, word choices, gestures, and communication style/tone of the communicator/source/sender. Excellent and positive preferences are usually influenced by contexts underlying the life or experience of the communicator (internal) and the atmosphere in which, when, and at what time the communication takes place (external). In addition to context, competence or skills and knowledge of communicators that are adequate and support communication positivity also play a role in building communication.

This case, of course, includes the personality and character of the communicator. For communicators who have a positive nature, competence, knowledge, and personality, always have a good attitude, it is certainly easier to carry out *Komunikasih*. Likewise, communicators who have been trained to be sincere, selfless, do good/charity, think positively through experience, socio-cultural relations and practices, and daily habits, usually tend to be more proficient in implementing *Komunikasih*. However, it does not mean that communicators who do not have a good experience, character, and socio-cultural competence cannot do *Komunikasih*. Because basically, everyone is good, and what makes it evil and harmful is the bias of interests or everyday politics (Wijaya, 2015).

The consequence of good intentions and goals is the encoding of the sender/communicator that is more empathic and audience-centered communication. It results in messages that are not selfish, which pay more attention to the interests and conditions of the recipient of the message or the audience than the interests of himself (the sender of the message). Messages born from empathic meanings are not messages that "I do not want to know!" or "I do not care!". An unselfish message is encoded sincerely and wisely. Thus, the recipient of the message (audience) also decodes it or interprets it positively, well, and empathically. This process provides mutually empathic, mutually understanding communication, understanding each other's position and role, and not forcing each other's will.

In delivering the message, compassion finally emerges, both when the communicator sends a message and when the communicant/ audience/ public/ consumer/ recipient provides feedback to the sender/ communicator. The process of delivering the message and compassionate feedback will at least minimize violent disturbances (black noises) that damage or hinder the effectiveness of communication, both those that arise internally (psychological noises) and externally (socio-cultural noises) and technical (functional noises).

Even in media use, it is always based on sound and positive interests, behaviors, intentions, and thoughts to avoid media abuse and communication corruption, both on platforms, channels, and features. In the era of social media and network society, positive use of media is, of course, the responsibility of the sender of the message and the recipient of the message. The authority and opportunity for communication through the media is no longer monopolized by the sender of the message or source, as is the case with conventional (mass) media communication. Therefore, the competence, skills, insight/ knowledge of the audience/ public/ communicant/ consumer/ receiver of a good and positive message like that of the sender/ communicator also plays a vital role in communication.

In addition, contexts, both internal and external from the audience/ public/ communicant/ consumer/ message recipient's side, also influence excellent and sincere intentions and goals in receiving/interpreting/receiving messages and sending feedback, which affects the effectiveness of communications. Thus, the success of communication is determined by the

role of both parties, both communicators and communicants, in building positive, sincere, empathetic, and compassionate communication.

As a result, love and peace, comfort, satisfaction, and happiness will be created. Counterproductive and destructive conflicts are avoided. Constructive, productive, and inspiring dialogue colors the process and dynamics of communication. Because in truth, indeed, *Komunikasih* is communication with love and communication that creates love (Wijaya, 2014).

*2.2 Positive Leadership*

Since Cameron (2008, 2013) popularized the term, positive leadership has been increasingly discussed in leadership studies. Leaders conducting the related principles could enable the employee to have positively deviant performance, adopt an affirmative orientation, and engender a focus on the best of the human condition. Cameron's (2008, 2013) conceptualization of positive leadership offers four mutually reinforcing dimensions: facilitating positive climate, communication, meaning, and relationship.

2.2.1 Positive Climate

A favorable climate is a working environment that is more dominant by positive than negative emotion (Cameron, 2008). Despite being frequently perceived as a culture, Ozcelik et al. (2008) suggest that culture is more stable, where climate refers to a malleable emotion. The alteration of climate depends on the leadership style of administration policy. In a positive environment, employees are expected to be more optimistic and positively interpret various events. On the contrary, stress, anxiety, and distrust are more apparent when the negative emotion is dominant. Studies (i.e., Cameron & Plews, 2012; Ozcelik et al., 2008) found that the favorable climate is associated with performance and revenue growth.

Leaders who create a positive climate enable the employee to have thoughtful action repertoires and develop professional resources (Frederickson, 2009). Additionally, a favorable environment is also found to improve capacity to interpret information, creativity, and productivity. A mild climate may have a role in increasing the prosocial behavior of employees that, in time, helps a leader succeed in doing their part (Shanock & Eisenberger, 2006).

2.2.2 Positive Communication

The other dimension is positive communication strategy, occurred when overall, affirmative and supportive communication is dominant in the organization. An organization's performance tends to be high when the communication pattern is positive (Losada & Heaphy, 2004). Leaders could forge and become role models for articulating appreciation, support, approvals, and compliments. On the other hand, negative expression, critique and disappointment, and dislike are minimum. Frederickson and Losada (2005) found that when employees experience a 3:1 ratio of positive compared to negative emotion as the result of communication, the employee could become healthier and individual performance increase. This is due to more people being connected, exchanging information, and an interaction that creates resources and enables people to act (Losada & Heaphy, 2004).

2.2.3 Positive Relationship

A positive relationship refers to a fruitful relationship and produces vitality and learning (Baker & Dutton, 2007). In POS (positive organizational scholarship), cultivating a positive relationship is not just vanishing the negatives in a relationship. It is expected to become an enabler in creating performance, physiologically, psychologically, and emotionally. Heaphy & Dutton (2008) found that a positive relationship affects hormones and the immune system conducive to positive behavior. The system also facilitates a healthier cardiovascular system and improves handling stress. Furthermore, it also improves the resiliency, learning, and adaptation capacity in adverse events (Stephens, Heaphy, Carmeli, Spreitzer, & Dutton, 2013).

2.2.4 Positive Meaning

Positive meaning is implemented when the leader has a sense of significance and has a positive moral purpose (Cameron, 2008). When universal values are dominant, such as caring, helping, and facilitating employees in aligning those values with theirs, the leader demonstrates positive meaning. Positive meaning improves commitment, efforts, and engagement as well as empowerment. On the other side, it also alleviates stress and a sense of cynicism and simultaneously improves adaptability in change (van den Heuvel, Demerouti, Bakker, & Schaufeli, 2013). The positive meaning leader may use positive meaning to shape the work orientation of the employee. Wrzesniewsky (2003) examines those who sense work more than a job, but as a career or even as a calling, are more productive. They perceived the work it self-satisfying, and they were less concerned about the reward.

## 3. Method

A series of interviews, document searches, documentation, and digital observations were conducted to collect the data qualitatively. The collected data were then selected, categorized, validated, theorized, and made in propositions. These procedures are parts of stages in a methodological approach to analyze qualitative data. This study interviewed key informants: the CEO and some employees of Nutrifood. The digital observation was conducted by directly observing social media and the official website of Nutrifood.

Meanwhile, the document search browsed professional documents, such as strategic documents and communication works of Nutrifood in the forms of books, videos, and other promotional materials. Media documents comprised of news articles, press releases, and blogs of *Rumah Kedua* Nutrifood. Scientific documents were gained by searching research of Nutrifood and *Rumah Kedua* published in scientific journals, thesis, and other scientific documents. Meanwhile, the documentation was conducted to support the digital and non-participatory observations using the capture-screen recording, silent shooting, and written recording.

## 4. Findings and Discussion

### 4.1 Multimedia and Multisensory

This study identified different devices of communication strategies used by Nutrifood to broadcast its *Rumah Kedua* program. The first strategy is videography uploaded and broadcasted on Nutrifood's social media, such as YouTube, Instagram, and official website.

Nutrifood compiles audiovisual videos of organic and non-organic artifacts on its YouTube channel, Nutrifood ID. The company partly created this video to build corporate communication and mostly created or initiated by citizens, including the employees and non-employees, to express their experience of Nutrifood's *Rumah Kedua*.

The contents of the organic videos made by the company are categorized into 1) company profile created by the corporate communication, 2) the story of *Rumah Kedua* produced by a director hired by the company, 3) *Rumah Kedua* talks created by the media in cooperating with the company as part of the public relation media, 4) company anniversary made by the corporate communication, 5) employees' stories produced by a director hired the company, and 6) special events created by corporate communication.

Meanwhile, non-organic video content made by netizens can be categorized into four types. The first is employees' stories created by the employees, broadcasted on their YouTube channels, and distributed on Nutrifood's official YouTube channel. The second is former employees' stories created by former employees, broadcasted on their YouTube channels, and distributed on Nutrifood's official YouTube channel. Most of them narrate memorable experiences during working in Nutrifood and consider this company as their second home. The third is internship stories created by internship student's intern, broadcasted on their YouTube channels, and distributed on Nutrifood's official YouTube channel. The fourth is YouTubers' stories created by independent YouTubers as a part of the material content creation, broadcasted on their YouTube channels, and distributed on Nutrifood's official YouTube channel. Citizens tend to create their media and disseminate content in public spaces to express ideas, criticisms, and opinions both disagrees and agrees on an issue or phenomenon (Murtono & Wijaya, 2021).

Another media is a compilation book of inspiring stories of employees Nutrifood. The book, entitling "*Rumah Kedua: Kumpulan Kisah Inspiratif Seputar Dunia Kerja yang Seru*" (The Second Home: a Collection of Inspirational Stories of Fun World of Work), was written by the Nutrifood team identified as @nutrifood (2009) and published by Gramedia. The stories in this book comprise of a collection of testimonies written with unique approaches. Some writers explained that they had dreamed about working in Nutrifood since they were university students. Some others said they had to struggle to resign from the previous office because their bosses did not allow them to resign. Another story narrates that the writer almost cried because of receiving a prank when he was in the probation period. Another contributor told that he had resigned from Nutrifood but rejoined Nutrifood because of missing the family atmosphere of this company. Another unique story tells that an employee tried to move to another company, but he was questioned by that company "why do you want to move then?"

These stories present several unique concepts, i.e. the I-CARE values performed by Nutrifood are clearly illustrated in the story of *Tak Sekedar Kata* (Not Just Words). The tension occurred during "the graduation exam of the probational period," as narrated in *Disidang* (the Examination) story. Human equality without discrimination is palpable in *Tidak Dibedakan* (Undiscriminatory). The simplicity of empathy brings tremendous impacts and is clearly illustrated in *Pelukan* (a Hug). The most poignant story entitles *Redup* (Dim). This story narrates the work atmosphere in 1998-1999, and these years are probably the most terrible periods of business in Indonesia due to the political turmoil and monetary crisis. In these years, a leader became a real captain for the employees amidst a difficult moment.

Figure 2. The book of *Rumah Kedua* [Second Home] published by Gramedia (source: Gramedia Digital)

A few catchphrases should be a self-reflection for the employees. One of those is about working convenience versus salary and bonus, as revealed in the article's narrative entitled "Oasis of Pulogadung" (@nutrifood, 2014, p. 32). Can we imagine what will happen if we work in an uncomfortable workplace, but it offers 16-17 times of salary every year, and its ethos or work culture does not fit us? Rieza, the author of the article, confirms that such a condition forces us to question the system of values and individuals' priorities again.

Readers of this book and viewers of videos and visuals on other Nutrifood's public communication channels may compare it with their experiences and work situations in their offices. Comparing one to another is a human instinct, and it is humane. Moreover, when the office work atmosphere is not good, employees will inevitably have such thoughts. The follow-up of these thoughts depends on each person's intuitions and strategies. One moral value from this book is that we can create a comfortable working environment if we believe that we can do it, intend to do that, and consistently make a comfortable environment.

It is not wrong if Nutrifood resembles its office as the second home. Employees frequently spend their time at home and in the office equally, 8-10 hours a day. Moreover, some employees even spend more time in the office when completing much work. These situations initiated Nutrifood to entitle the book published in celebrating its 35th anniversary. Nutrifood is one of the companies with a unique work culture, excellent facilities and working room, a unique website with a prominent view, and creative innovation of popular food products. Indonesians well recognize NutriSari, Lokalate, L-Men, HiLo, and Tropicana Slim brands because they have reached various economic levels.

The testimony of figures on the back cover of the book makes readers curious to know the atmosphere of working in Nutrifood. For example, Bukik Setiawan, an *Indonesia Bercerita* (Indonesia Tells Stories) initiator and digital education activist expresses his amazement,

> *There are many stories that confirm that we, Indonesia, the eastern world, have a humanist philosophy in managing the company. The world needs to learn how the eastern philosophy works at Nutrifood and make Nutrifood a cool company!* (@nutrifood, 2014)*.

Meanwhile, Handry Satriago, CEO of General Electric Indonesia could not hide his admiration for Nutrifood through the presentation of stories from employees in the book,

> *... when many companies still consider changing and following a new business trend, Nutrifood is not afraid to immediately initiate the changes and produces innovations to utilize changes as a business opportunity. They produce a milk product for men who want to have a six-pack body. This idea is out-of-the-box. Nutrifood has become a green company and uses social media for marketing. As expresses in this book that Nutrifood is a home that gives pride to its residents and people who see it, including me* (@nutrifood, 2014)*.

As for Gede Manggala, an independent consultant commented,

> *Reading this book is like listening to the chirping of the residents of a large, warm and comfortable house. Full of color but united by the same feeling as family. Made me smile to myself, jealous, and at the end of the story I had to gasp. Shocked? Of course. Because this is a Nutrifood employee story about his company!* (@nutrifood, 2014)*.

Or Suhardono's comments that appreciate the positive meaning created through stories of employees and former employees,

> *Many companies have been established longer and have higher turnovers than Nutrifood. Still, not many of them continuously interpret their existence and sustainability (Rene Suhardono, an author, public speaker, and consumer of Nutrifood products)* (@nutrifood, 2014).

This testimony of the collaboration depicts how Nutrifood manages the business, promotes products, helps each other, and shares with others. Other 35 articles narrate the same story of "a warm kinship." The authors of these articles are Nutrifood employees and some ex-employees.

The royalty of this book sale is not taken as Nutrifood's profit, but it is donated to *Gerakan Indonesia Mengajar* (Indonesia Teaching Movement). Therefore, this profit can support the improvement of national education.

Another medium applied to communicate the *Rumah Kedua* is by instilling inspiring words in the walls of the office to remind people about the meaning of a healthy and happy life; this meaning is the brand soul of Nutrifood. The sensory media of *Rumah Kedua* is also manifested by arranging the office space that gives the ambient atmospheres similar to a house. For example, the office does not set hierarchical arrangement and partition between leaders and employees but installs memory photographs of the employees on the office wall to resemble family photos at home.

*4.2* Komunikasih *in 'Rumah Kedua'*

*Komunikasih* is an empathetic communication that includes the energy of compassion in delivering messages; as a result, recipients of the message can understand the message well and correctly, and communicators will have positive emotions full of love and peace (Wijaya, 2015). *Komunikasih* refers to sincere, not selfish, and constructive communication.

As proposed by Wijaya (2015), *Komunikasih* has six main principles: heartfelt intention and goal, constructive and minefield message, compassionate delivery and feedback, empathetic meaning-making, positive media use, and affectionate impacts. This study highlighted the implementation of *Komunikasih* in positive leadership through the *Rumah Kedua* program of Nutrifood.

Nutrifood Indonesia is known for its healthy products. This program is applied to products for customers and instilled to the employees as the company's value. Nutrifood has a routine community education program to educate employees about health issues. The *Rumah Kedua* program provides a place for employees of PT Nutrifood Indonesia to perform their daily duties and is facilitated with various exercise classes and healthy food. In addition, Nutrifood has informal organizations, such as Nutrifood Nature Lovers and Nutrifood Running Club which employees can involve.
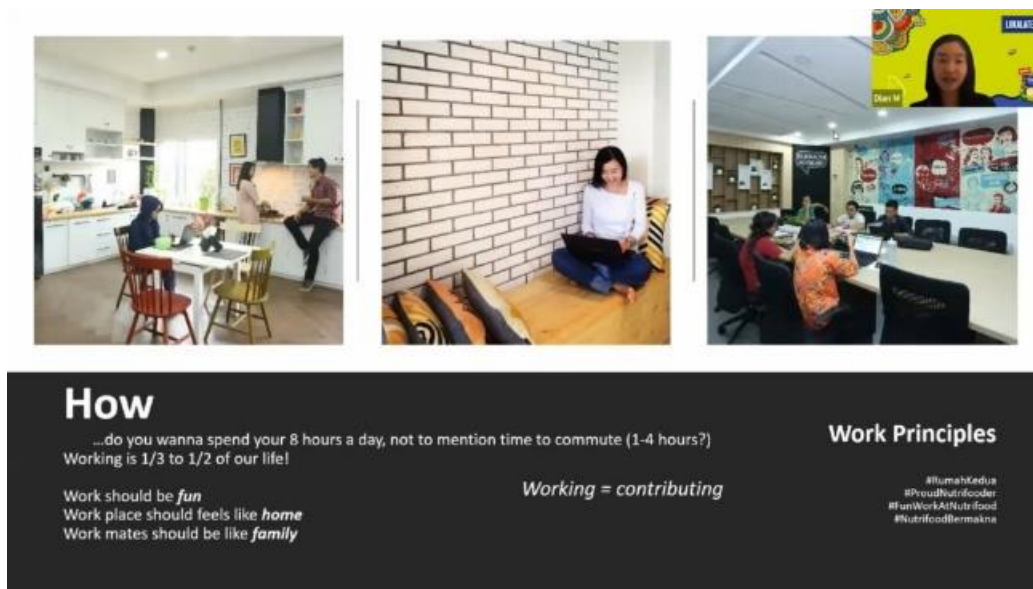


Figure 3. The ambience of 'feels like home' in the Nutrifood office (source: Nutrifood) (Nutrifood ID, n.d.).

Through the *Rumah Kedua* program, Nutrifood not only wants to be an office to work but also provides comfort and vibe resembling a house for its employees. Dian Mariani, the Human Resource Manager of Nutrifood Indonesia, explains that "a comfortable workplace can increase mood, and thus, work performance is better." (Interviewed September 3, 2019 in Jakarta).

The document search, digital observation, in-depth interviews, and documentation found that the *Rumah Kedua* program of Nutrifood has practiced a few *Komunikasih* values manifested in ten unique characters: 1) equality, 2) sincerity, 3)

compassion, 4) affection, 5) respectfulness, 6) friendship, 7) sense of family, 8) meaningfulness, 9) wellness, and 10) loyalty.
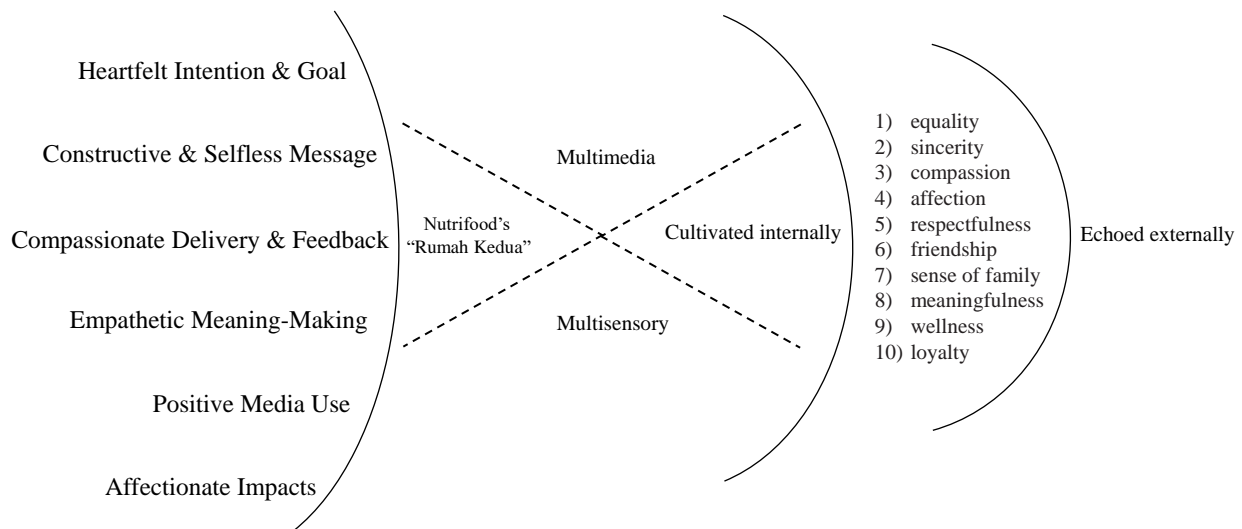


Figure 4. *Komunikasih* model of Nutrifood's *Rumah Kedua* program (source: authors' analysis)

Mardi Wu, the CEO of Nutrifood, states, "…we intentionally make no barriers between the boss and the subordinates. Therefore, ideas and creativity are not clogged" (interviewed August 14, 2019 in Jakarta). The relaxing atmosphere equality among employees are parts of the *Rumah Kedua* program of Nutrifood to build a comfortable, pleasant, creative, and productive working system." A leadership style that applies the equality principle produces more constructive and selfless communication messages (Wijaya, 2015). Consequently, sincerity in work and communication will emerge, and employees have the compassion to help each other and work together to achieve a common goal in Nutrifood.

The significant purpose of Nutrifood is to nourish the community; this purpose produces not only nutritious and delicious food products but also positive communication internally and externally (Mirivel, 2014; Muthusamy, 2019; Phillips, 2019) as a form of *Komunikasih* or communication with compassion and affection (Wijaya, 2015; S. Martin, S. C. Martin, & C. A. Martin, 1997; Atwood, 2003) and an empathic communication (De Waele, Schoofs, & Claeys, 2020; Howick et al., 2018; Brudal, 2015). To date, many companies and brands have applied positive communications to run their business (Losada & Heaphy, 2004; Schwantes, 2016) and maximize their potential resources (Phillips, 2019; Rogacka, 2020), especially during the current pandemic (Dan, 2020).

Nutrifood's employees also decode the *Rumah Kedua* program positively. This condition is in line with the positive purpose and meaning promoted by the company in the encoding process. Wijaya (2015) argues that the empathic meaning at encoding and decoding stages will create empathy-based positive communication. Therefore, communicators can prevent prejudice and counterproductive conflicts.   Moreover, the communication becomes more effective, positive, and productive.

These phenomena are proved by the testimonies in the published book, videography, and social media of Nutrifood, and even the alumni or former employees and statements of the company's ex-employees who had a good impression. As a result, strong affection emerges, and they consider Nutrifood as their second home while working or doing an internship in the company. Moreover, this condition creates not only friendship among the employees and former employees, but also a strong sense of family.

In addition, Nutrifood responsibly utilizes various sensorial media to communicate positive and inspiring messages through the *Rumah Kedua* program, for example, by publishing a book. The idea is very positive and reflects a good image of the intellectual culture and leadership of Nutrifood. When many companies and brands busily exploit the media using unintelligent and irresponsible techniques that create not worth and unfriendly-consumption media, Nutrifood applies alternative media to inspire book literacy and positive reading. Many younger generations have abandoned these two activities because they are more literate in social media without adequate control from literacy experts.

Moreover, Nutrifood delivers good inspirations and true health concepts (physical-inner-sociocultural health) through positive stories made in the videography and posted on social media. Inspirational wall quotes installed in Nutrifood's office, arrangement, and interior reflect the philosophy of *Rumah Kedua* and present positively ambient for the company's nonverbal communication and leadership.

This strategy creates affectionate impacts professionally, socially, and personally and a positive aura in the work environment. Employees feel comfortable, at-home, happy, and intrinsically healthy (wellness) as the company aspires. These efforts cultivate mutual trust, bonds, and loyalty between the company and employees.

An equal and selfless leadership not only makes the *Rumah Kedua* program of Nutrifood a marketing jargon but represents good faith evidenced by actions and authentic experiences. Communication becomes more significant, and the company's governance and leadership become more positive (Cameron, 2008; 2013; Velázquez & Pulido, 2018). This condition internally strengthens the company's culture and externally promotes the company's good name and reputation through brand storytelling and positive brand publicities.

### 4.3 'Rumah Kedua' and Positive Leadership

Positive leadership is a broad concept for the application of positive principles from three major concepts: positive organizational scholarship, positive psychology, and positive change (Cameron, 2008). Leaders conducted the principles could enable the employee to have positively deviant performance, adopt an affirmative orientation in the organization, and engender a focus on the best of the human condition. #Rumahkedua program is one of the campaigns at Nutrifood that explains the application of creating a positive climate by looking at the company-employee relationship and between employees as a family community. A positive climate breeds *Komunikasih* in Nutrifood's positive leadership, so that employees have a sense of community that has the potential to create meaning and positive impact (Amir, 2020). With this perspective and identity, one can be encouraged to be more compassionate, considerate of one's problems.

At Nutrifood, compassion is the aspect that most often emerges from participants' answers when asked about efforts to create a positive organizational climate. They think that leaders are very concerned about the difficulties or suffering experienced by employees. Meanwhile, those related to compassion as understanding difficulties and then carrying out are rare, although several times the participants indicated this, although not explicitly. The CEO of Nutrifood explained this limitation.

> *Indeed, we really hold fast to the achievements of the organization, and because of that, the achievements of employees are important. But we also sometimes must understand that employees have limits. We must see these limits and then show them that we don't want to overdo them. This means we monitor how the conditions they face. Sometimes they also feel bad about giving up while they've done all that needs to be done. We can discuss with them as well as show that we care about their condition* (Wu, interviewed August 14, 2019, Jakarta).

The urge to pay attention is practiced by leaders not only because they want to show that they are carrying out these principles but also expect subordinates to see and imitate this behavior. This is in line with the principle of collective noticing, collective feeling, and collective responding (Kanov et al., 2004).

Paying attention to employee problems and difficulties can be made more effective when done together. When someone knows, or sees, and then informs colleagues in the office, it is expected that the attention given is also given together. In many situations, overcoming adversity is much easier when handled together. Although this is possible, Cameron (2008) reminds us that this practice must still pay attention to crucial things, privacy, and sensitive information.

The existence of openness to share problems or difficulties is essential. This condition is unlikely to occur when employees have psychological constraints to express their problems; they seem to experience psychological safety, when employees feel comfortable, and there is no burden in expressing what they think. Implicit psychological safety is also created in employee interactions with their leaders. They usually take the initiative to inquire about this with their superiors. It is they who come to the leader to express the difficulties and sufferings they experience.

> *Some of the staff openly expressed the problems they were facing. This is advantageous because we cannot monitor one by one. This is also a belief in us because we are considered a source of solutions to their problems. Thus, we must take advantage of this by paying attention and following up as soon as possible on the problems they face* (Wu, interviewed August 14, 2019, Jakarta).

To create a positive organizational climate, psychological safety conditions can also be carried out collectively by leaders through formal events such as meetings and official communication via email. In company meetings, leaders try to identify and point out that certain employees have a hard time. In addition to disseminating information, moments like this are also used to demonstrate and reinforce the organization's principles of caring for fellow employees.

> *It is good that the dissemination of this difficult situation is recognized at formal meetings. Yes, not everyone can access this kind of information because everyone is busy working. Not infrequently, with information like this, meeting participants have accurate solutions to the problems at hand. At least they know that certain people are having problems; they will probably anticipate as much as possible not to add new problems* (Wu, interviewed August 14, 2019, Jakarta).

**5. Conclusion**

This study successfully identified four points of the *Rumah Kedua* program of Nutrifood. First, the concept of *Komunikasih* is implemented in multimedia and multi-sensory communication using videography, storytelling, books, wall quotes, and ambient layouts. Second, the concept of *Komunikasih* in the positive leadership of Nutrifood is implemented in the *Rumah Kedua* program and manifested in practices reflecting ten primary values: equality, sincerity, compassion, affection, appreciation, friendships, a sense of family, meaningfulness, true health, and loyalty.

Third, these values are internally embedded in the work culture of the employees and the company and externally resonated with Nutrifood's positive image as a comfortable place to work, build a professional career, and self-actualize. This study can become a very useful reference for other companies to implement the concept of *Komunikasih* in their internal communication, especially during the recent outbreak of negative communication, hatred, and indifference.

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