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Analysis Of Ethical Interpersonal Communication Patterns (Between Superiors And Subordinates) In Family-Owned Small And Medium Enterprises And Their Impact On Job Satisfaction

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Abstract

This study analyzes patterns of ethical interpersonal communication between supervisors and subordinates in family-owned MSMEs and their impact on job satisfaction. Using a descriptive qualitative approach, the research was conducted in three family-owned MSMEs in Makassar through in-depth interviews and observations. The findings reveal four dominant communication patterns: ethical–paternalistic, family–collaborative, hierarchical–flexible, and egalitarian–transparent. Ethical communication that emphasizes openness, honesty, and empathy is proven to enhance job satisfaction; however, the duality of family and professional roles creates challenges such as perceptions of favoritism and boundary ambiguity. This study recommends the establishment of formal communication protocols that preserve family values.

Key words: Ethical Communication, Interpersonal Communication, MSMEs, Job Satisfaction, Supervisor–subordinate Relationships

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a strategic role in the Indonesian economy, contributing around 60% of the Gross Domestic Product (GDP) and employing more than 97% of the national workforce. Most MSMEs in Indonesia are family businesses that have been passed down from generation to generation, with family members occupying key positions in the organizational structure (Nisrina & Sadida, 2020). The unique characteristic of family MSMEs lies in the overlap between the family system and the

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business system, which creates a communication dynamic that differs from that of conventional organizations (Grancia Hesron et al., 2026).

Interpersonal communication between superiors and subordinates in the context of family MSMEs faces its own complexities (Kamara et al., 2024). On the one hand, there are strong emotional and familial ties; on the other hand, there are demands for professionalism and organizational hierarchy. The communication patterns that develop not only affect operational effectiveness, but also have a significant impact on the job satisfaction of employees, both family and non-family members (Syaefulloh, 2023).

The ethical dimension of communication is becoming increasingly important in the modern era, where employees demand transparency, appreciation, and fair treatment (Hasim, 2018; Valdiani & Puspanidra, 2020). Ethical communication that emphasizes honesty, openness, empathy, and respect for individual dignity can be the foundation of employee trust and loyalty (Oisina Situmeang, 2023; Wilda Fitriani et al., 2025). However, in family SMEs, ethical boundaries are often blurred because personal closeness can lead to favoritism, biased communication, or excessive expectations of family employees (Marantika Bamanty et al., 2019).

Job satisfaction is an important indicator of organizational well-being that impacts productivity, employee retention, and overall business performance. Previous research shows that the quality of supervisor-subordinate communication is one of the main predictors of job satisfaction. However, specific studies exploring the dynamics of ethical communication in the context of Indonesian family MSMEs are still limited (Rainy & Rahayu, 2024).

Based on this background, this study formulates the following research questions: What are the patterns of ethical interpersonal communication between superiors and subordinates in family MSMEs? What are the challenges of ethical communication faced in the context of the duality of family and professional relationships? How do these patterns of ethical communication affect employee job satisfaction in family MSMEs?

LITERATURE ANALYSIS AND METHODOLOGY

Interpersonal Ethical Communication

Ethical communication refers to communication practices that respect fundamental moral principles such as honesty, fairness, responsibility, and respect for human dignity. According to Johannesen et al. (2008), ethical communication in an organizational context encompasses five main dimensions: honesty and integrity, openness and transparency, empathy and respect, fairness in treatment, and communicative accountability.

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In the context of superior-subordinate relationships, ethical communication is the foundation of trust and leadership credibility. The Leader-Member Exchange (LMX) theory explains that the quality of the exchange relationship between leaders and team members is highly dependent on the communication patterns that are established. Communication based on ethical principles creates high-quality exchange characterized by mutual trust, loyalty, and mutual support (Komunikasi et al., 2015; Rofiah & Ransimanti Yuvati, 2024).

Communication in Family SMEs

Family SMEs have unique characteristics that distinguish them from non-family organizations. Tagiuri and Davis (1996) developed the Three-Circle model, which describes three overlapping systems in family businesses: the family system, the ownership system, and the business system. This overlap creates communication complexity because individuals can have dual or even triple roles with sometimes conflicting interests(Pribadi & Agustiawan, 2021).

Communication patterns in family businesses tend to be more informal, personal, and emotional than in conventional organizations. This can be a strength when it comes to creating cohesion and loyalty, but it can also be a weakness if it leads to role ambiguity, conflicts of interest, or difficulties in providing critical feedback (Jimry Poluan et al., 2024).

Job Satisfaction

Job satisfaction is defined as a positive affective attitude toward work resulting from an individual's evaluation of their work experience. Herzberg's Two-Factor Theory distinguishes between motivators (which increase satisfaction) and hygiene factors. (which prevents dissatisfaction). Supervisor-subordinate communication can play a role in both factors, depending on its quality and context (Eka Ayu Riyadi, 2023).

Meta-analysis research shows that the quality of supervisor-subordinate communication has a strong positive correlation with job satisfaction. The most influential dimensions of communication include: frequency of interaction, openness of information, quality of feedback, emotional support, and participation in decision-making.

RESEARCH AND RESULTS

This study uses a qualitative descriptive method with a literature review approach. The data used is secondary data obtained from scientific journals, books, laws and regulations, and official documents related to business ethics, data protection, and e-commerce MSMEs (Njie & Asimiran, 2014). The multiple case study design allows for comparative analysis between cases to identify consistent patterns and contextual variations, thereby increasing the external validity of the findings (Benardi Benardi et al., 2023; Chapman & Wang, 2025; Sataloff et al., 2016).

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The research was conducted on three family MSMEs in Makassar, South Sulawesi, which were selected purposively based on the following criteria: (1) have been operating for at least 5 years, (2) employ at least 10 employees, (3) have an organizational structure with a clear division of roles between superiors and subordinates, and (4) family members hold managerial positions. The three MSMEs were engaged in different sectors to provide business context variation: MSME A (Pallu Butung Store): A second-generation family retail store selling household and electronic goods in the Butung Market area, Makassar. Established in 2014, it employs 16 employees (5 family members including the owner and his children, 11 non-family members as cashiers, sales assistants, and warehouse staff). MSME B (Rumah Makan Pallubasa Serigala): A Makassar culinary business managed by the H. Mansyur family since 2015, located on Jalan Serigala. It employs 14 employees (4 family members including the owner, his wife, and two children, as well as 10 non-family members as cooks, waiters, and cashiers). MSME C (Citra Rasa Traditional Cake Home Industry): A business producing traditional Makassar cakes (such as barongko, baje, and cucur) led by three siblings. Operating since 2016 in the Panakkukang area, employing 19 employees (6 family members in managerial positions, 13 non-family members in production, packaging, and distribution).

Research informants were selected using purposive sampling to obtain diverse and comprehensive perspectives. A total of 15 informants consisted of: 1)MSME owners/directors (3 people), 2)Middle managers who are family members (3 people), 3) Non-family employees with a minimum of 2 years of service (9 people), 4) The minimum service period of 2 years for non-family employees was intended to ensure that they had sufficient experience to validly evaluate communication patterns and job satisfaction.

RESULTS

Ethical Interpersonal Communication Patterns

Data analysis identified four dominant ethical communication patterns that occur in supervisor-subordinate interactions in the three family MSMEs:

1. Paternalistic-Ethical Pattern

   This pattern is most prominent at Rumah Makan Pallubasa Serigala, where the owner positions himself as a “parent” to all employees. Communication is warm and personal, but maintains a clear hierarchy. Superiors show concern for the welfare of employees outside the context of work, such as asking about family conditions, providing financial assistance when employees experience difficulties, and celebrating important moments together. One informant (non-family employee, 32 years old, 4 years of service) stated:

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"The owner always asks about my family. When my child was sick, he immediately gave me leave and even helped with the medical expenses. It feels like working with my own family. Communication is very open; I can talk about anything without fear of being judged."

The ethical aspects that stand out in this pattern are deep empathy, genuine concern for the holistic well-being of employees, and moral responsibility that goes beyond formal employment contracts. The owner of Rumah Makan Pallubasa Serigala explained his communication philosophy:

"I believe that employees who are happy at home will work better. So I always try to understand their circumstances thoroughly. Communication is not only about work, but about their lives. This is the philosophy of the Bugis-Makassar people, we must sipakatau (treat each other humanely)." However, the challenge in this pattern lies in the potential for employees to become overly dependent on their superiors' "kindness," and the difficulty in providing criticism or stern reprimands when necessary.

2. Collaborative-Family Pattern

Citra Rasa Traditional Cake Home Industry implements a highly collaborative communication pattern, where the boundaries between superiors and subordinates are relatively fluid in the communication process. Decisions are often made jointly through informal discussions involving various levels of employees. Communication is two-way with high frequency and the expectation that everyone can provide input. A production manager (family member, 28 years old) explains:

"We don't like excessive formalities. Every morning before starting production, we gather with all employees to discuss the day's targets and listen to the obstacles they face. Everyone is allowed to speak; no one is considered too junior to contribute ideas. It's a traditional cake, a recipe from our ancestors, so those who have been working here longer know more than we do." The ethical principles embodied are appreciation for each individual's contribution regardless of hierarchical position, transparency in decision-making, and egalitarianism in access to communication. A production employee (non-family member, 25 years old, 3 years of service) expressed his satisfaction:

"Here, my opinion is valued. Once I suggested a change in the packaging procedure to make it neater and more durable, and my immediate supervisor listened and tried it. They don't act like they know everything, but are willing to learn from us who do the work every day."

3. Flexible Hierarchy Pattern

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Pallu Butung Store maintains a clearer hierarchical structure with formal communication channels, but shows flexibility in its implementation. There are written rules regarding reporting and communication procedures, but supervisors remain open to informal communication.

The Director of Pallu Butung Store (second generation, 45 years old) explains:

"We have a clear organizational structure and communication SOPs. This is important for efficiency, especially since we have many employees and a wide variety of merchandise. But my door is always open. Employees can come directly to me if there is something urgent or personal that needs to be discussed. I adhere to the principle of sipakainga (mutual reminder) in Bugis culture."

The communication ethics in this pattern are reflected in clear expectations, consistency in enforcing rules, but still showing accessibility and openness to individual needs.

4. Egalitarian-Transparent Pattern

This pattern is not dominant in any particular MSME, but it does appear in specific interactions between family members who are superiors and long-term, trusted non-family employees. Communication is very open, including the sharing of sensitive information about the company's financial condition and strategic plans.

A senior employee at Home Industry Citra Rasa (non-family member, 40 years old, 8 years of service) described:

“I have been working here for 8 years, and the owners often share detailed information about the business, even when times are tough. They ask for my input on important decisions, such as expansion or adding new products. I feel valued and trusted as a partner, not just an employee.”

5. Ethical Communication Challenges in the Context of Dual Roles

1). Favoritism and Perceptions of Injustice

Non-family employees in all three MSMEs reported concerns about preferential treatment toward family members. An employee at Toko Pallu Butung stated:

“I understand that the owner's children will get higher positions because they will inherit this business. That's normal. But sometimes I feel that the performance standards applied to them are more lenient than those applied to us. If they come late, it's okay. If we do, we are immediately reprimanded.”

2). Difficulties in Giving Critical Feedback

Supervisors who have family ties with some employees face significant difficulties in providing critical feedback. The owner of Rumah Makan Pallubasa Serigala admitted:

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"It's very difficult to reprimand my child in front of other employees, even if he makes the same mistake. I'm afraid of creating conflict that carries over into the home or undermining my authority. This is a big dilemma in our family business."

3). Ambiguity of Professional Boundaries

Personal closeness in family MSMEs sometimes blurs the boundaries between professional and personal matters. One informant explained: "Because we are close like family, sometimes I am asked to help with the owner's personal matters outside of working hours. I don't feel comfortable refusing because they are also nice to me. But sometimes I feel that the line between my work and personal life is blurred. The WhatsApp group is also busy from morning to night, mixing work and personal matters."

6. The Impact of Ethical Communication Patterns on Job Satisfaction

- High Trust and Loyalty:

Employees at all three MSMEs showed very high levels of trust and loyalty. Employee turnover rates were very low, averaging less than 10% per year. An employee at Toko Pallu Butung who previously worked at a large company compared:

"At my old company, communication was very formal and distant. Superiors only spoke when there was a problem. Here, even though the salary isn't very high, I feel more valued. The communication is humane. I have received offers of higher salaries from other places, but I stay here because of the relationships I have built." - Satisfaction with Emotional Support:

The majority of employees (13 out of 15 informants) reported very high satisfaction with the emotional support they receive. One employee stated:

"At my previous workplace, I was just an employee number. Here, my boss knows my children's names, knows that my mother is sick, knows my dreams. That makes me happy to come to the office every day."

- Strong Sense of Belonging

The familial communication style creates a strong sense of belonging. An employee at Home Industry Citra Rasa explained:

"I am proud to work here. When people ask me where I work, I tell them enthusiastically. I feel that this is not just a place to earn a living, but a place where I contribute to something meaningful, preserving traditional Makassar cakes."

- Frustration due to Uncertainty:

Several new employees reported frustration with ambiguity. A new employee at Rumah Makan Pallubasa Serigala (6 months of employment) said:

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"I'm still confused about what my responsibilities actually are. Communication is very informal, there is no clear written job description. Sometimes I am asked to do something that I don't think is my job."

- Stress due to Role Conflict:

Employees who are also family members report higher levels of stress. The son of the owner of Toko Pallu Butung said:

"Sometimes my father's criticism of my work at the office continues when we have dinner at home. I can never really 'switch off' from work. It's mentally exhausting."

- Dissatisfaction with the Reward System: Some non-family employees feel dissatisfied with the reward system. A senior employee stated:

"I've been here for 6 years and have performed well, but my position has never been promoted. Meanwhile, the owner's child, who has only been here for 2 years, immediately became a manager. Emotionally, I am satisfied, but sometimes I wonder if there is a future for my career."

The findings of this study confirm and expand the theoretical understanding of communication in family businesses and its relationship with employee job satisfaction. **The**

Paradox of Intimacy in Family Business Communication:

The findings of this study reveal the paradox of intimacy in family MSME communication, namely emotional closeness, which is both a strength and a weakness in working relationships. The interpersonal closeness between superiors and subordinates creates a warm, supportive, and empathetic communication climate, which significantly increases employee job satisfaction, loyalty, and sense of belonging to the organization. This is in line with relational communication theory, which states that emotional closeness can strengthen trust and commitment in work relationships.

However, on the other hand, this closeness also has the potential to cause role ambiguity, difficulties in enforcing rules consistently, and perceptions of injustice, especially for non-family employees. This condition shows that ethical communication in family SMEs cannot be based solely on good intentions and family values, but also requires clear structures and boundaries so as not to cause latent conflicts.

The Role of Communication Ethics in Building Job Satisfaction

The results of the study indicate that dimensions of communication ethics—such as honesty, openness, empathy, and respect for individual dignity—have a greater influence on job satisfaction than purely material factors, such as salary or work facilities. Employees

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tend to tolerate the financial limitations of MSMEs as long as they feel they are treated fairly and valued as human beings.

This finding reinforces Herzberg's Two-Factor Theory, in which ethical communication serves as a motivating factor that can increase intrinsic job satisfaction. In the context of family MSMEs, humane and meaningful communication can even compensate for the limitations of formal career and reward systems.

Theoretical and Practical Implications

Theoretically, this study contributes to the development of organizational communication studies by presenting the context of Indonesian family MSMEs, which is still relatively unexplored. The four ethical communication patterns identified show that there is no single ideal pattern that applies universally, but rather that the effectiveness of communication is greatly influenced by cultural context, leadership generation, and business characteristics. In practical terms, this study has important implications for family SME owners, namely the need to balance family values with the principles of professionalism. Communication that is too informal without clear rules has the potential to cause long-term dissatisfaction, especially among non-family employees.

CONCLUSION AND RECOMMENDATIONS

Based on the results and discussion of the study, it can be concluded that: There are four patterns of ethical interpersonal communication between superiors and subordinates in family MSMEs, namely paternalistic-ethical, collaborative-familial, hierarchical-flexible, and egalitarian-transparent. Ethical communication patterns generally have a positive impact on employee job satisfaction through increased trust, loyalty, emotional support, and sense of belonging. The main challenges of ethical communication in family SMEs include favoritism, difficulty in giving critical feedback, and ambiguity of boundaries between the professional and personal spheres. Employee job satisfaction in family-owned SMEs is ambivalent, where emotional satisfaction is often high, but satisfaction related to career clarity and reward systems remains limited.

Based on these findings, this study suggests that family MSMEs need to develop simple but clear formal communication protocols without losing their family values. There is a need for a clearer separation between family and professional roles, especially in terms of performance evaluation and reward distribution. Training in ethical communication and leadership should be provided to the next generation of family SMEs to ensure business continuity. Further research is recommended to use quantitative or mixed methods to test the causal relationship between ethical communication and job satisfaction more broadly.

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