

Organizational Communication in Retaining Talent at Andy Irawan Music

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ABSTRACT

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In Indonesia, the orchestra business is rapidly growing. However, it is also facing difficult challenges, mainly in retaining talents. Andy Irawan Music is one of the orchestra businesses based in Semarang, Central Java, Indonesia, that has earned a reputation as a quality music service provider for mid-to-high-end clients. It faces typical issues in the creative industry such as talent turnover. While organizational communication has been extensively studied in various business sectors, limited attention has been given to its application within the orchestra business—a field characterized by uniquely skilled and irreplaceable talent. Unlike typical corporate environments, orchestras rely heavily on highly specialized individuals (musicians) whose roles cannot be easily substituted. The lack of empirical research exploring how communication functions within such a context presents a significant gap, warranting further investigation to understand how organizational communication strategies can be effectively tailored to this unique professional ecosystem. This research uses a qualitative approach with data collection through interviews and observations. The data analysis technique used in this research is the Miles and Huberman model data analysis technique which consists of data collection, data reduction, data display or presentation, and conclusions or verification. The results indicate that the use of top-down vertical, bottom-up vertical, and horizontal organizational communication strategies help to create a positive work environment, increasing a sense of belonging, and reducing talent turnovers. This research focuses on the role of structured organizational communication as an important factor in talent retention within the creative industry, especially in Andy Irawan Music, contributing to the overall sustainability and positivity of the work environment.

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1. Introduction

Orchestra business is a form of business that provides services in the form of orchestra-based musical performances. According to Fu'Adi (2009), an orchestra is a group of musicians who play musical instruments together, led by a conductor. Modern orchestras now come in various types, each has its own value, uniqueness, and function. Orchestras have also evolved by combining classical and modern elements, creating a unique composition but remain relevant with today's audience. In the modern era, orchestral music is often used as movie soundtracks, and also used in popular songs composition arrangements. This shows that the orchestra has a dynamic and innovative development, not fixated to its traditional elements. Modern orchestras have distinctive characteristics that can be seen through the arrangement of musical instruments that are in the orchestra. Modern orchestra consists of several sections such as strings, brass, woodwind, and percussion each of which has their own important role in resulting a harmonious musical composition. Then, at a performance, a conductor has a role to lead, unite each part, and ensure each section plays according to their respective roles so that it can produce perfect harmony. Orchestras are not only played in formal contexts such as concerts in performance halls, but can also cater to various types of events. Orchestra business services usually provide performances in special events such as weddings, special celebrations, corporate events, and concert events. Especially at weddings, orchestras have become popular because they can give a grand, exclusive, and elegant touch to the event. Through the musical accompaniment of an orchestra in a wedding event, the audience can feel a luxurious and emotional atmosphere, reinforcing a deep impression of the event being organized. Orchestras that have an elegant and exclusive impression are highly sought after by the upper class as a form of classy entertainment because it is a prestigious art and a symbol of luxury and social status.

In Indonesia, the orchestra business has grown rapidly. This can be proven by the emergence of various large orchestra vendors in Indonesia such as Erwin Gutawa Orchestra, Jakarta Symphonia, TRUST Orchestra, and many more. These orchestras are also active in performing at various venues, and have many audiences. Orchestras in Indonesia have followed and adapted to the developments of the times. The Jakarta Symphonia and Erwin Gutawa Orchestra have innovated through cross-genre collaborations and popular performances. Furthermore, the unique innovation by Barry Akbar who created Forestra, an orchestral performance held in the middle of the forest is also proof that orchestral performances can be innovated and have a wide and varied target market. TRUST Orchestra also organizes thematic performances such as Disney and Studio Ghibli movie themes, proving that orchestras are accessible to young people as well as various layers of society, thus expanding the scope of the audience. This makes the orchestra business grow very rapidly due to the innovations that can be developed. However, the orchestra business also faces various challenges, especially in retaining its talents.

Orchestra businesses are in the creative industry which, in recent decades, has faced challenges such as increased competition, the global economic crisis, and the pandemic crisis (Poulios et al., 2022). The orchestra business must be able to adapt to various challenges. Not only does it demand the ability to play music, but the orchestra business has more complex challenges to retain its talent. In an orchestra group, it takes quite a lot of resources that have high capabilities in playing musical instruments. This challenge is even greater because it also involves many members who must work together harmoniously. Each member playing in an orchestra, in addition to having high capabilities, must also have the ability to collaborate and work together in a large team. The sustainability of this business can be endangered by talent management issues. Many orchestras find it difficult to retain their talents as factors such as low appreciation, lack of welfare, lack of emotional engagement between the organization and its members, and intense competition can increase member dissatisfaction. For example, in Indonesia, there are a number of orchestra musicians who work freelance without long-term contracts, resulting in career uncertainty. Financial well-being is also a big factor as musicians are often underappreciated, not commensurate with their dedication.

These challenges can result in a high risk of talent turnover. The constant turnover of talent can threaten the production of a quality performance, as each member has their own role to play in order to produce a maximum performance. Not only does it affect the continuity of music quality, high turnover also reduces the effectiveness and efficiency of time and costs because it takes more time and money to recruit new members, then train the new members to stay in line with the established performance standards. Therefore, organizational communication has an important role in supporting the success of the orchestra business in retaining its talents.

Organizational communication is a process of exchanging information, messages, and values within an organization, both formally and informally, with a purpose of creating an organized, efficient, and harmonious relationship between members and management. In this context, communication not only plays a role in conveying information, but also in building organizational structures, facilitating coordination between members, and strengthening organizational culture. According to organizational communication theory, an effective communication strategy can create emotional involvement and a sense of belonging in employees or organizational members, thereby increasing loyalty. Two-way communication can create transparency and openness so that members can feel heard and understood. This can increase the sense of belonging and attachment between the organization and its talent, which can reduce the risk of turnover. In a communication strategy, there are four steps that can be taken, which are identifying the audience, determining objectives, compiling messages, and determining the methods and media used (Zamzami et al., 2021). When engaging in a communication process, there will be thoughts about the impacts and effects that will occur. The impact related to the organization is the impact in the form of behavior, action, and performance of a person (Marta et al., 2016).

According to Kartini (2024), organizational communication plays a role in creating effective structures and relationships between members and management. An important organizational communication theory in this context is the theory of top-down vertical communication that ensures that messages from the leader are clearly conveyed to members. Top-down vertical communication can be classified into five types that includes task instructions which are specific instructions on tasks and how to perform them, rational type which is an explanation of the purpose of the activity and how it relates to the organization's activities, ideological type which is the values that the organization holds to increase member loyalty, informational type which is an introduction to the organization's rules, habits, and practices. While bottom-up vertical communication ensures that members can convey feedback or input to the leaders properly. In addition, horizontal communication theory also facilitates communication and coordination between fellow members, who are at the same level. Moreover, communication also plays an important role in increasing members' motivation.

Workplace conflict continues to pose a significant challenge for many organizations, often leading to decreased employee motivation and hindering the achievement of organizational objectives. Research indicates, however, that effective internal communication can play a key role in mitigating such conflicts by fostering stronger relationships between employees and leadership. Strong internal communication practices are essential for enhancing employee engagement and organizational commitment. They also contribute positively to perceptions of fairness—both procedural and distributive—as well as to overall employee well-being, trust within the organization, and dedication to one's role. Conversely, ineffective communication within an organization can lead to disengagement and job dissatisfaction among employees (Motsamai & Onyenakeya, 2025).

An orchestra group that has openness and respect for each other can create a supportive work environment. A good, comfortable, and positive communication climate is believed to increase the work motivation of organizational members. Communication climate has an important role to play in increasing the interest of orchestra members. If the work environment is positive, then the member is likely to have strong work motivation and commitment to the organization (Nike et al., 2023). Members will feel motivated to commit

long-term and give their best performance. Usually, to increase the effectiveness of orchestra management, there are several strategies used such as giving appreciation and rewards, to maintain and increase the motivation of talent in the orchestra.

An orchestra like Andy Irawan Music shows that effective organizational communication between management and members can contribute to retaining talent and increasing loyalty. Andy Irawan Music is a music vendor that focuses on performing for special events, especially premium weddings. Andy Irawan Music is based in Semarang, Central Java, Indonesia, and is led by Andy Irawan himself. Andy Irawan has established a reputation as a high quality music vendor, for middle to high end clients. Andy Irawan Music has faced challenges such as social and economic changes due to the pandemic, as well as challenges in retaining its talents.

During the COVID-19 pandemic, Andy Irawan Music managed to survive and adapt. This orchestra business implements various strategies to adapt amidst the pandemic, such as having a new musical formation, optimizing the use of social media digital platforms, and implementing a virtual concert concept. Having a smaller and more affordable band formation is one of the effective strategies to meet client demand in difficult economic conditions during the pandemic. Not only focusing on service innovation, Andy Irawan Music also optimizes promotion through social media, such as Instagram and Tiktok. With active business accounts, Andy Irawan Music promotes services and documents performances to attract potential clients. Not only that, the business also increases collaboration with various event vendors, such as wedding organizers, to expand the business network. Andy Irawan Music applies marketing strategies through social media and product innovation in the form of music formations as some of the keys to Andy Irawan Music's success in facing the limitations that arise during the pandemic (Natalia et al., 2020). But no less important, to support business sustainability and improve the skills of musicians, Andy Irawan conducts effective organizational communication with its talents, so that its resources survive even during the difficulties of the pandemic. Through Andy Irawan Music, it can be proven that flexibility, creativity, and effective communication with teams and clients are tips in facing business challenges in this dynamic industry.

This research aims to highlight the role of organizational communication in the creative industry, especially in maintaining and developing talents who play an important role in the success of an organization. Another objective of this research is to analyze the organizational communication strategy implemented by Andy Irawan Music in an effort to retain talent and help in maintaining talent motivation, productivity, and ambition. This research also aims to explore the role of external communication in retaining talent. Thus, this theme leads to the conclusion that good organizational communication, both internally and externally, is an important foundation in retaining and developing talent at Andy Irawan Music. This discussion focuses on internal communication between managers and members. Further research and discussion is expected to provide in-depth insight into the best communication practices that can be applied by this music organization in its efforts to remain relevant and competitive in the creative industry. Andy Irawan Music, as a wedding orchestra vendor, serves as an example of how good organizational communication practices can sustain talent in a creative industry environment. The business not only focuses on musical performance but also on internal management through an effective and structured communication approach. In a service-based industry like this, the quality and continuity of talent is a major factor in determining the success of the service. Therefore, an in-depth study of the organizational communication strategies implemented to ensure talent satisfaction, motivation, and loyalty is required.

2. Method

This research uses a qualitative approach with the aim of understanding a social phenomenon through more in-depth data collection and systematic analysis. Qualitative research method is a research approach that produces descriptive data. These data are the results of observations in written, oral or behavioral form from the research subject. The collection method used in this research was carried out through interview and observation

techniques. Interviews are conversations between researchers and informants with the aim of obtaining information. The interview process is carried out with informants who have sufficiently in-depth knowledge of the topic under study. The selection of informants was carried out based on certain criteria, to ensure the relevance of the information obtained. In this study, Six informants were interviewed, consisting of the orchestra owner who also acts as conductor, the orchestra's music directors, two main talents, and two freelance talents.

Meanwhile, observation is a process of observing a particular object. Some relevant categories to be observed in an observation process are individual characteristics, including clothing, gestures, and nonverbal behavior, people's interactions, people's actions, and the physical environment (Waruwu, 2024). This study employed a qualitative observational approach to explore organizational communication within a professional orchestra setting over a period of six months. The observation was conducted in a naturalistic manner, allowing the researcher to gain an in-depth understanding of both formal and informal communication patterns among orchestra members and administrative staff. The setting for the observation included multiple locations where the orchestra's activities typically take place, such as rehearsal studios, concert halls, backstage areas, and administrative offices. This multi-sited approach enabled the researcher to capture a broad spectrum of communicative interactions across different functional spaces and contexts. Observations were conducted two to three times per week, each lasting between 2 to 5 hours, depending on the scheduled activities. The researcher attended rehearsals, production meetings, pre-concert briefings, and informal gatherings such as breaks or post-rehearsal discussions. Field notes were taken in real time, with additional reflections and analytic memos written immediately after each session to capture contextual nuances and preliminary interpretations.

The data analysis technique used in this research is the Miles and Huberman model data analysis technique which consists of several stages, which are data collection, data reduction, data display or presentation, and conclusions or verification (Kase et al., 2023). The first stage involved organizing and condensing the raw data to focus on the most relevant aspects of organizational communication within the orchestra. This process began with a thorough review of interview transcripts, field notes, reflective memos, and informal conversations recorded. Key themes, behaviors, and interactions related to organizational communication were identified and coded. Initial codes were both descriptive (e.g., "rehearsal instructions," "feedback from conductor," "administrative updates") and interpretive (e.g., "top-down communication," "bottom-up communication," "horizontal communication"). This coding process was iterative, allowing codes to be refined or redefined as new patterns emerged. The reduced data were then organized into descriptive format to facilitate deeper analysis and interpretation. Matrices were developed to map communication flows, hierarchical interactions, recurring topics, and the emotional tone of exchanges between different members of the orchestra, including musicians, conductors, and administrative staff. These displays made it easier to identify relationships among themes and to compare communication dynamics across different settings. In the final stage, the researcher began to draw conclusions based on the emerging patterns and themes.

This research also uses a validity method called source triangulation. This technique is carried out to increase the reliability and validity of data in research. In qualitative research, data validity is carried out to test data and ensure that the data used in research is valid in scientific research. In addition, a triangulation technique is carried out which involves collecting data from various sources that are interrelated and relevant. This technique is carried out to increase data credibility and verification, avoiding bias or subjectivity in data collection. The triangulation used in this research is source triangulation which is done by collecting data from various informants. After collecting data from various informants, the data obtained will be categorized and evaluated through various perspectives (Susanto et al., 2023).

This study was conducted with particular attention given to informed consent, confidentiality, and minimizing disruption to participants' professional environment. Prior to data collection, formal permission to conduct the research was obtained from the orchestra's

management. All participating individuals—including musicians, conductors, and administrative manager—were provided with a detailed explanation of the research objectives, methods, and their rights as participants. Written informed consent was obtained from each participant, emphasizing that their involvement was entirely voluntary and that they could withdraw from the study at any point without any negative consequences. To protect the privacy of participants, all data collected were anonymized during the transcription and analysis process. Observational notes, memos, and consent forms were securely stored in encrypted digital files, accessible only to the researcher.

3. Results and Discussion

Through the data that has been obtained, in Andy Irawan Music's organizational communication, there are three main types of organizational communication theories, namely top-down vertical organizational communication, bottom-up vertical organizational communication, and horizontal organizational communication. The following are the results that have been obtained based on interviews with various informants:

1. Top-Down Vertical Organizational Communication

a. Owner - Andy Irawan

At Andy Irawan Music, there is an SOP (Standard Operating Procedures) that has been made since 2012. This SOP is a reference used to give instructions to the talents who work at Andy Irawan Music. The instructions given are delivered verbally or in written form, and Andy Irawan ensures that every instruction and SOP given can be understood and obeyed by every talent before they are involved in the project. Here is an excerpt from an interview explaining this:

"Since 2012, we've had a clear SOP in place at Andy Irawan Music. It's something we always share with our talents, either verbally or in writing, before they join any project. I make sure they fully understand what's expected—things like being punctual, preparing their parts before rehearsals, and attending all scheduled practices. Having this SOP really helps avoid miscommunication and keeps everyone on the same page from the beginning."

With the SOP as a reference, Andy Irawan minimizes miscommunication, and ensures that every talent understands their obligations and responsibilities such as being on time for every activity, learning the materials before rehearsal, and attending rehearsals. This is in line with what Kartini (2024) said, that clear and structured communication from superiors to subordinates will help all employees follow the applicable rules.

To convey information to all the talents involved, Andy Irawan has an admin who is in charge of creating group chat for each job, and conveying all information such as song lists, rehearsal schedules, dress codes, and changes that might occur. Here is an example of a group chat managed by an admin:

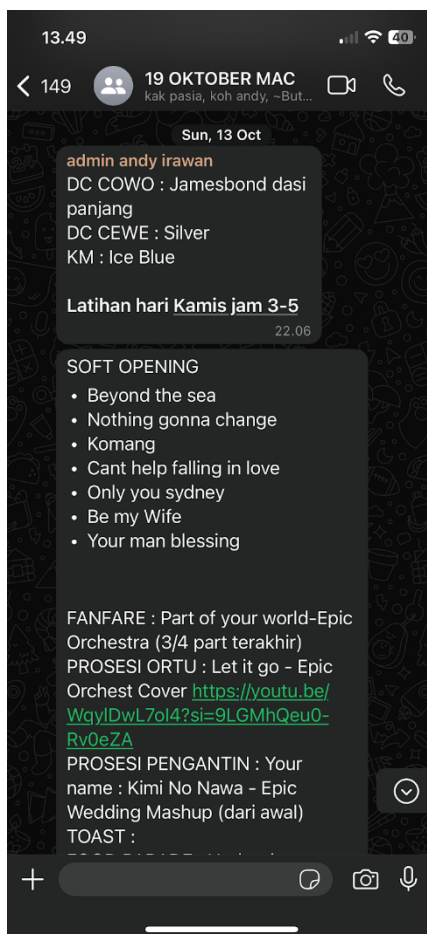


Figure 1. Group Chat for Coordination

The existence of this admin aims to ensure that all information is conveyed properly and structured, minimizing any misinformation. In addition, in terms of receiving feedback, Andy Irawan applies a flexible and open approach, so that all suggestions are well received, and every criticism is considered and Andy Irawan always tries to improve the shortcomings conveyed through criticism. In terms of delivering feedback to talents, Andy Irawan delivers it verbally. If there is a violation of SOP, Andy Irawan warns them directly and if necessary will terminate the working contract in a private forum.

Andy Irawan also provides policy flexibility, if there is a special case. If there is a talent who is suddenly incapable, such as getting sick. Then he will allow the talent to rest and immediately look for a replacement player, as stated in this interview:

"We do have a clear system in place, but I also understand that unexpected things can happen. If one of our talents suddenly falls ill or can't make it for a valid reason, we don't push them. I usually tell them to rest and recover, and then I'll immediately look for a substitute so the project can still run smoothly."

This proves Andy Irawan's efforts to always maintain quality performance and good communication with all members. This is in line with the findings of Motsamai & Onyenankeya (2025) that effective communication between superiors and subordinates will greatly help in avoiding unnecessary conflicts.

b. Music Director

The Music Director has a very important role in directing the talent in the rehearsal process and during the performance. He directs talents regarding technical matters such as the use of sequencers/backing tracks, and every technique is carried out and informed in detail. The Music Director also has the authority to direct talent regarding the cue, intro, and song order to maintain quality and harmony. The Music Director has understood the existing SOPs and ensures that all talents comply with the SOPs and have set standards. Here is what he revealed in the interview.

"As the Music Director, I make sure every talent understands exactly what's needed—whether it's how to follow the sequencer, when to come in on a cue, or the order of songs. I give detailed instructions during rehearsals and performances to keep everything tight and consistent. I also follow the existing SOPs and ensure the team sticks to them, so everyone is aligned with the same standards."

Based on the results of observations, it is also known that in terms of delivering information, the music director always does initial research first on several versions of song arrangements and then attends meetings with the client so that the overall technical requirements are in line with the client's expectations. Then after the meeting, a recap of the songs will be done and the list of songs will be sent by the admin to the group that has been created.

The music director also has the right to give feedback to the talent. He delivers feedback directly to talents who make mistakes. If there is an error that needs to be corrected, he instructs for a time out and explains the part that needs to be corrected in order to enhance the song to be performed. The following is his statement:

"When I notice a mistake during rehearsal, I usually stop the session and address it right away. I give direct feedback to the talent involved and explain which part needs to be improved. It's not about blaming anyone—it's about making sure the performance sounds the best it can. Clear, immediate feedback helps us grow together and stay professional."

What this music director did was a manifestation of the ideas of Marta et al., (2016). In an organization, actors, especially middle management such as music directors, must consider the impact of their communication processes. By doing so, they can convey messages more effectively and achieve the desired results.

2. Bottom-Up Vertical Organizational Communication

a. Main Talents

Main talents receive all job-related information such as venue, dress code, song list, through a group that has been created by the admin. Sometimes, the information delivered is quite sudden, but a quick response from the admin or owner can help resolve confusion. Talents can ask for further information in the group or through private chat. Here is an excerpt from a statement by the main talent who plays the role of a musician:

"We receive all the important info like the venue, dress code, and song list through a group set up by the admin. Sometimes the updates come pretty last-minute, but luckily, the admin or owner responds quickly, which helps clear up any confusion. If we need more details, I can just ask in the group or reach out privately."

Based on the results of observations, during events information is usually delivered verbally. Talents can discuss or ask questions directly to the conductor or music director regarding that day's performance. This also speeds up the delivery of information because they must be alert in playing a harmonious orchestra during the event.

In terms of division and work decisions, talents feel that all the rationale given for each work decision is clear because before the contract, there has been an explanation of the SOP and an agreement letter containing the rules that must be followed while working at Andy Irawan

Music. Rules and SOPs have also been emphasized frequently during work. Here is a statement from one of the singers regarding this matter:

“When it comes to task division and work-related decisions, I think everything feels clear and fair. Before we even sign the contract, we’re given a full explanation of the SOPs and a letter of agreement that outlines all the rules we need to follow while working at Andy Irawan Music. The rules and procedures are also regularly emphasized during work, so we’re always reminded of what’s expected.”

In terms of receiving feedback, talents feel that all feedback plays a role in helping talents develop. In addition, Andy Irawan accepts all feedback submitted by talents very nicely. This was acknowledged by the singer in the following interview excerpt:

“When it comes to feedback, we really feel that it helps us grow and improve as talents. The feedback we receive is always meant to guide us, not to criticize. And what’s great is that Andy Irawan is always open to hearing our feedback too—he listens with an open mind and responds in a really respectful and supportive way.”

The musician also agree with that statement. He added that for all forms of permits, talents should communicate in advance so that it is not too sudden, and a clear and strong reason is given. Then the permission is well received by Andy Irawan.

“For any kind of time-off or permission, we’re expected to communicate it in advance and provide a clear, solid reason. As long as it’s not too sudden and we explain things properly, Andy Irawan is very understanding and receives it well”

This kind of bottom-up communication shows an open and flexible working relationship, and mutual support. What happened at Andy Irawan Music is consistent with an explanation by Kartini (2024). Effective organizational communication must ensure that employees have the opportunity to express their opinions and personal difficulties to their superiors. This has been done well in this organization.

b. Freelance Talent

From observation, researchers found that before being involved in a project, freelance talents receive an offer via Whatsapp by the management, and are given information about the date, location, fee, and other basic informations. Then, if they agree, they will be invited to a group that has been created by the admin for further information.

A freelance talent feels that the information provided is clear enough, but sometimes it is incomplete. There are customs that may be understood by main talents but are still unknown to freelancers. However, this is overcome through direct communication during preparations on stage. Here is the explanation:

“As a freelance talent, I feel the information we get is generally clear, but sometimes it’s a bit incomplete. There are some customs or practices that main talents might be familiar with, but freelancers like me aren’t always aware of them. Thankfully, these things usually get sorted out through direct communication during stage preparations.”

Another talent added, if there was confusion, the talent immediately reconfirmed the details. Both the music director and conductor are happy to provide explanations. This serves to prevent mistakes on stage. Here is her statement:

“Whenever there’s any confusion, I make sure to double-check the details right away. Both the music director and conductor are always happy to explain things, which really helps prevent any mistakes on stage.”

Andy Irawan Music has a vision that is always communicated and emphasized in every process, so that all talents, both main and freelance, can maintain their attitude, actions, and know the boundaries when working. Talent receives good feedback as a freelancer, and if the

talent wants to communicate issues, the talent communicates the issues to conductor directly. According to Marta et al., 2016, this is a positive step. In organizational communication, when a subordinate is able to communicate fluently with their superior, there will be a significant impact on their work performance.

3. Horizontal Communication

a. Music Director

In horizontal communication, the music director also communicates with the owner, as well as to other talents. According to the music director, in teamwork, there must sometimes be a hierarchy between the owner and the music director. Differences of opinion usually occur regarding the version of the arrangement, or other technical details. If there is friction and disagreement, it will be discussed first, but the decision that is ultimately taken is the owner's decision, and the music director and all talents will follow. The Music Director also continues to communicate work difficulties to the owner. Here is an excerpt from his statement:

"In teamwork, there's definitely a hierarchy between the owner and me as the music director. Sometimes we have different opinions, especially about the arrangement or other technical details. When that happens, we discuss things openly to try and find common ground. But in the end, the owner's decision is final, and the music director and all talents follow it. I also make sure to keep the owner informed about any challenges we face along the way."

As musicians, they have their own special bond outside of work. Through this connection, it will indirectly create a positive work environment because there is a feeling of mutual understanding without any special effort. This was also stated by Nike et al., 2023, that a positive work environment makes the process when working can still be enjoyed, but the goal is still achieved.

b. Main Talents

Main talents also have a good working relationship with fellow talents, both main and freelance. But usually, because they haven't worked much with freelancers, there needs to be more coordination, as expressed by the main singer:

"Honestly, the main talents get along pretty well with each other, and even with freelancers too. But since we don't work with freelancers all that often, sometimes the coordination isn't as smooth as it could be. There's definitely room to improve how we all communicate and work together."

The main musician also added that giving feedback rarely happens between talents because usually instructions and feedback are given directly by the owner or music director. The following is the explanation:

"Feedback between talents doesn't really happen that often, to be honest. Most of the time, it's the owner or the music director who gives instructions and feedback directly, so we just follow their lead."

c. Freelance Talents

Although they are not the main team, the freelance talent still feels welcomed in the Andy Irawan Music team because of the support between talents. Communication with fellow talents also goes well. She stated this as follows:

“Even though I’m not part of the main team, I still feel really welcomed in the Andy Irawan Music team. The support from the other talents makes a big difference, and communication with everyone has been smooth. It feels like a team, not just a gig.”

The other freelancer also felt that he could share his experiences with fellow musicians and gain new insights from them. This made working with this team quite enjoyable. Here is an excerpt from the interview that states this:

“As a freelancer, I actually felt pretty comfortable working with the team. I got to share my experiences with the other musicians, and I learned a lot from them too. It made the whole experience really enjoyable for me.”

Through the interviews that have been conducted, it can be concluded that organizational communication in Andy Irawan Music can run well and effectively, through vertical and horizontal organizational communication. All instructions and directions can be conveyed by Andy Irawan through the existing SOP, so that all talents can understand their roles and responsibilities well. Miscommunication can also be minimized through the Whatsapp group that is used to deliver information. Andy Irawan also provides flexibility in dealing with the challenges experienced by the talents, as well as openness in accepting criticism and suggestions to Andy Irawan. Coordination between talents through horizontal communication shows a positive and collaborative work environment. All talents feel accepted and supported by each other, resulting in a conducive working atmosphere, increasing member loyalty. Overall, Andy Irawan Music successfully manages effective organizational communication, maintains a tight work structure while still creating a positive and inclusive work environment, thus having a good impact on talent retention and improving the quality of performance on each project.

4. Conclusion

Andy Irawan Music is an orchestral music vendor based in Semarang, Central Java, Indonesia. Andy Irawan Music specializes in high-end wedding events. The business was founded by Andy Irawan, and has earned a reputation as a quality music service provider for mid-to-high-end clients. Andy Irawan Music has successfully faced various challenges, such as the COVID-19 pandemic through various innovations. Andy Irawan Music also has an effective promotion strategy through social media, as well as collaborating with wedding organizer vendors to expand the client network. Andy Irawan also faces a major challenge, which is retaining talent. In an effort to overcome this challenge, Andy Irawan Music implements an effective organizational communication strategy. This research discusses the importance of organizational communication in an orchestra business like Andy Irawan Music, especially in retaining talent. The results show that effective organizational communication plays an important role in maintaining the motivation and loyalty of team members. The organizational communication applied in Andy Irawan Music is top-down vertical, bottom-up vertical, and horizontal communication. Effective communication between management and members can create a strong sense of belonging and create emotional attachment. This is important to reduce the turnover rate of talent.

Organizational communication can also affect work behavior in an organization. Work behavior is an individual activity in an organization in achieving organizational goals. Performance is the result of work achieved by a person or group of people in an organization, in accordance with their respective roles or responsibilities to achieve organizational goals. There are various factors that can affect a person's performance, namely individual factors,

namely individual abilities in the job, psychological factors, namely perceptions, attitudes, motivation, individual job satisfaction with work, and organizational factors, namely organizational structure and leadership in the organization. Communication from these various directions plays an important role in supporting the smooth running of organizational communication in Andy Irawan Music. A leader who has good communication skills becomes an effective leader in carrying out his role. By understanding work behavior and communication styles that are appropriate for conveying messages, Andy Irawan can clearly convey organizational goals and expected standards.

This study contributes to the understanding of organizational communication within creative business environments, particularly in orchestral settings, by highlighting the importance of clear, structured, and two-way communication. This case shows how clear and structured communication—supported by SOPs and contracts—can create a solid foundation in a creative business like an orchestra. At Andy Irawan Music, clear instructions from leaders help avoid confusion, while their openness to feedback builds trust and a supportive environment. Even though each artist has their own style and preferences, the combination of clear guidance, open communication, and strong relationships helps everyone work together smoothly on stage. This highlights how effective communication, both from leaders and between team members, is key to success in creative, performance-based teams.

This study was conducted using a qualitative approach within a single orchestra business, Andy Irawan Music, based in Semarang. As a result, the findings are context-specific and may not be generalized to other orchestras or creative organizations with different structures, cultures, or locations. The insights gained reflect the unique dynamics of this particular team and setting. For future research, it would be valuable to conduct comparative studies involving multiple orchestra groups or creative teams in different cities or regions, possibly using mixed methods, to explore whether similar communication patterns and organizational practices appear across the broader performing arts industry.

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