

Love Language and Its Senses on Belonging and Solidarity in Polrestabes Surabaya

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Abstract

Internal solidarity and a strong sense of belonging are essential for the sustainability of an organization. A solid and cohesive team enables the effective execution of tasks and the achievement of organizational goals. The behavior of love language among leaders and members is expected to foster solidarity and a sense of belonging within the Indonesian National Police (Polri) organization. This research aims to fill the gap in previous studies by investigating the influence of love language on the sense of belonging and solidarity within an organization. The primary objective of this study is to describe the impact of love language demonstrated by leaders at the Surabaya City Police (Polrestabes Surabaya) and the Satpamobvit of Polrestabes Surabaya. This qualitative study employs a descriptive approach, with data collected through observations, interviews, documentation, and literature reviews. Data analysis is based on Gary Chapman's (1992 & 2015) theory of love languages. The findings indicate that the use of love language by the leaders at Polrestabes Surabaya and Satpamobvit Polrestabes Surabaya positively influences the sense of belonging and solidarity among the members of the organization. The leaders' love language behaviors encompass the five love languages: words of affirmation, giving gifts, quality time, acts of service, and physical touch. These behaviors have been shown to enhance the solidarity and sense of belonging within the organization. This research has the potential to be expanded to a broader scale, such as the East Java Police Region (Polda Jawa Timur).

Keywords: love language, sense of belonging, internal solidarity, Polri

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INTRODUCTION

Strengthening internal solidarity has become a cornerstone of the organizational strategy of Indonesia's National Police Headquarters (Mabes Polri) as highlighted by the Chief of Indonesia's National Police's directives (Kumparan, 2021). This call has been embraced by various police units, including Polrestabes Surabaya and the unit for safeguarding vital objects (Satpamobvit), who are actively working to improve internal cohesion. Solidarity within an organization is not merely an abstract ideal but a critical element that drives effective functioning and the achievement of organizational goals (Khotimah, 2019). When the internal solidarity is strong, organizational operations are seamless, and the likelihood of accomplishing set objectives increases. Conversely, a breakdown in internal solidarity can hinder performance and even threaten the organization's long-term viability (Muslihah, 2016).

Thus, for an organization to thrive, it must cultivate a robust internal solidarity, which requires deliberate and sustained efforts from its leadership. The role of leadership in fostering an environment where solidarity can

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flourish is vital in aligning the team's efforts with the organizational mission and vision. Effective leadership ensures that the team remains united despite the challenges faced. This not only enhances task completion but also reinforces the organizational identity and purpose.

Internal solidarity in an organization does not emerge spontaneously; it is cultivated through the relationships between leadership and members and among the members themselves. A critical factor that underpins these relationships is the notion of "love language," a concept that underscores the role of emotional expression and interpersonal communication in organizational dynamics (Nur & Maria, 2023). The creation of a harmonious, comfortable, and conducive work environment is crucial for fostering interpersonal relationships, and one of the mechanisms to achieve this is through the application of love languages in the workplace. The idea of "love language" goes beyond romantic contexts and refers to the various ways in which individuals express care and affection, whether through words, actions, gifts, or quality time (Sigit & Insyiah, 2023).

This concept, first popularized by Gary Chapman in his book *The Five Love Languages: How to Express Commitment to Your Mate* (Chapman, 2015), can be applied in organizational settings to enhance interpersonal dynamics and organizational solidarity. Chapman's theory posits that individuals communicate their emotional needs and affection through five distinct love languages: words of affirmation, acts of service, receiving gifts, quality time, and physical touch. In the organizational context, applying these languages effectively can lead to improved relationships, increased motivation, and greater collaboration among team members. For example, "words of affirmation" might involve regular recognition of team members' contributions, fostering a sense of appreciation and validation. "Acts of service" can involve offering support during challenging tasks, thus building trust and mutual respect. "Receiving gifts" in a professional setting may not always involve material gifts but could be symbolic gestures that convey appreciation for hard work. "Quality time" is equally important in professional settings, where leaders invest time in mentoring or guiding their teams, which fosters connection and strengthens commitment. Lastly, "physical touch" in the context of organizational behavior refers to professional gestures, such as a handshake or a pat on the back, which reinforce interpersonal bonds (Permana et al., 2020).

A significant outcome of applying love language in organizations is the development of a strong "sense of belonging" among employees, which is inherently linked to internal solidarity. A sense of belonging can be understood as an emotional attachment that individuals feel toward their organization, and it plays a pivotal role in fostering internal solidarity. As defined by Hagerty and Patusky (1995), a sense of belonging involves a person's desire to be recognized, accepted, valued, and supported by others within an organizational or social setting. The experience of being valued and part of a community enhances the individual's emotional connection to the organization, which is essential for sustaining high levels of motivation and productivity. Moreover, according to Karaman and Cırak (2017), the concept of belongingness can be viewed as a social construct that involves solidarity, shared experiences, and collective identity. It manifests through behaviors such as sharing common goals, participating in group activities, and forming interpersonal bonds. This emotional attachment is not just about being physically present within the organization but about feeling recognized, heard, and valued. In organizations, such as Polresta Surabaya, a strong sense of belonging among personnel can act as a catalyst for achieving high levels of collaboration, problem-solving, and overall organizational success (Putri N R & Suryanto, 2018). This sense of belonging, when cultivated through positive organizational culture and practices such as love language, leads to a greater commitment to the organization's mission. When employees feel that they are an integral part of the organization, their work ethic and performance improve. This sense of belonging, intertwined with the solidarity within the organization, can help bridge gaps between organizational goals and employee engagement. As stated by Wood and Waite (2011), a sense of belonging creates a dynamic emotional connection that links individuals to both their material environment and the social world they experience, which in turn drives performance and commitment.

While much has been written on the individual components of love language, sense of belonging, and internal solidarity in organizational contexts, a gap persists in the literature concerning the integration of these factors and their collective impact on organizational performance. Previous studies have primarily focused on personal relationships and individual satisfaction derived from the application of love languages (Lestari & Darmawanti, 2023). For example, research by Nurmala Sari, Eni Murdiati, and Muhammad Randicha Hamandia (2023) explored the use of love language in resolving personal conflicts but did not extend this to

organizational dynamics. Furthermore, studies such as those conducted by (Febrianty et al., 2023) have shown that appreciation through love languages can unlock human resource potential, which is essential for organizational growth. However, these studies tend to focus on isolated aspects of love language application and fail to explore its broader implications for organizational cohesion and internal solidarity. The linkage between love language and organizational solidarity, especially in a high-stakes environment like the police force, remains underexplored. Moreover, while there are substantial discussions on organizational commitment and a sense of belonging, few studies have explicitly examined how these elements interact in an Indonesian organizational context, particularly within the public sector. The absence of research focusing on how love language influences both internal solidarity and a sense of belonging is a clear research gap. This is particularly relevant to Polrestabes Surabaya and Satpamobvit, where leadership styles and communication strategies directly affect the cohesion and motivation of personnel.

The gaps identified in the existing literature necessitate further exploration into how the application of love language by leaders in organizations can significantly affect both internal solidarity and the sense of belonging among employees. By focusing on Polrestabes Surabaya and Satpamobvit, this study aims to address these gaps by investigating the specific role of leadership communication styles in enhancing organizational solidarity. The results of this research provide valuable insights into how love languages can be integrated into organizational culture to foster stronger internal solidarity, higher levels of employee satisfaction, and improved organizational performance. In summary, the intersection of love language, sense of belonging, and internal solidarity represents an underexplored area in organizational research. By exploring how these elements interact in the context of a police organization, this study will contribute significantly to the field of organizational behavior, offering both theoretical insights and practical recommendations for improving organizational cohesion and performance. This research is guided by two research questions:

1. What is the impact of the love language by leaders at Polrestabes Surabaya and Satpamobvit on the sense of belonging and internal solidarity among their members?
2. How does the application of love languages by leaders influence the organizational culture and operational success at Polrestabes Surabaya and Satpamobvit?

This study, therefore, will not only expand existing knowledge but also offer a new perspective on how leadership communication can contribute to stronger organizational solidarity, particularly in Indonesian law enforcement agencies. This study was conducted at Polrestabes Surabaya and Satpamobvit Polrestabes Surabaya, East Java, Indonesia, from August to December 2023. The research employs a qualitative design with a descriptive approach, focusing on understanding the internal dynamics and operational issues within the police force, particularly related to internal solidarity and organizational practices. The qualitative approach is convenient for exploring complex, context-specific phenomena, such as the challenges faced by police personnel in fostering internal unity and cohesion, which are often nuanced and not easily quantifiable (Sugiyono, 2017).

The primary data for this study were collected directly from the research sites: Polrestabes Surabaya and Satpamobvit Polrestabes Surabaya. Key informants for the study included the commander and personnel from the Satpamobvit unit, who were selected based on their expertise and involvement in addressing the organizational issues under examination. These individuals were considered to have significant knowledge about the internal dynamics within the organization, and their insights were instrumental in understanding the underlying factors influencing internal solidarity. In addition to the interviews, relevant organizational documents were reviewed to provide additional context and corroborate the information obtained from the interviews. Meanwhile, the secondary data sources were carefully selected to ensure relevance and timeliness, drawing on materials published within the past five years. These included books, peer-reviewed journals, and online articles sourced from well-established academic platforms such as Google Scholar, ResearchGate, ScienceDirect, and Academia.edu. These secondary sources provided an important theoretical framework for understanding the broader trends and issues within organizational behavior and police culture.

Data collection was primarily conducted through in-depth interviews, which allowed for a detailed exploration of the participants' perspectives and experiences. The interviews followed a structured format guided by an interview protocol developed by the researcher. This approach ensured that the interviews remained focused on the key research questions while allowing the informants to provide rich, contextual information. To ensure the accuracy and reliability of the data, all interviews were recorded using a digital recorder, which facilitated

precise transcription and analysis. In addition to primary data, secondary data was collected through the systematic review of documents related to the research issues. These documents provided valuable background information, policy frameworks, and procedural guidelines that helped to contextualize the findings from the interviews.

The data analysis process for this qualitative study followed a rigorous and systematic approach. Initially, the interview transcripts were carefully reviewed and analyzed to identify recurring themes and patterns. Data reduction techniques were then applied to streamline the information and focus on the most relevant aspects. The remaining data was subjected to deeper analysis and interpretation, allowing the researcher to generate meaningful insights. Triangulation was employed to ensure the validity and reliability of the findings by cross-referencing data from multiple sources (interviews, documents, and secondary literature). This process strengthened the credibility of the study's conclusions, which were drawn from a comprehensive synthesis of the data. Overall, this research methodology was designed to provide a holistic understanding of the internal solidarity issues at Polrestabes Surabaya and Satpamobvit Polrestabes Surabaya, offering both a detailed account of the specific organizational challenges and a broader understanding of the factors influencing internal cohesion in law enforcement agencies.

DISCUSSION

The impact of love language by leaders at Polrestabes Surabaya and Satpamobvit on the sense of belonging and internal solidarity among their members

Based on Gary Chapman's theory of love languages (1992; 2015), which includes five distinct aspects of expressing love—Words of Affirmation, Acts of Service, Quality Time, Receiving Gifts, and Physical Touch—the operational definition of love language emphasizes the various ways individuals express affection and appreciation in relationships. These expressions are not only relevant in personal relationships but can also play a significant role in organizational dynamics, particularly in fostering a sense of belonging and solidarity among members. In the context of Polrestabes Surabaya, these love languages can impact the organizational culture, strengthening the members' emotional connections to their work and each other. The influence of love languages on the sense of belonging and organizational solidarity is an essential aspect that deserves deeper exploration, particularly within the framework of leadership and interpersonal communication in the workplace.

Words of Affirmation

Words of affirmation, according to Gary Chapman (1992), are a powerful way of expressing affection and appreciation through verbal communication. This language involves the use of words that support, encourage, and praise others, reinforcing positive behaviors and affirming the value of individuals within the group. In the organizational context of Polrestabes Surabaya, words of affirmation manifest through verbal expressions of gratitude, praise, and acknowledgment from leaders to their subordinates, as well as among peers. The use of such language serves not only as an affirmation of individual worth but also as a strategic tool to enhance the emotional well-being of employees, fostering a supportive environment.

In practice, these words might include simple expressions such as, "Thank you for your hard work," "I appreciate your dedication," or more specific acknowledgments like, "Your contribution in the field last week was exceptional." These verbal cues are crucial for reinforcing a sense of belonging and fostering solidarity, as they create an atmosphere of respect and appreciation. When members feel acknowledged and valued through verbal affirmations, they are more likely to feel connected to the organization and invested in its goals.

Chapman (1992) emphasizes that for some individuals, words of affirmation are the most meaningful expression of love and appreciation. This holds not only in personal relationships but also within the professional sphere. In Polrestabes Surabaya, the role of leadership in utilizing affirming language is crucial in shaping the work culture. Leaders who regularly employ words of affirmation create an environment in which employees feel recognized and valued, significantly enhancing their sense of belonging to the organization. This emotional connection, in turn, contributes to stronger interpersonal relationships and better cohesion among team members, which are essential for organizational solidarity.

Research has shown that regular verbal affirmations improve morale and job satisfaction, as they provide individuals with a sense of being seen and appreciated in their roles. Employees who receive affirmation from

their superiors are more likely to feel committed to the organization and remain engaged in their work, even during challenging times. This reinforces the importance of leaders consciously employing words of affirmation to cultivate loyalty, increase motivation, and maintain a positive, supportive organizational culture. Furthermore, the impact of words of affirmation extends beyond the individual level and can positively influence group dynamics. When leaders model the use of positive reinforcement, it encourages members at all levels to adopt similar communication styles. This creates a ripple effect where mutual respect and support permeate the organization, leading to greater collaboration and trust among team members.

However, it is important to note that the effectiveness of words of affirmation depends on their authenticity. Superficial or insincere praise can have the opposite effect, create distrust and diminish the sense of belonging. Therefore, for words of affirmation to truly impact the organizational culture and foster solidarity, they must be genuine, timely, and relevant to the context in which they are given. Leaders must be mindful of the emotional tone behind their words, ensuring that the praise and recognition are meaningful and appropriate to the individual's contributions.

This is as evidenced by the interview results with Bripda A.Z, as follows:

"During my time as a member of SatPamObvit Polrestabes Surabaya, I often heard Mr. Kasat, Mrs. Wakasat, Mr. KBO, and Mr. Kanit say words which I thought were forms of support. Moreover, when I was preparing for a pencak silat competition at the regional police level, "Zaaa, you are still young, so practice hard to continue to improve your achievements in the field of pencak silat. The awards you achieve will later be a provision for you in developing your career," they said. Then, when I won the championship, Mr. Kasat, Mrs. Wakasat, Mr. KBO, and Mr. Kanit also often said words of praise and appreciation: "Zaa, thank you for your achievements, and your achievements also bring a good name to the unity. Once again, thank you, Zaaa." Apart from that, these words also appeared from all my co-workers."

In conclusion, words of affirmation play a significant role in enhancing the sense of belonging and solidarity within an organization. Through consistent verbal expressions of gratitude, praise, and acknowledgment, leaders and members of Polrestabes Surabaya can strengthen their emotional ties to the organization, fostering a culture of mutual respect and collaboration. By utilizing words of affirmation thoughtfully and authentically, organizations can create an environment that encourages loyalty, trust, and long-term commitment, ultimately leading to improved performance and organizational success.

Quality Time (Quality and Meaningful Time)

This aspect of love language emphasizes the importance of giving full attention, particularly by the leadership of Polrestabes Surabaya toward the members, as well as among the members themselves. Full attention in this context involves more than just physical presence; it refers to the emotional and mental engagement of the individuals involved, creating a deeper connection and fostering trust and solidarity. Leadership at Polrestabes Surabaya demonstrates this love language by ensuring that the members are given undivided attention through collaborative activities. These activities occur not only during operational duties but also in management tasks, providing opportunities for members to share valuable knowledge and experiences.

The act of dedicating time and focus is crucial for developing a sense of belonging and reinforcing cohesion within the organization. In these interactions, active listening, mutual communication, and support play key roles. Moreover, one of the practices introduced by the leadership to facilitate quality time is the weekly breakfast gathering on Wednesdays (see Figure 1). This event serves as a ritual for enhancing interpersonal relationships, where the leadership and members alike engage in informal yet meaningful conversations. The act of sharing a meal fosters camaraderie and offers a moment for personal connection, which ultimately contributes to a stronger sense of community and teamwork within Polrestabes Surabaya. Through such practices, it becomes evident that quality time is not just about spending hours together but about creating moments of shared experience that build and solidify trust, communication, and understanding. The leadership's initiative to engage in these activities demonstrates their commitment to creating a supportive and collaborative environment. As demonstrated in the image below, the regular breakfast gathering is an integral part of fostering a culture of quality time, where relationships are nurtured, and members feel valued as part of the broader organizational family.



Figure 1: Breakfast Event

Source: Humas Satpamobvit Polrestabes Surabaya

Receiving Gifts

Receiving gifts as a form of love language involves tangible expressions of care and appreciation from the leadership at Polrestabes Surabaya toward the members, as well as among the members themselves. This love language emphasizes the significance of offering a physical token, which serves as a clear and concrete demonstration of affection, rather than relying solely on words or verbal affirmations. For many individuals, receiving a thoughtful gift is a tangible expression of love and appreciation, and it evokes feelings of being valued and cherished within the organization. In the context of Polrestabes Surabaya, the act of giving gifts is not simply about material objects but about selecting something meaningful and personal that reflects the leadership's deep understanding of their members' individual needs and preferences. The choice of gift can significantly impact the emotional response of the recipient, making them feel seen and understood. It is important to note that this practice goes beyond a generic or routine approach; the leadership intentionally creates opportunities to surprise members with thoughtful gifts. This approach not only strengthens the bond between the leadership and the members but also helps foster an atmosphere of recognition and appreciation.

Moreover, the act of gift-giving is often tied to specific events that acknowledge the hard work, dedication, and accomplishments of individuals within the organization. This reinforces the sense of belonging and value among members, as they receive tangible recognition for their contributions. The leadership of Polrestabes Surabaya goes to great lengths to ensure that the gifts are meaningful and aligned with the values and needs of the members, showing a high level of thoughtfulness and commitment to the well-being of the team (see Figure 2).

As demonstrated in the image below, the gift-giving ceremony is an important event that further solidifies the bonds between the leadership and members. Such ceremonies often include awards or recognition for outstanding achievements, further highlighting the care and attention the leadership extends to its members. Such visual captures the essence of how receiving gifts serves not just as an expression of love but as a tool for reinforcing solidarity and enhancing the overall cohesion of the organization.



Figure 2: Award or Recognition Ceremony
Source: Humas Polrestabes Surabaya

Furthermore, the Chief of Polrestabes Surabaya, Police Senior Commissioner Dr. Luthfie Sulistiawan, S.I.K., M.H., M.Si., has initiated a unique tradition of awarding members on their birthdays as a way to celebrate and recognize their milestones. This thoughtful gesture goes beyond merely acknowledging the date of birth; it serves as a clear expression of care and recognition for each member's contribution to the organization (see Figure 3). The act of celebrating birthdays within the organization strengthens emotional bonds, enhances a sense of belonging, and fosters a supportive environment. By personally engaging with members during such moments, the leadership reinforces the individual's value within the larger team, highlighting the importance of both personal and professional well-being. The ceremony is not only a moment of appreciation but also an opportunity for members to feel personally valued by their leadership, solidifying the connection between the leadership and the team. The image below illustrates the birthday celebration event, further emphasizing the leadership's commitment to nurturing a strong, cohesive, and appreciative organizational culture.



Figure 3: Birthday Celebration for Member
Source: Humas Polrestabes Surabaya

Acts of Service

Acts of service, in the context of Polrestabes Surabaya, refer to the small yet meaningful actions carried out by the leadership toward the members and among the members themselves. These actions might seem minor, such as adjusting a uniform collar, helping to attach operational identification ribbons, or assisting a colleague in lifting heavy equipment like the X-ray machine onto the vehicle. While these actions may appear trivial, they require significant thought, planning, time, effort, and energy. What truly distinguishes them is the willingness and positive spirit with which they are performed. When done with genuine care and a cooperative attitude, these acts serve as powerful expressions of love and support from the leadership to the members and between members themselves.

Such service-oriented actions go beyond simple tasks; they represent an ongoing commitment to the well-being and success of others. They reflect the values of humility, mutual respect, and teamwork that are essential in fostering a cohesive and supportive organizational culture. These seemingly small gestures contribute significantly to building a sense of belonging and strengthening solidarity within the team, which ultimately enhances overall organizational performance. As shared by Bripka D during the interview, these actions are not only physical but also emotional gestures, reinforcing the bond between leadership and members, as well as among peers.

"On Tuesday, I was in a hurry to go to the office, and luckily, I wasn't late for the call. It was the leadership time, and there was a uniform check. Just before the morning roll call started, I realized that the surgical tape had not been attached to my left shoulder. Immediately, my senior, Aiptu R, standing beside me, helped put on the ribbon, looking sincere even though he was my senior."

This approach exemplifies that leadership is not only about giving orders or setting objectives but also about being present in practical, everyday moments to ensure that team members feel supported, valued, and cared for. The cumulative impact of such actions fosters a culture where members are more likely to collaborate, support one another, and work towards shared goals with dedication and trust.

Physical Touch

Physical touch, as a form of love language within Polrestabes Surabaya, plays a crucial role in expressing affection, support, and solidarity between leadership and members, as well as among the members themselves. This form of expression is often observed during morning roll calls or throughout operational activities, where leaders and colleagues engage in gestures such as patting on the arm or back to provide encouragement and convey care. Such physical contact serves as a powerful and direct means of communication, expressing warmth, support, and a sense of belonging that words alone cannot fully capture. For individuals who prioritize physical touch as their primary love language, these gestures carry profound emotional significance. In these cases, a simple touch can resonate more deeply than verbal affirmations like "I love you" or "I hate you", as physical touch can foster a stronger sense of connection and emotional security. Offering physical encouragement—through a pat on the back or a reassuring touch—helps to reinforce trust and camaraderie, which are essential elements in a cohesive and motivated team.

This form of love language is not limited to physical proximity or simple gestures; it also reflects a deeper sense of mutual respect and empathy. By acknowledging the emotional needs of others and expressing them through physical touch, leaders and members of Polrestabes Surabaya cultivate a supportive environment that values human connection and solidarity. These actions, though subtle, play a significant role in strengthening interpersonal relationships and fostering a positive organizational culture where individuals feel seen, cared for, and motivated to contribute their best efforts to the team's collective goals. As noted in interviews conducted in 2023, for those whose primary love language is physical touch, these actions transcend simple greetings—they become a language of emotional resonance that speaks directly to the heart.

The application of love languages by leaders influences the organizational culture and operational success at Polrestabes Surabaya and Satpamobvit

Based on the findings of this study, the positive impact of love language behaviors exhibited by the leadership at Polrestabes Surabaya and among its members has fostered a sense of belonging and solidarity toward the organization, as outlined below:

Pride in the organization, pride in work, and pride in being part of the organization

This behavior is a clear indication of personal attachment to the organization. Each personnel member demonstrates a strong commitment to achieving the organization's goals, such as ensuring the security of vital objects or tourism sites. Their efforts to ensure smooth operations, safety, and comfort for the public show a sense of responsibility and pride in the role they perform. The absence of personnel requesting transfers to other units is another sign of their satisfaction and loyalty to the organization. This sense of pride is also supported by the research conducted by Linjuan Rita Men and Cen April Yue, showing that leadership that is communicative, responsive, and supportive contributes significantly to the cultivation of positive emotional cultures within organizations (Men & Yue, 2019). Their leadership approach, characterized by mutual respect

and understanding, encourages personnel to identify with the organization's values and vision, reinforcing the sense of pride they feel in their roles.

The feeling of ownership of the organization and appreciation for its high disciplinary culture

Personnel at Polrestabes Surabaya exhibit a deep sense of ownership over the organization, which is evident in their adherence to ethical conduct, discipline, and regulations. This behavior signifies not only personal responsibility but also the understanding that their actions directly reflect the organization's image. The consistent practice of professional etiquette, the use of appropriate language, and strict adherence to time rules all highlight the personnel's respect for the organization's culture, according to J. Thomas Whetstone's research on organizations that cultivate a culture of virtue-based management and the importance of moral leadership are better prepared to establish ethical practices and develop high-performing managers who appreciate the organization's values, including its high standards of discipline (Whetstone, 2003). This sense of ownership ensures that personnel view themselves as guardians of the organization's reputation and uphold its values with pride.

Efforts to maintain the organization's reputation

The behaviors observed among Polrestabes Surabaya personnel demonstrate a commitment to maintaining the organization's reputation by adhering to societal ethics. This behavior is crucial because it reflects how personnel interact with the public and stakeholders, ensuring that every action aligns with the organization's values. The use of positive, respectful communication during patrols and in interactions with the public shows that personnel understand their role in safeguarding not only the physical security of the organization but also its public image. Research conducted by Marcel Meyer and Matthias Huhn P., reinforces this by highlighting that effective communication, grounded in respect and positivity, is the key to achieving organizational success and ensuring that the organization maintains a strong and respectable public image (Meyer & Hühn, 2020). Personnel who actively protect the reputation of their organization contribute to its long-term success and trustworthiness.

Enthusiasm in carrying out organizational tasks

The strong work ethic and enthusiasm displayed by Satpamobvit personnel reflect their dedication to their duties. This enthusiasm is not just about fulfilling job requirements but goes beyond ensuring that tasks are completed with high efficiency and without procrastination. The low absenteeism rate, minimal personnel turnover, and harmonious working relationships further indicate that personnel feel a deep sense of duty and camaraderie within the organization. This enthusiasm is critical for organizational success, as it ensures that personnel are consistently motivated and engaged in their work, contributing to the overall performance of the unit.

Efforts to maintain and care for the organization's assets

Personnel's commitment to taking care of organizational property, such as the X-ray machines, demonstrates a high level of responsibility and respect for the resources provided to them. The low rate of damage to equipment indicates the personnel's careful handling and conscientious attitude toward the assets entrusted to them. By showing care to these items, personnel are reinforcing their sense of ownership and ensuring that the organization's resources are used responsibly. This attention to detail is essential in fostering trust within the organization and ensuring the longevity of valuable assets.

Encouraging initiative and creativity among members

The growing initiative and creativity among Satpamobvit personnel are crucial to the organization's ability to adapt and innovate. Personnel who take the initiative, such as stepping up during supervisory visits or solving problems independently, demonstrate an entrepreneurial mindset that benefits the organization. Their ability to handle tasks efficiently after a single instruction without requiring constant reminders showcases their self-reliance and problem-solving abilities. This behavior reflects a strong sense of responsibility, as personnel do not wait for directions but instead actively seek out ways to improve processes. Encouraging creativity also ensures that personnel can find innovative solutions to challenges they may face, ensuring that the organization remains adaptable and responsive to change.

Providing the best and wholehearted service to the community

Satpamobvit personnel's commitment to providing exceptional service to the public is evident in their

punctuality and their humanistic approach to engaging with visitors and staff. By offering a warm, respectful, and approachable demeanor, personnel contribute to creating a positive image of the organization within the community. Their actions go beyond mere duty, demonstrating that they genuinely care about the well-being of others. This behavior is essential for building strong relationships with the community and ensuring that the organization is seen as an integral, trusted part of society.

Focusing on effectiveness and efficiency in task execution

Personnel at Polrestabes Surabaya demonstrate an exceptional ability to complete tasks both efficiently and effectively, ensuring that work is completed on time and according to the specified requirements. This focus on optimal execution, without sacrificing quality, indicates a high level of professionalism and a commitment to meeting organizational goals. The ability to complete tasks quickly and safely, without compromising on safety or efficiency, showcases the personnel's skills and their dedication to fulfilling their responsibilities in the most effective manner possible.

Mutual respect, honor, and maintaining harmony among members

The mutual respect and harmony observed among personnel contribute significantly to a positive working environment. By fostering an atmosphere of politeness and understanding, personnel demonstrate that they value each other's contributions. The respectful interactions between personnel not only strengthen relationships within the team but also enhance overall collaboration, which is vital for the smooth functioning of the organization. This behavior ensures that personnel feel supported and respected, leading to higher morale and productivity.

Sharing knowledge, experiences, and resources within the organization

The culture of sharing knowledge and experiences within the organization plays a key role in fostering a collaborative environment. Personnel who share their expertise on equipment usage or help others with challenges contribute to the collective growth of the team. This behavior ensures that all members of the organization are equally equipped to perform their tasks effectively and that knowledge is passed on to those who need it. Sharing resources, both material and immaterial, further strengthens the sense of unity and support among personnel, ensuring that everyone works together toward common goals.

Spending quality time together among members

The efforts to spend time together, such as through communal activities like office cleaning, coffee gatherings, or shared meals, help build stronger bonds among personnel. These activities encourage open communication, foster camaraderie, and create a sense of belonging within the team. By investing time in these interactions, personnel develop stronger interpersonal relationships, which contribute to a harmonious work environment and a more cohesive and supportive organization.

To explore the driving factors behind the love language behaviors in the Polrestabes Surabaya and Satpamobvit Polrestabes Surabaya environment, the analysis was conducted based on four key aspects, as outlined below:

Childhood Experiences

Childhood is a crucial developmental phase involving emotional, cognitive, and physical growth. During this stage, when children frequently receive positive affirmations and praise, they develop a strong sense of being loved. This early emotional nurturing shapes their adult relationships and their capacity to express affection. Research by Sally I. Maximo and Jennifer S. Carranza supports this notion, showing that parental expressions of love through quality time, affirming words, and acts of service significantly contribute to the resilience of children. Children growing up with loving and secure parental bonds tend to exhibit stronger emotional regulation and positive relational behaviors later in life (Maximo & Carranza, 2016). In the context of Polrestabes Surabaya, the leadership's ability to exhibit nurturing and affirming behaviors resonates with personnel, influencing how they relate to the organization and each other, ultimately fostering a deep sense of belonging.

Education and Social Environment

Education, whether in the family, school, or broader social settings, plays a pivotal role in shaping how individuals interact, behave, and cultivate positive attitudes. A robust educational background influences how

individuals navigate interpersonal relationships, communicate effectively, and embrace prosocial behaviors. Lourdes Villardón Gallego and colleagues emphasize that education has significant implications for creating a conducive learning environment that promotes prosocial behavior (Villardón-Gallego et al., 2018). The educational experiences that Polrestabes Surabaya personnel encounter, both formally and informally, likely affect their perceptions of leadership and their ability to engage in constructive behaviors within the organization. Thus, the positive reinforcement provided through education supports the development of love language behaviors, contributing to a more cohesive, collaborative, and respectful organizational culture.

Emotional and Psychological Needs

The emotional and psychological needs of individuals, particularly in a home setting, profoundly shape their love language behaviors. Spending quality time with parents, being supported during study sessions, sharing meals, and engaging in joint activities all play a pivotal role in developing emotional attachments. These experiences create a psychological foundation that individuals carry into adulthood, influencing how they interact with others in different settings, including the workplace. The research by Lindsay T. Graham, Samuel D. Gosling, and Christopher K. Travis further supports this, highlighting that home environments that foster comfort, togetherness, and productive roles contribute to an individual's psychological well-being. Their study suggests that these elements, including romance and personal bonding, can positively impact emotional well-being and behavioral patterns in broader contexts, including schools and workplaces (Graham et al., 2015). In the case of Polrestabes Surabaya, leaders who demonstrate care and emotional support likely contribute to a work environment that nurtures personnel's emotional well-being, thereby enhancing the sense of belonging and organizational solidarity.

Romantic Experiences from the Past

Romantic relationships and the attention and appreciation received from parents, partners, or significant others can significantly influence the development of love language behaviors. Individuals often replicate the care, affection, and affirmation they have experienced in their past relationships in their interactions with others. According to Curtis D. Smith IV and colleagues, romantic relationships have notable health benefits and can positively shape individuals' behavioral patterns. These romantic experiences contribute to the development of emotional resilience and affective behaviors that are carried into other relationships, including those in organizational settings (Smith IV et al., 2024). For personnel in Polrestabes Surabaya, past romantic experiences, whether positive or negative, may influence how they express and perceive love within the organizational context, leading to an enhanced sense of connection and camaraderie among colleagues.

Based on the findings of this research, the influence of love language behaviors exhibited by the leadership at Polrestabes Surabaya and among Satpamobvit Polrestabes Surabaya has a significant impact on the sense of belonging and organizational solidarity. The research provides evidence that five aspects of love language—words of affirmation, acts of service, quality time, receiving gifts, and physical touch—positively influence the development of a strong sense of belonging and organizational solidarity. This study has made a valuable contribution to understanding how love language behaviors within an organization can impact employee engagement and cohesion. However, it is important to note that this study is limited to the context of Polrestabes Surabaya. Future research is encouraged to explore additional variables, such as the relationship between love language behaviors and career advancement, as well as expanding the study to a broader scale, including the East Java Police (Polda Jawa Timur), to assess the generalizability of these findings across different organizational settings.

CONCLUSION

The concept of love language behavior has been demonstrated by the leaders at Polrestabes Surabaya and among its members, manifesting through five distinct aspects: (i) the expression of supportive words aimed at encouraging members to achieve; (ii) giving gifts to high-achieving individuals; (iii) dedicating quality time by inviting members for weekly breakfast on Wednesdays; (iv) offering acts of service; and (v) providing physical touch. These behaviors are not merely symbolic but actively contribute to fostering a culture of care, recognition, and engagement within the organization. The leaders' consistent engagement in these love language behaviors highlights the importance of emotional affirmation and interpersonal connection in strengthening organizational relationships. Such actions nurture an atmosphere where members feel valued, leading to a higher degree of motivation and commitment to their roles and responsibilities.

The impact of love language behaviors on the cohesion and sense of belonging among members is significant. These behaviors have contributed to a strong sense of pride in being part of the organization, fostering an emotional connection that encourages members to take ownership of the organization's values and mission. It has been observed that this sense of belonging manifests in various ways, including a deep respect for the organizational discipline, enthusiasm for performing tasks, and a collective effort to maintain the organization's reputation. Members display increased initiative and creativity, constantly striving to provide excellent service to the public. Additionally, these behaviors promote an environment of mutual respect, support, and collaboration, with members sharing knowledge, experiences, and even resources within the group. This collaborative spirit strengthens the overall solidarity of the organization, as members prioritize working together harmoniously, ensuring the organization's success and well-being. Ultimately, the leaders' adoption of love language behaviors cultivates a cohesive, efficient, and emotionally connected organization.

SUGGESTION

This study was limited to Polrestaes Surabaya, which means its findings may not be fully generalizable to other contexts. Future research is encouraged to expand on these findings by exploring additional variables that could further contextualize the impact of love language behaviors in broader organizational settings. For example, investigating the relationship between love language and career advancement or extending the scope to include larger institutions such as the Polda Jawa Timur would offer valuable insights into how these behaviors influence not only organizational cohesion but also individual professional growth and development. Such studies could contribute to a deeper understanding of the broader implications of love language behaviors in organizational dynamics across various levels of the police force and beyond.

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