ABSTRAK

Divany Salsabila ANALISIS GAYA KEPEMIMPINAN PARTISIPATIF DAN KOMUNIKASI ORGANISASI DALAM MENINGKATKAN MOTIVASI KERJA DI SUPER RADIO SURABAYA, Program Studi S1 Manajemen Fakultas Ekonomi dan Bisnis Universitas Teknologi Surabaya tahun 2026.

Transformasi operasional Super Radio Surabaya menjadi media multiplatform memicu tantangan technostress dan beban kerja ganda yang berisiko menurunkan motivasi kerja karyawan. Penelitian ini bertujuan menganalisis implementasi gaya kepemimpinan partisipatif dan pola komunikasi organisasi dalam meningkatkan motivasi kerja karyawan di era konvergensi media.

Metode penelitian menggunakan pendekatan kualitatif deskriptif. Penelitian berlokasi di PT Radio Metro Gema Mega (Super Radio 88.5 FM Surabaya) dengan subjek penelitian terdiri atas 35 karyawan sebagai informan utama dan satu Manajer Radio sebagai informan kunci. Teknik pengumpulan data meliputi observasi partisipasi pasif, wawancara mendalam, dokumentasi, dan kuesioner digital sebagai pengayaan data. Instrumen penelitian berupa pedoman wawancara dan daftar pernyataan kuesioner. Teknik analisis data mengadopsi model Miles, Huberman, dan Saldana yang mencakup kondensasi, penyajian data, serta penarikan kesimpulan.

Hasil penelitian menunjukkan gaya kepemimpinan partisipatif (rata-rata 4,27) dan motivasi kerja (rata-rata 4,21) berada pada kategori Sangat Baik. Komunikasi organisasi berkategori Baik (rata-rata 3,97), namun ditemukan fenomena "Krisis Formalitas" akibat ketergantungan tinggi pada media digital yang menyebabkan jarangnya koordinasi tatap muka. Simpulannya, sinergi kepemimpinan yang memberdayakan dan komunikasi transparan efektif menjaga resiliensi staf, meski partisipasi fungsional belum optimal karena hambatan psikologis karyawan dalam berpendapat. Saran penelitian meliputi restrukturisasi pola koordinasi formal secara rutin dan stimulasi partisipasi aktif melalui sesi brainstorming.

Kata Kunci: Kepemimpinan Partisipatif, Komunikasi Organisasi, Motivasi Kerja.

ABSTRACT

Divany Salsabila, Analysis of Participatory Leadership Style and Organizational Communication in Enhancing Work Motivation at Super Radio Surabaya, Bachelor's Degree Program in Management, Faculty of Economics and Business, Surabaya University of Technology, 2026.

The ongoing operational transformation of Super Radio Surabaya into a multiplatform media ecosystem triggers challenges such as technostress and dual roles that risk weakening employee work motivation. This study aims to describe and analyze the implementation of participative leadership styles and organizational communication patterns in increasing employee work motivation in the media convergence era.
The research method employs a qualitative descriptive approach. The study is located at PT Radio Metro Gema Mega (Super Radio 88.5 FM Surabaya), involving 35 employees as primary informants and one Radio Manager as a key informant. Data collection techniques include passive participant observation, in-depth interviews, documentation, and digital questionnaires. The research instruments consist of interview guides and questionnaire statements. Data analysis techniques adopt the Miles, Huberman, and Saldana model, which includes data condensation, data display, and conclusion drawing.
The results indicate that the participative leadership style (average 4.27) and work motivation (average 4.21) are in the "Very Good" category. Organizational communication is categorized as "Good" (average 3.97), although a "Crisis of Formality" phenomenon was discovered due to high dependency on digital media, leading to rare face-to-face coordination. In conclusion, the synergy between empowering leadership and transparent communication effectively maintains staff resilience, even though functional participation remains suboptimal due to employees' psychological barriers in expressing opinions. Suggestions include routinely restructuring formal coordination patterns and stimulating active participation through brainstorming sessions.

Keywords: *Participative Leadership, Organizational Communication, Work Motivation.*