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Managerial Communication Processes In Networked Radio (Case Study At PT Radio Rajawali Terbang)

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Abstract

Communication patterns refer to the form of relationships between two or more individuals in the process of sending and receiving messages, which are associated with two components: a framework or plan that includes the steps of an activity, and components that play an important role in establishing communication relationships between individuals or groups.

The purpose of this research is to identify the managerial communication pattern within the existence of PT Radio Rajawali Terbang and to understand the condition of managerial communication led by a single leader who must manage three regions in Lampung Province, namely Bandar Lampung City, Metro City, and Kotabumi, North Lampung. As a result, several branches have experienced a decline in work effectiveness, a lack of program innovation, and limited cross-location collaboration.

This research used a qualitative method, aiming to explore, collect, and analyze information in depth. The data collection techniques used in this study were observation, in-depth interviews, and documentation. The validity test in this study employed triangulation, specifically technique triangulation and source triangulation.

Keywords: Managerial Communication Pattern, Qualitative Method, Triangulation, Radio Broadcasting

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INTRODUCTION

Managerial communication within a company plays a significant role in maintaining the sustainability of an organization. According to Gutama (in Latar, 2020), a good organization is one that can develop in accordance with the changing times while still maintaining its identity and distinctive characteristics. Achieving this balance greatly depends on how management communicates the organization's vision, strategies, and core values to all members. This principle aligns with the case of *PT Radio Rajawali Terbang*. The company is a network-based radio organization headquartered in Bandar Lampung City, with branch stations located in three regions across Lampung Province: Radio Rajawali 95.2 FM (Bandar Lampung City), Radio Ramayana 98.8 FM (Metro City), and Radio Wijaya 93.7 FM (Kotabumi, North Lampung).

A unique phenomenon observed at *PT Radio Rajawali Terbang* is the existence of a single leader who supervises operations across three regions in Lampung Province—Bandar Lampung City, Metro City, and Kotabumi (North Lampung)—simultaneously, while being positioned and working in one of the branch offices rather than at the headquarters. In the organizational structure of *PT Radio Rajawali Terbang*, Radio Wijaya 93.7 FM (Kotabumi, North Lampung) and Radio Ramayana 98.8 FM (Metro City) function as branch offices, whereas Radio Rajawali 95.2 FM (Bandar Lampung City) serves as the head office. However, it was found that the manager responsible for the head office is actually based at the Ramayana branch office in Metro City.

The absence of a manager functioning as a central communication bridge has significant implications for the smooth flow of information. When communication flows only through a single point (the central manager), the absence or weakened role of that individual leads to communication fragmentation and decreases organizational management effectiveness (Musheke & Phiri, 2021). This unique and specific condition creates managerial challenges, given the wide operational coverage and centralized leadership in one individual. Therefore, managerial coordination becomes crucial to ensure effectiveness across all three regions.

The importance of this research cannot be overlooked, considering the significant impact of these gaps on communication, operational effectiveness, and managerial patterns. This issue represents the core problem and forms the phenomenon gap in the implementation of work that should align with the vision, strategy, and core values communicated to all members of *PT Radio Rajawali Terbang*. Operational effectiveness highly depends on the smooth flow of communication and coordination across different regions.

Research on managerial communication patterns in network-based radio organizations, particularly at *PT Radio Rajawali Terbang*, remains very limited. The focal point of the research

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gap lies in the lack of in-depth studies concerning how leaders manage communication patterns across multiple branches, how they overcome communication and coordination fragmentation, and how they adapt to digital technological developments and existing organizational culture. Therefore, further research is needed to develop an effective and adaptive managerial communication pattern within the context of network-based radio organizations, especially at *PT Radio Rajawali Terbang*.

Based on these considerations, the researcher is interested in examining how managerial communication patterns function within a network-based radio organization through a case study at *PT Radio Rajawali Terbang*. The researcher seeks to gain a deeper understanding of how the leader performs managerial roles and what type of leadership direction is applied. Hence, this study aims to explore "the process of managerial communication in a network-based radio organization (a case study of PT Radio Rajawali Terbang)."

THEORETICAL FRAMEWORK

Communication is a fundamental aspect of organizational success, especially within organizations that operate under a multi-branch structure. According to Juwita, communication is a process of constructing meaning through the transmission and reception of verbal symbols and signs, enabling social interaction to occur effectively (Juwita et al., 2024).

1. Communication Process

The communication process is a series of steps or stages that occur when a message is transmitted from the sender to the receiver. This process involves several essential elements that interact with one another to ensure the message is delivered clearly and effectively. The general stages of the communication process are as follows:

1. Sender: The first stage in the communication process is the sender, an individual or entity responsible for delivering the message to the receiver. The sender initiates the communication process by generating the message intended to be conveyed.
2. Message: The message refers to the information or idea that the sender wishes to communicate to the receiver. It can take various forms such as spoken or written words, images, symbols, or other forms that carry the intended meaning.

2. Organizational Communication

Organizational Communication Theory explains how communication functions within an organization and how it influences the behavior, structure, and culture of the organization itself.

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It focuses on the processes of creating, exchanging, and interpreting messages among individuals and groups to achieve organizational goals. Communication within an organization is not merely the transmission of information, but also a mechanism that shapes relationships, decision-making, and coordination among members.

In this theory, communication is viewed as the foundation of organizational life, where every activity—ranging from leadership, teamwork, and conflict management to performance evaluation—relies heavily on effective communication. Organizational communication encompasses both formal communication channels (such as meetings, reports, and official memos) and informal channels (such as casual conversations or interpersonal interactions among employees).

Scholars such as Katz and Kahn (1978) emphasize that organizations are open systems that depend on communication to maintain interaction between their internal components and external environments. Similarly, Goldhaber (1993) highlights that effective communication contributes to organizational stability, adaptability, and productivity.

In contemporary contexts, organizational communication theory also integrates perspectives on technological advancement, digital transformation, and organizational culture, recognizing that communication practices evolve along with organizational structures. Therefore, understanding communication processes in organizations is essential for improving managerial effectiveness, employee engagement, and overall organizational performance.

RESEARCH METHODOLOGY

Research Approach

In this study, the researcher employed a qualitative research method. Qualitative research is an approach used to gain a deep understanding of social phenomena or human behavior. This method emphasizes the context and meaning that emerge from the interactions of individuals and groups within the research setting. Qualitative research seeks to explore participants' perspectives, experiences, and interpretations to uncover the underlying patterns and significance of the studied phenomena.

Research Location and Time

This research was conducted at *PT Radio Rajawali Terbang*, located at Gg. Rajawali No. 60, Sukarame, Bandar Lampung City. The distance between the University of Bandar Lampung and the research site ranges from approximately 35.3 to 62.7 kilometers (location details are provided

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in the appendix).

Data Collection Techniques

According to Sulistiyo (2023), primary data refers to data sources that directly provide information to the data collector. The data are collected by the researcher firsthand from the original source or the location where the research object is situated. Due to the busy schedule of the Director of *Radio Rajawali Terbang*, the researcher was unable to conduct face-to-face interviews. However, the researcher obtained the necessary information through a series of interviews conducted via e-mail throughout the research period.

Primary data are those gathered directly from the original sources and are considered to reflect a higher degree of accuracy and reliability. In this study, the primary data were obtained through observation, interviews, and documentation conducted at *Radio Rajawali Terbang*.

Research Infomant

According to Patton (2002), in the context of qualitative research, informants are the primary sources of data who provide in-depth insights and perspectives through interviews or observations. This allows researchers to gain a deeper understanding of the social or communication phenomena being studied (Maharani et al., 2022). Informants are selected based on their knowledge, experience, or position that is relevant to the research topic. Their main role is to assist the researcher in collecting comprehensive data and to offer direct perspectives on issues or phenomena that may not be accessible through other sources.

Data Collection Methods

1. Observation

The observation technique in this study was used to directly observe the managerial communication patterns applied by the leaders and staff of *PT Radio Rajawali Terbang* in their daily work situations. Through the observation conducted on May 5, 2025, the researcher examined behaviors, actions, and interactions within specific social and situational contexts. This method helped the researcher collect highly accurate data and gain a deeper understanding of the organizational social context. In this way, the researcher obtained comprehensive insights into the issues occurring within *PT Radio Rajawali Terbang*.

2. Interview

The interview technique in this study was employed to explore in-depth information

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regarding the managerial communication patterns implemented by the leaders and staff of *PT Radio Rajawali Terbang*. Interviews were conducted both directly and indirectly through long-distance communication via e-mail with predetermined informants from both management and operational staff to obtain relevant information. The interview questions focused on aspects of verbal and nonverbal communication, such as language use, intonation, expressions, and strategies for responding to work situations and building team coordination within the organizational environment.

The data collection involved in-depth interviews with the Director of *PT Radio Rajawali Terbang*, the Radio Commissioner, the Finance and Operations Manager, and several radio broadcasters as key informants. The purpose of these interviews was to obtain a comprehensive understanding of the research topic. In addition, direct observations of operational processes and analysis of the company's internal documents were conducted to achieve a more complete understanding of the managerial processes within *PT Radio Rajawali Terbang*.

3. Documentation

The documentation method was carried out by collecting data from the existing records and materials available at *PT Radio Rajawali Terbang*, located at Gg. Rajawali No. 60, Sukarame, Bandar Lampung City. This method was used to strengthen the primary data and support the research problems discussed in this study. The documentation included photographs and recordings, which were utilized to reinforce and validate the findings obtained during the research process.

Research Validity

In qualitative research, data validity plays a crucial role in determining the reliability of research findings. Data collected through the triangulation technique tend to be more consistent, clear, and easier to interpret (E. Sugiyono & Rahajeng, 2022).

Data Processing and analysis

According to Kathy Charmaz (in Asriadi, 2020), an expert in the grounded theory approach, qualitative data analysis is an inductive process that focuses on developing new categories derived from the collected data. Charmaz argues that researchers should pay close attention to and interpret participants' experiences in an open and reflective manner. Qualitative data analysis is an inductive process in which the researcher actively constructs categories and patterns from the gathered data and builds a deep understanding from the participants' perspectives.

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FINDINGS AND DISCUSSION

This study explores the managerial communication processes at PT Radio Rajawali Terbang, focusing on how communication patterns influence organizational coordination and performance. The findings reveal that managerial communication in the company encompasses several essential elements—the communicator, message, media, feedback, and noise—each playing a vital role in sustaining effective information flow and decision-making.

The manager, as the main communicator, functions not only as a transmitter of information but also as a mediator who ensures clarity and alignment across departments. The messages delivered are primarily task-oriented and emphasize safety, operational efficiency, and employee coordination. Communication media vary from face-to-face interactions to digital platforms, such as emails and messaging applications, which are used to accommodate the geographic dispersion of team members.

Feedback mechanisms are actively maintained to ensure that employees understand directives accurately and can express challenges or suggestions. However, communication noise, including technical issues and interpersonal misunderstandings, occasionally disrupts the flow of information, highlighting the importance of continuous improvement in managerial communication strategies.

The analysis further identifies two dominant communication types:

1. Formal Communication, conducted during meetings and reporting sessions to discuss organizational strategies and performance.
2. Informal Communication, which occurs in day-to-day interactions, fostering a supportive work culture and collaboration among employees.

   Additionally, the study highlights the existence of distinct managerial communication patterns, particularly the Star Pattern and the Y Pattern, which structure how information circulates among the management and staff. The Star Pattern emphasizes centralized communication with the manager as the hub of information, ensuring control and consistency, whereas the Y Pattern reflects a semi-hierarchical approach, promoting both vertical and horizontal coordination within the organization.

   Overall, the results demonstrate that PT Radio Rajawali Terbang's success in maintaining operational harmony across its networked branches heavily depends on the effectiveness of its managerial communication. The combination of formal and informal channels, supported by structured feedback systems, fosters organizational cohesion, adaptability, and improved performance.

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CONCLUSION AND RECOMMENDATIONS

Conclusion

Based on the research findings presented, it can be concluded that the communication process and communication patterns observed at *PT Radio Rajawali Terbang* serve as essential elements in ensuring the successful operation of its various branch offices. The combination of formal and informal communication forms fosters a harmonious work environment, facilitates the smooth exchange of information, and enhances collaboration among employees across geographically dispersed locations.

The observations indicate that the role of the managerial coordinator is highly crucial to the company's growth and overall development. Although *PT Radio Rajawali Terbang* maintains a workplace culture that values informal communication, the need for structured and formal communication during meetings remains vital to coordinate efforts and maintain strategic alignment.

To further improve operational efficiency and address the complexities inherent in managing multiple subsidiaries, it is recommended that the company continuously refine its communication strategies to ensure adaptability to evolving business dynamics while fostering a culture of open dialogue. Through this approach, *PT Radio Rajawali Terbang* can strengthen internal relationships and enhance its overall performance within an ever-changing market environment.

Practical Suggestions

From a practical standpoint, it is suggested that managerial coordinators practice open, empathetic, supportive, and positive communication to guide organizational members in accordance with existing organizational rules. Employees are expected to build two-way communication with their colleagues—both peers and senior members—to promote cooperation and mutual understanding. Meanwhile, managerial coordinators are encouraged to strengthen the company's presence among younger audiences, positioning *PT Radio Rajawali Terbang* as a media platform that continues to inspire and engage the youth in the field of radio broadcasting.

Academic Suggestions

From an academic perspective, this research is expected to serve as a reference for future studies examining managerial communication processes and patterns within the radio broadcasting industry. Future researchers are encouraged to expand the scope of study to include

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radio stations in different regions or organizations of varying scales to allow for comparative analysis of communication processes and patterns.

Additionally, future studies could incorporate other variables such as the role of electronic media or the influence of managerial communication on organizational members, providing a more comprehensive understanding of the topic. A mixed-method approach could also be considered to integrate qualitative and quantitative data, thereby generating richer, more measurable, and theoretically robust findings that contribute to both the academic and practical development of managerial communication studies.

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