



Analysis of organizational communication in improving the working climate of employees at Radio Maestro

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ABSTRACT

In the face of an era of media convergence and increasingly fierce competition, radio as a mass media continues to strive to remain relevant to its listeners this article highlights the important role of organizational communication in building a positive work climate at Radio Maestro Bandung. Through a qualitative approach, the research identifies effective communication practices such as open communication, ongoing training, and collaboration across social media platforms that support employee motivation and performance. Radio Maestro implements a positive attitude-based strategy in the recruitment process, competency development, as well as providing innovative challenges, despite the challenges of funding and digital media competition. Digital transformation is a key focus in their adaptation to media convergence, including upskilling employees, rebranding, and using platforms like TikTok to expand the reach of young audiences. Effective internal communication support and proactive management are key to success in this change process. Despite facing resistance to innovation, Radio Maestro remains committed to growing and strengthening its digital infrastructure for sustainability in an increasingly competitive media industry. As a result, a conducive "full heart" work culture is created, maintaining the relevance and adaptability of radio in the digital era. This research contributes to enriching the understanding of the strategic role of organizational communication in the process of digital media transformation, especially in local radio, and provides an overview of effective communication practices that can be replicated by other media in facing the era of convergence.

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1. Introduction

Communication is a foundation in an organization. Communication in organizations provides information that each individual and group needs to make or take decisions. For effective performance each group needs to maintain various controls over its members, stimulate and motivate the members to work, provide means to express emotions, and make decisions (Safitri & Mujahid, 2024). The most important and most important asset for an organization is its employees. The work of employees plays an important role to support the successful running of all organizational goals (Darmawan, 2020). In addition, employee motivation can be supported by the work climate created within a company or organization. building a healthy working climate is one of the important aspects in the aspect of human resource development.



The work climate in the organization that encourages the creation of good performance and it is supported by good leadership qualities is expected that in the end the goals and objectives of the organization will be easily achieved (Rahmawati & Khoerunnisa, 2023). The conduciveness of this organizational climate shows that companies can build a good organizational climate (Ergene et al., 2024). This work climate is important because the work climate has a significant influence on employee performance (Slil et al., 2025). Through a conducive work climate, employees will be motivated to do every job well (Bijalwan et al., 2024; Sari, 2024). This work climate influences the success of a radio.

In the international world, some media rooted in broadcast radio have been quite successful in developing themselves to exist in the digital realm by building a strategy to enter the various outlets available in the digital realm in a systematic and integrated manner or building a multi-outlet strategy (Yudhaprimesti et al., 2021). In achieving success in the broadcast industry, some elements such as creativity and team collaboration are important, a supportive work atmosphere can facilitate productivity, effective communication, and high moral.

The increasing number of media in Indonesia causes a climate of intense competition in the media industry itself (Adli et al., 2024; Perez-Escoda et al., 2020). In the current competition in the world of Broadcasting, Human Resources (HR) broadcast media must be able to be a reliable partner (Dipangga, 2024). A good working climate will increase employee engagement, which has a direct impact on the quality of broadcasts and the overall success of a company including radio.

Radio now faces various challenges in maintaining relevance amid media convergence and rapid changes in media consumption patterns. On the one hand, radio still has to compete with various digital platforms and social media that are more interactive and accessible to the audience. On the other hand, internal competition to produce quality content and manage efficient operations is becoming increasingly heavy. Initially, the mass media was greatly helped by the internet to facilitate performance, now the internet is also what makes the mass media reduced in existence (Ip, 2024; Rachmad, 2024). In Fig. 1, from the following data, it can be seen that there was a fluctuation in the percentage of radio listeners in Indonesia from 2009 to 2021, according to the Central Statistics Agency (BPS).

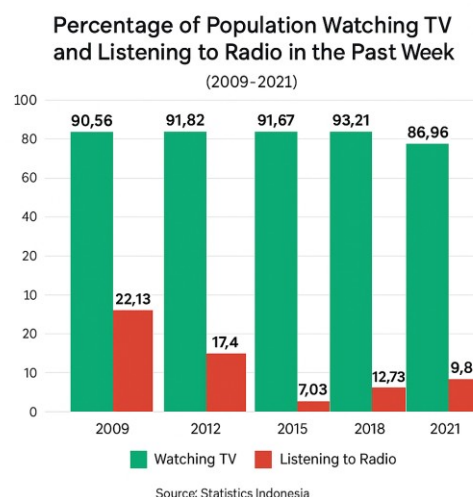


Fig. 1. Data on the Percentage of People Who Listen to the Radio
Source: Dataindonesia.id, 2021

Good communication between management and employees is an important factor in creating a positive work climate (Arung & Sari, 2022; Lee & Cho, 2020). Work climate can affect workers

attitudes and views, thus encouraging workers to do their best for the company where they work (Rusdiyanto, 2021; Sujila et al., 2023). Open, transparent, and continuous communication will increase mutual trust between employees and managers. This will facilitate problem solving, clarify common expectations and goals, and reduce the potential for internal conflict.

As one of the leading radio in the city of Bandung, Radio Maestro has an important role in providing entertainment, information, and education to the audience. However, to remain relevant in a digital age full of competition, Radio Maestro needs to adapt quickly, not only in terms of technology and content, but also in creating a productive and enjoyable work environment. As seen in Fig. 2, this is also related to the declining public interest in radio. According to Nielsen data, there was a significant decline in radio media penetration in Bandung from 2021 to 2022..

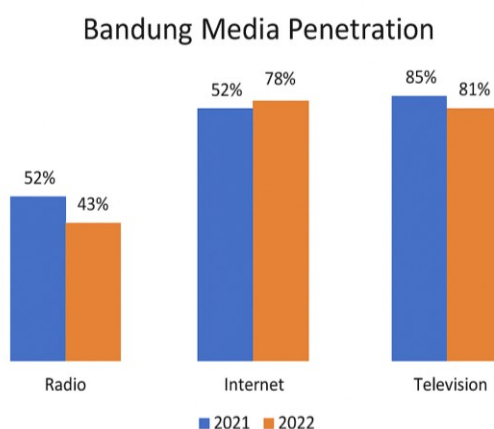


Fig. 2. Data Penetration Media in Bandung

Source: Nielsen, 2022

Seeing the public interest reflected in the existing data, radios in Bandung are faced with the challenge of focusing more on accommodating the needs and preferences of their listeners. In the context of this article, Radio Maestro was chosen as a pilot radio, which can provide valuable learning for other radios in the city in designing communication strategies and programs that are more relevant to the wishes of the community. Even so, Radio Maestro needs to remain consistent with its current condition and even develop organizational communication that can improve the work climate, encourage collaboration between employees, and increase their moral (Hamsinah & Irawan, 2025).

Given the dynamics of media change and declining interest in radio broadcasting, particularly in Bandung, understanding how organizational communication strategies can help radio stations remain relevant and productive is crucial. Furthermore, a favorable work climate has been shown to contribute to employee morale and broadcast quality. However, to date, there has been little research specifically examining the role of organizational communication in shaping the work climate in the local radio broadcasting industry in the digital era.

This article aims to analyze how organizational communication works effectively so that it can improve the work climate at Radio Maestro. The main focus of this study was to identify the communication practices undertaken by Radio Maestro managers to create a supportive working atmosphere, as well as how this affects employee motivation and performance. By understanding how communication can contribute to a positive work climate, the study is expected to provide useful insights to Radio Maestro and other broadcasting organizations in creating a more productive and enjoyable work environment.

Therefore, this study is crucial in addressing the literature gap in the context of local radio in Indonesia, particularly Radio Maestro. This research is expected to provide empirical and practical contributions to the development of organizational communication strategies that can enhance employee performance and motivation in the face of the challenges posed by an increasingly competitive media industry. The results of this study can also serve as a reference for other radio management in designing a more conducive and adaptive work environment to address changing times.

2. Method

This study uses a qualitative approach with descriptive explorative type of research. This approach was chosen to gain a deep understanding of the analysis of organizational communication in improving the working climate of employees conducted by Radio Maestro which is one of the private radio in the city of Bandung. The purpose of qualitative research is to understand the conditions of a context by directing to a detailed and in-depth description of the portrait of conditions in a natural context, about what actually happens according to what is in the field of study (Fadli, 2021). The discussion of this article focuses on the scope related to media convergence and technological adaptation carried out by radio staff and management. Qualitative research design allows researchers to explore a variety of perspectives related to practices and changes occurring within organizations.

Data collection techniques researchers collect relevant data. In this study, researchers used three main techniques, namely interviews, documentation studies, and literature studies. In-depth interview techniques involving managers, broadcasters, and marketing staff at Radio Maestro Bandung. This interview aims to gather information directly from the parties involved in operations and decision-making related to the development of radio in the face of media convergence. The interview process is semi-structured, using flexible interview guidelines, allowing the researcher to explore issues that arise during the conversation. Interview questions in qualitative research are open-ended, evolving, and undirected, starting with words such as "what" or "how" or "why" and numbering only about five to seven questions (Creswell & Clark, 2018). The interview included questions related to the challenges faced by radio, changes in communication strategies, the role of technology in media convergence, and efforts to improve the skills and capacity of human resources at Radio Maestro Bandung.

Researchers also collected secondary data through documentation studies. The documentation reviewed includes annual reports, internal notes on policies, and changes in strategies implemented by radio management. In addition, documentation regarding the changes that occurred during the pandemic COVID-19 was also analyzed, considering the impact on radio communication operations and strategies. This documentation Data is useful to obtain a clearer picture of how the organization manages challenges in a period full of uncertainty.

This research is supported by literature studies relevant to the topic of media convergence and technological adaptation in the broadcasting industry. The literature reviewed includes scientific articles, books, and previous research that provide a theoretical basis for changes in the media industry, the role of digitization, and its impact on radio operations and management. This literature study is used to develop a theoretical framework and to compare the findings of this study with the results of other similar studies (Schreier et al., 2019).

Data obtained from interviews, documentation, and literature studies were analyzed using thematic analysis techniques. In this analysis, the researcher identifies the main themes that emerge from interviews and documentation, which are then grouped and analyzed further. This

approach allows researchers to gain a deep understanding of the factors that influence media convergence at Radio Maestro Bandung as well as how such changes are faced by radio employees and management. Using an exploratory descriptive approach, this study aims to provide a comprehensive overview of the dynamics that occur in Radio Maestro Bandung and how they adapt to technological changes and challenges in media convergence (Berger, 2016).

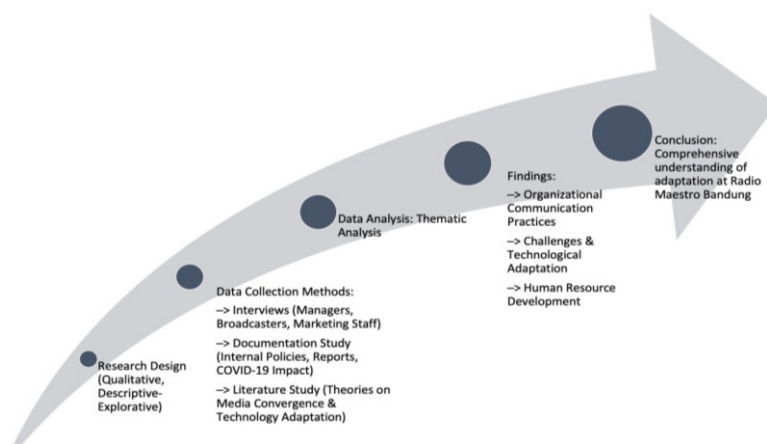


Fig. 3. Flowchart of the research process conducted

Source: Researcher, 2025

This research process consists of several systematic stages designed to gain an in-depth understanding of Organizational Communication at Radio Maestro Bandung. These stages are visually depicted in the following flowchart in Fig. 3. These stages include the research design process, data collection techniques through interviews, documentation studies, and literature reviews, as well as thematic analysis of the collected data.

3. Result and Discussion

Organizational Communication at Radio Maestro

Radio Maestro as one of the leading radio in the city of Bandung, has an important role in providing entertainment, information, and education to the audience. However, to remain relevant in a digital age full of competition, Radio Maestro needs to adapt quickly, not only in terms of technology and content, but also in creating a productive and enjoyable work environment. In this regard, Radio Maestro needs to develop organizational communication strategies that can improve the work climate, encourage collaboration between employees, and increase their morale. Organizational Communication operates through a variety of ways, namely: communication is a means of acquiring and hiding knowledge in employees; communication helps members of the organization to understand each other a phenomenon from different perspectives; communication flow affects the distribution of communication; communication can be an accelerator or inhibitor of organizational learning ability (Dipangga, 2024).

Efforts to build a positive work climate are then realized through the implementation of concrete communication strategies in various managerial aspects, one of which is in the employee recruitment process. Radio Maestro emphasized several important points related to organizational communication and strategies in improving the work climate of employees were successfully revealed. In the context of employee recruitment, Radio Maestro applies standards that focus on attitude as a top priority. Although skills such as public speaking skills and knowledge of radio are essential, a good attitude is a major aspect to consider in choosing a broadcaster. This is in line with the vision and mission of Radio Maestro which prioritizes integrity and quality in broadcasting.

HR competency development strategy in Radio Maestro is closely related to adaptation to media convergence. Transformation into an option for old media such as conventional radio-based to be able to adapt and maintain its existence in the digital era (Nurhidayah & Fadillah, 2024). Radio Maestro strives not only to keep up with the trend of digitization, but also to take advantage of technological developments in order to expand the reach of the audience. Facebook instagramme is a social media platform that not only supports in-studio broadcasting, but also collaborates with various social media platforms such as Instagram, TikTok, YouTube, and Facebook. Through collaboration between teams (broadcasters, operators and social media teams), Radio Maestro ensures that all employees understand the importance of radio presence on these various platforms. The development also includes periodic training that includes not only the improvement of technical skills, but also the development of creativity to support more innovative and relevant content to the needs of the audience.

Radio Maestro continues to maintain the quality of employee competence, radio management provides various challenges for employees, such as broadcasting in unusual locations, such as malls or schools, by bringing broadcast devices from the studio. It becomes a form of innovation that supports the development of technical skills and increases employee motivation. Employees who successfully face this challenge are rewarded not only with financial incentives, but also recognition of their achievements. By giving rewards in the form of exposure, such as live broadcasts in malls or other events, employees feel more motivated and involved in every activity carried out.

The management of Radio Maestro also actively evaluates the performance of employees. These evaluations are carried out periodically in small teams, with the aim of understanding the development needs of the employees in each division. In addition, every month, a general meeting is held to discuss current issues, developments in the broadcasting industry, and provide debriefing to employees, both in terms of marketing and broadcast. In this case, the management of Radio Maestro also involves employees in various activities of broadcasting organizations such as the Indonesian National Private Broadcast Radio Association (PRSSNI) West Java and the regional Indonesian Broadcasting Commission (KPID) of West Java to provide wider insight into current trends and issues in the broadcasting industry.

Overall, Radio Maestro utilizes an open and flexible communication approach in improving the working climate of employees. The communication pattern used in an organization is one of the main keys in the process of implementing the tasks given by the leadership and the resulting performance of employees (Apriansyah & Farihanto, 2021). With continuous skill development, creative challenges, and effective communication, Radio Maestro successfully creates a working climate that supports employee performance improvement and adaptation to media convergence. It also supports the sustainability of radio in the digital age, where the presence of media on various platforms is the key to the success of broadcasting organizations (Gillan, 2021).

In this radio, there are five people who play the core role. After the COVID-19 pandemic, their tasks are increasingly divided, some people focus on digital marketing, branding, and establishing relationships with clients for events. The Covid-19 pandemic presents new challenges as well as opportunities for media such as radio (Ryan, 2020; Saputra & Mahendra, 2024). Increased access to media occurred significantly during the pandemic. The We Are Social report in January 2024 noted that 66.48% of Indonesia's population is already connected to the internet, with almost 50% of them actively using social media platforms. This condition encourages many radio stations to more intensively publish and interact through social media in order to maintain their existence and reach a wider audience (Stanton, 2005). As for the staff who are more involved in managing the program and providing debriefing to the interns. Although there is a division of tasks, everyone on

the team has a flexible role, helping each other as needed, even for things that are urgent, such as hosting a radio show

Although this radio does not have many full-time employees, all those involved in the operation of this radio work with passion and loyalty. Not a few employees admit that they work with a vengeance, even though they are not full-time employees, and even he once willingly not paid to ensure the continuity of radio operations. This shows a strong sense of belonging to the radio. Therefore, this radio is said to have a "full heart" mentality or employees give their whole heart to work.

One of the major challenges faced by Radio Maestro Bandung is the issue of funding, especially related to the increasing operational costs. Electricity costs and the purchase of equipment to support digital radio operations and media convergence are additional burdens. Meanwhile, subsidies from the government are limited, with the majority allocated to small households, thus not covering the operational needs of broadcasters (Maryani et al., 2021).

In the face of this situation, Radio Maestro must be smart in managing existing funds. Cost efficiency strategies and diversification of revenue sources are key to maintaining operational continuity. In addition, improved program quality and utilization of digital platforms such as social media can help attract more listeners and advertising potential, although competition with other digital media is intensifying. With the right approach, Radio Maestro can overcome these funding challenges and still exist in the midst of the growing dynamics of the media industry.

The Working Climate of Radio Maestro in the Face of Changes and Adaptations in Technology

Related to media convergence, this radio had already begun to move to digital platforms before the pandemic, but this increase was intensified after the pandemic (Nurcahyadi et al., 2024; Wang, 2024). The main challenge is to optimize limited funds to produce good broadcast quality, including adapting to more sophisticated tools such as computers and transmitters that require high costs. They also had to reduce broadcast hours to save on operating costs, which was previously done for a full 24 hours.

The communication established on Radio Maestro in the team is very open and intense. They regularly meet to discuss developments, including digital strategies and the need for new equipment. Management is also heavily involved in the development of employee skills, by providing opportunities for training, especially in terms of digital and the latest technology. Although there are some obstacles in changing the mindset of employees, they still try to encourage the team to be more advanced and open to new technologies, especially the younger generation who are more open to change (Horbinski, 2019).

Radio Maestro actively accepts interns every month, both from University and high school level. This internship Program is designed not just as a form of fulfilling academic obligations, but as a means of direct learning that emphasizes practical experience in the world of work. The interns are not only invited to understand the theory of communication or broadcasting, but also given space to contribute significantly in various radio activities. They are involved in the production process, content management, and even broadcast live and create their own programs.

Internships at Radio Maestro become an interactive learning medium that brings theory and practice together in a balanced way. In addition, the involvement of interns in daily radio operations also encourages intergenerational knowledge transfer, as well as being part of the human resource regeneration strategy in the broadcasting world. Radio Maestro's commitment to open access reflects their vision to take an active role in informal education and capacity building for the

younger generation, as well as strengthening networks with educational institutions as partners in developing communication resources that are adaptive to the Times.

In the context of age diversity, the Radio Maestro team is currently undergoing a significant regeneration process, characterized by the increasing involvement of the younger generation in various aspects of broadcast operations and production. This phenomenon reflects the strategic efforts of radio in rebranding and adjusting to the dynamics of today's audience preferences, especially among young people. One form of adaptation that stands out is the use of digital platforms such as TikTok, which is now an important means of expanding reach and building engagement with a younger and more digitally active segment of listeners. However, this transformation did not go completely without obstacles.

Differences in generational backgrounds and work patterns cause some more senior employees to feel less comfortable with rapid change and the demands of technological adaptation. Nonetheless, with an open approach to internal communication and gradual training and engagement, most of them began to realize the benefits of this transformation, both in terms of increased audience reach, fresher work dynamics, and the potential for intergenerational collaboration that enriches the quality of radio programs (Ngake et al., 2023; Turner, 2023). This regeneration process is ultimately not only a symbol of changing team structures, but also a reflection of the evolution of values and a more inclusive and progressive work culture. The challenges faced by radio stations in the region, mainly related to the low salaries received by radio broadcasters. Many broadcasters in the area work for very low pay, often even just to fulfill a hobby. Despite that, they are still excited and continue to work, thanks to the personal satisfaction and support from sponsors who help them stay afloat.

Table 1. Organizational Climate At Radio Maestro Bandung

Dimension	Description
Communication Style	Open, two-way, and flexible communication; regular team discussions and transparent leadership.
Team Dynamics	Small core team with flexible roles; collaboration across departments (broadcast, digital, events).
Motivation and Engagement	High emotional commitment ("full heart" mentality); recognition through exposure and incentives.
Work Culture	Passion-driven, loyalty-based culture; strong sense of belonging despite limited financial rewards.
Training and Development	Ongoing training (technical + creative); emphasis on adaptability to digital tools and platforms.
Intergenerational Inclusion	Active knowledge sharing between senior staff and interns; regeneration of younger workforce.
Change Readiness	Gradual adaptation to digital transformation; managed resistance through involvement and training.
Leadership Involvement	Proactive leadership in evaluation, mentoring, and communication with staff and interns.
Support for Interns	Structured internship program integrated into daily operations, promoting capacity building.
External Engagement	Active participation in industry networks (PRSSNI, KPID); aligns internal climate with trends.

Organizational Communication Theory

The most appropriate theoretical framework for analyzing the organizational dynamics of Radio Maestro Bandung is Organizational Communication Theory, particularly in relation to internal communication and change management. This theoretical lens facilitates an examination of how

communication processes within an organization influence individual and collective behaviors, especially during periods of organizational change (Miller & Barbour, 2009).

Organizational Communication Theory asserts that effective internal communication is instrumental in fostering employee engagement, enhancing transparency, and building trust, all of which are essential during transformational change (Stanton, 2005). In the context of Radio Maestro Bandung, internal communication strategies such as open dialogue, continuous training, cross-departmental collaboration, and transparent leadership emerge as key factors supporting organizational resilience and adaptability.

These practices align with contemporary research emphasizing the importance of communication in navigating digital transformation and media convergence. Organizations undergoing significant technological or structural shifts must rely heavily on communicative processes to mitigate resistance, build readiness, and co-construct a shared vision for change. Radio Maestro Bandung's approach exemplifies this, using communication as both a strategic resource and a cultural enabler in adapting to shifts in the digital media landscape (Lewis, 2019).

The dynamics of change management at Radio Maestro Bandung are evident in the station's strategic adaptation to digital platforms and the diversification of employee responsibilities. These practices reflect a deliberate effort to manage transformation while maintaining organizational coherence, a process well explained by Change Management Theory (Badham & Santiago, 2023; Phillips & Klein, 2023). The station's operational shifts illustrate the application of proactive change strategies that aim to ensure continuity and innovation in the face of digital disruption.

Concurrently, the cultivation of a "full heart" work culture and emphasis on community-building align with the principles of Organizational Culture Theory, which asserts that shared values, beliefs, and practices constitute the cultural fabric of an organization (Amtu et al., 2021; Xenikou & Furnham, 2022). This cultural orientation is crucial for shaping how members interpret change, engage with one another, and maintain motivation in dynamic contexts. Radio Maestro Bandung's emphasis on affective commitment and interpersonal connection reflects the kind of strong, cohesive culture that supports resilience and adaptability.

Taken together, Organizational Communication Theory, Change Management Theory, and Organizational Culture Theory provide a comprehensive, multidimensional framework for understanding Radio Maestro Bandung's internal dynamics. Communication serves as the connective tissue among these theoretical domains enabling the organization to disseminate strategic intent, reinforce cultural norms, and manage transitions. This integrative perspective helps explain how the station fosters employee loyalty, facilitates organizational learning, and sustains relevance amid competitive pressures in the media industry.

Discussion

The findings of this study underscore the pivotal role of organizational communication in shaping a positive working climate at Radio Maestro Bandung. Amid increasing digital disruption and declining public interest in traditional radio (Coleman, 2021), the station's emphasis on open, transparent, and participative communication strategies has proven essential in fostering employee motivation, engagement, and adaptability.

This study affirms the theoretical proposition of Organizational Communication Theory (Miller, 2013), which positions communication as both a strategic tool and a cultural enabler within organizations undergoing change (Lewis, 2019). Practices such as cross-functional collaboration, regular team meetings, informal feedback, and inclusive decision-making reflect a deliberate effort

to reduce internal resistance and build collective readiness for transformation, core components in Change Management Theory (Phillips & Klein, 2023).

The strategic recruitment focus on attitudes over purely technical competencies aligns with literature emphasizing the importance of value congruence in organizational culture (Schein, 2017). Moreover, the station's "full heart" ethos, where employees demonstrate high emotional commitment despite limited financial incentives, supports the view that strong affective organizational culture can sustain performance even in resource-constrained environments.

Compared to previous studies that explored digital adaptation in national or state-owned broadcasters (Sabran et al., 2022), this research provides novel insights into how a small-scale, private, local radio station leverages internal communication to maintain relevance. Radio Maestro's use of digital platforms such as TikTok, and its integration of interns into production processes, demonstrates a unique intersection between technological adaptation and intergenerational knowledge transfer, a dimension less emphasized in earlier works.

Furthermore, the internal dynamics observed in this case study contribute empirically to the limited body of literature on communication-based resilience strategies in local media ecosystems. In doing so, the study extends existing frameworks by illustrating how communication fosters not only operational coherence, but also a sustainable and inclusive organizational culture.

In summary, the results of this study validate the importance of communication as an integrative force, linking strategic vision, team cohesion, and organizational learning. These findings are particularly relevant for other small- and medium-scale media organizations facing similar pressures from media convergence, reduced government subsidies, and shifting audience behavior.

4. Conclusion

Radio Maestro Bandung demonstrates that the implementation of effective and innovative organizational communication is crucial for creating a favorable work climate and supporting sustainability amidst the challenges of the ever-evolving digital media landscape. Through open and transparent communication practices, continuous competency development, and strategic use of digital platforms like TikTok, the organization has successfully increased employee engagement and maintained audience relevance. The station's digital transformation and rebranding initiatives reflect a proactive approach to media convergence, supported by strong managerial commitment and a "heartfelt" work culture that prioritizes loyalty, adaptability, and intergenerational collaboration. Overall, this study contributes to the growing body of knowledge on communication-driven transformation in the media industry, offering practical insights for local broadcasters seeking to remain resilient and relevant in an increasingly digital world.

Despite these achievements, the study acknowledges several limitations. First, the research was conducted within the confines of a single local radio station, which may limit the generalizability of the findings to other media organizations with different structural, cultural, or resource contexts. Second, the qualitative nature of this study, while allowing for depth and richness, could benefit from complementary quantitative measures in future research to capture broader patterns and causal relationships. Based on these limitations, future research is recommended to conduct comparative analyses across various radio stations, both private and public, local and national, to better understand the variability of organizational communication practices across different media environments. Furthermore, longitudinal studies examining the long-term impact of communication strategies on employee performance and digital adaptation could provide more comprehensive insights. Finally, exploring the role of audience feedback as part of the

organizational communication process could also enhance understanding of how external interactions influence internal dynamics and work climate.

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