

ABSTRACT

Suboptimal supervisor-subordinate communication can reduce employee job satisfaction, as observed at PT. 21 Express Bandung. This study describes the organizational communication process from the perspective of Communication Constitutes Organization (CCO) Theory, measures the level of supervisor-subordinate communication based on the dimensions of the Ideal Managerial Climate (Redding), and analyzes its influence on employee job satisfaction on the supervisor supervision dimension. This research used a quantitative approach with a causal associative method involving 70 employees determined through total sampling, using a Likert-scale questionnaire analyzed through validity, reliability, and classical assumption tests, simple linear regression, t-test, and the coefficient of determination via SPSS.

Results show that Supervisor-Subordinate Communication falls into the Poor category with a mean score of 2.43, with the Openness dimension highest (2.51, Good category), while Supportiveness (2.38) and Trust (2.39) were lowest, both in the Poor category. Employee Job Satisfaction on the Supervisor Supervision dimension also falls into the Poor category (mean 2.45). The regression equation is $\hat{Y} = 2.599 + 0.218X$, with a t-value of 5.233 exceeding the t-table value of 1.995 and significance of 0.000, so H_0 is rejected and H_1 is accepted. The R^2 value of 0.287 indicates a weak influence of 28.7%. It is concluded that Supervisor-Subordinate Communication has a positive and significant effect on Employee Job Satisfaction at PT. 21 Express Bandung.

Keywords: *Supervisor-Subordinate Communication, Employee Job Satisfaction, Ideal Managerial Climate, Communication Constitutes Organization, PT. 21 Express Bandung*

ABSTRAK

Komunikasi atasan-bawahan yang belum optimal berpotensi menurunkan kepuasan kerja karyawan, sebagaimana terjadi di PT. 21 Express Bandung. Penelitian ini bertujuan mendeskripsikan proses komunikasi organisasi berdasarkan perspektif *Communication Constitutes Organization* (CCO) Theory, mengukur tingkat komunikasi atasan-bawahan berdasarkan dimensi *Ideal Managerial Climate* (Redding), serta menganalisis pengaruhnya terhadap kepuasan kerja karyawan pada dimensi supervisi atasan. Penelitian menggunakan pendekatan kuantitatif metode asosiatif kausal terhadap 70 karyawan yang ditentukan melalui total sampling, dengan kuesioner skala Likert yang dianalisis melalui uji validitas, reliabilitas, asumsi klasik, regresi linear sederhana, uji t, dan koefisien determinasi menggunakan SPSS.

Hasil menunjukkan variabel Komunikasi Atasan-Bawahan berkategori Tidak Baik dengan skor rata-rata 2,43, dimensi Keterbukaan tertinggi (2,51, kategori Baik), sedangkan Dukungan (2,38) dan Kepercayaan (2,39) terendah dan keduanya berkategori Tidak Baik. Kepuasan Kerja Karyawan pada dimensi Supervisi Atasan juga berkategori Tidak Baik (rata-rata 2,45). Persamaan regresi $\hat{Y} = 2,599 + 0,218X$, dengan t hitung 5,233 lebih besar dari t tabel 1,995 dan signifikansi 0,000, sehingga H_0 ditolak dan H_1 diterima. Nilai R^2 sebesar 0,287 menunjukkan pengaruh sebesar 28,7% berkategori lemah. Dapat disimpulkan Komunikasi Atasan-Bawahan berpengaruh positif dan signifikan terhadap Kepuasan Kerja Karyawan di PT. 21 Express Bandung.

Kata Kunci: Komunikasi Atasan-Bawahan, Kepuasan Kerja Karyawan, *Ideal Managerial Climate*, *Communication Constitutes Organization*, PT. 21 Express Bandung