



ABSTRAK

KOMUNIKASI INTERNAL SUB-UNIT PERSONALIA DAN UMUM (PUM) DALAM MENINGKATKAN MOTIVASI KERJA KARYAWAN AIRNAV INDONESIA CABANG YOGYAKARTA

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Penelitian ini bertujuan untuk menganalisis bagaimana komunikasi internal yang dilakukan oleh Sub-Unit Personalia dan Umum (PUM) di AirNav Indonesia Cabang Yogyakarta berperan dalam meningkatkan motivasi kerja karyawan. Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan teknik pengumpulan data melalui wawancara mendalam, observasi lapangan, dan dokumentasi. Analisis data mengacu pada teori komunikasi internal yang mencakup arus komunikasi ke bawah, ke atas, dan horizontal, serta teori motivasi Maslow dan teori persepsi motivasi Pace dan Faules. Hasil penelitian menunjukkan bahwa komunikasi internal yang terstruktur dan terbuka terbukti memenuhi kebutuhan motivasi karyawan secara bertahap, dimulai dari kebutuhan fisiologis hingga aktualisasi diri menurut Maslow. Selain itu, komunikasi internal membentuk persepsi kerja yang positif melalui terpenuhinya harapan, rasa puas (pemenuhan), peluang pengembangan, dan capaian kinerja, sebagaimana dijelaskan dalam teori Pace dan Faules. Komunikasi dilakukan melalui forum tatap muka, aplikasi internal seperti Insight dan ArsipKu, hingga komunikasi informal seperti grup WhatsApp, yang secara keseluruhan mendorong keterlibatan aktif karyawan. Dengan demikian, komunikasi internal yang dilakukan Sub-Unit PUM tidak hanya menjadi sarana pertukaran informasi, tetapi juga berfungsi sebagai penggerak motivasi kerja dan produktivitas karyawan.

Kata Kunci: Komunikasi Internal, Airnav Indonesia, Sub-Unit PUM, Motivasi Kerja, Maslow, Pace dan Faules

ABSTRACT

INTERNAL COMMUNICATION OF THE PERSONNEL AND GENERAL AFFAIRS SUB-UNIT (PUM) IN ENHANCING EMPLOYEE WORK MOTIVATION AT AIRNAV INDONESIA YOGYAKARTA BRANCH

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This research aims to analyze how internal communication conducted by the Sub-Unit of Personnel and General Affairs (PUM) at AirNav Indonesia Yogyakarta Branch plays a role in improving employee work motivation. The study uses a descriptive qualitative approach with data collected through in-depth interviews, field observation, and documentation. Data analysis is based on internal communication theory, including downward, upward, and horizontal flows, along with Maslow's Hierarchy of Needs and Pace and Faules' perception-based motivation theory. The results show that structured and open internal communication has been proven to fulfill employees motivational needs gradually, from physiological to self-actualization levels, as stated by Maslow. Additionally, internal communication shapes positive work perception through the fulfillment of expectations, satisfaction (fulfillment), development opportunities, and performance recognition, according to Pace and Faules. Communication is carried out through formal meetings, internal applications such as Insight and ArsipKu, as well as informal channels like WhatsApp groups, all of which support active employee engagement. Thus, internal communication at the PUM sub-unit serves not only as an information channel but also as a key driver of work motivation and employee productivity.

Keywords: *Internal Communication, AirNav Indonesia, Sub-Unit PUM, Work Motivation, Maslow, Pace and Faules*