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**Evaluasi Strategi Komunikasi Kepemimpinan Menggunakan Strategic Employee Communication Model (Studi
Kasus Pada PT Beertiga Group Indonesia)**
Rianty Indah Handayani Pattipeilohy, Ely Susanto, S.IP., M.B.A., Ph.D.
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INTISARI

Dalam satu dekade terakhir, industri kreatif di Indonesia tumbuh pesat dan menjadi salah satu penopang ekonomi nasional, dengan usaha mikro, kecil, dan menengah sebagai tulang punggungnya. Namun, di balik pertumbuhan tersebut, tingkat kegagalan perusahaan rintisan masih tergolong tinggi, dan salah satu penyebab yang menonjol bukanlah faktor finansial semata, melainkan faktor manusia. Khususnya lemahnya komunikasi kepemimpinan di dalam organisasi. Tantangan ini semakin kompleks pada organisasi kreatif yang umumnya berstruktur datar (*flat*), menerapkan pola kerja *hybrid*, dan didominasi tenaga kerja generasi milenial serta Gen Z, sehingga konsistensi pesan dan mekanisme umpan balik menjadi persoalan tersendiri.

PT Beertiga Group Indonesia, sebuah agensi *branding* di Yogyakarta yang berhasil bertahan lebih dari lima tahun, menjadi kasus yang relevan untuk memahami bagaimana komunikasi kepemimpinan dikelola di tengah dinamika tersebut. Oleh karena itu, penelitian ini bertujuan mengevaluasi strategi komunikasi kepemimpinan di PT Beertiga Group Indonesia dengan menggunakan *Strategic Employee Communication Model* (Barrett, 2002). Penelitian menggunakan desain kualitatif deskriptif melalui pendekatan studi kasus. Data dikumpulkan melalui wawancara mendalam terhadap enam informan (tiga pendiri dan tiga karyawan), observasi lapangan, serta dokumentasi internal, kemudian dianalisis menggunakan analisis tematik.

Hasil penelitian menunjukkan bahwa strategi komunikasi kepemimpinan di PT Beertiga Group Indonesia berlangsung sebagai sebuah sistem bertahap, mulai dari formulasi strategi oleh pemimpin puncak, pembentukan sistem komunikasi dan operasional yang difasilitasi HR Consultant sebagai pihak ketiga, penerjemahan oleh manajemen tengah *(mid-level),* eksekusi kerja berbasis *hybrid,* hingga evaluasi melalui mekanisme *360-degree review*. Praktik tersebut sebagian besar selaras dengan tujuh komponen model Barrett, meskipun beberapa fungsi dijalankan oleh aktor di luar struktur formal organisasi. Efektivitas komunikasi dipengaruhi oleh faktor internal seperti budaya egaliter, peran mid-level, dan kapasitas komunikasi kepemimpinan pada organisasi kreatif sangat bergantung pada kemampuan menyeimbangkan fleksibilitas kreatif dengan formalisasi sistem komunikasi.

Kata Kunci: kepemimpinan strategis, komunikasi kepemimpinan, Strategic Employee Communication Model, industri kreatif, komunikasi internal, beertiga.

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ABSTRACT

Over the past decade, the creative industry in Indonesia has grown rapidly and has become one of the pillars of the national economy, with micro, small, and medium enterprises serving as its backbone. However, behind this growth, the failure rate of startups remains relatively high, and one of the most prominent causes is not merely financial but rather the human factor. Particularly weak leadership communication within organizations. This challenge becomes increasingly complex in creative organizations, which generally adopt a flat structure, apply hybrid working patterns, and are dominated by millennial and Gen Z workers, making message consistency and feedback mechanisms a distinct concern.

PT Beertiga Group Indonesia, a branding agency based in Yogyakarta that has survived for more than five years, serves as a relevant case for understanding how leadership communication is managed amid such dynamics. Therefore, this study aims to evaluate the leadership communication strategy at PT Beertiga Group Indonesia using the Strategic Employee Communication Model (Barrett, 2002). A descriptive qualitative design with a case study approach was employed. Data were collected through in-depth interviews with six informants (three founders and three employees), field observation, and internal documentation, and were then analysed using thematic analysis.

The findings reveal that leadership communication at PT Beertiga operates as a sequential system, beginning with strategy formulation by top leaders, the establishment of communication and operational systems facilitated by an external HR Consultant as a third party, translation by middle management (mid-level), hybrid-based work execution, and evaluation through a 360-degree review mechanism. These practices are largely aligned with Barrett's seven components, although several functions are carried out by actors outside the formal organizational structure. Communication effectiveness is shaped by internal factors such as an egalitarian culture, the role of middle management, and employees' communication capacity, as well as external factors such as the development of artificial intelligence and viral content trends in the creative industry. The study concludes that the success of leadership communication in creative organizations depends heavily on the ability to balance creative flexibility with the formalization of communication systems.

Keywords: *strategic leadership, leadership communication, Strategic Employee Communication Model, creative industry, internal communication, beertiga.*