

ABSTRAK

Diska Elyanda Pramista. Program Studi Ilmu Komunikasi. Analisis Gaya Komunikasi Pimpinan Gen X Terhadap Pegawai Gen Z (Studi Pada Dinas Pemuda Dan Olahraga Provinsi Kalimantan Selatan). Dosen pembimbing Dr. Dewi Quraisyin S.Pd.I., M.Si.

Penelitian ini bertujuan untuk menganalisis gaya komunikasi pimpinan Generasi X (Gen X) terhadap pegawai Generasi Z (Gen Z) di Dinas Kepemudaan dan Olahraga (Dispora). Fokus kajian dibedah menggunakan Teori Akomodasi Komunikasi (*Communication Accommodation Theory*) untuk melihat bagaimana pimpinan menerapkan strategi konvergensi dan divergensi, serta bentuk gaya komunikasi (asertif, pasif, agresif, pasif-agresif) dalam dinamika komunikasi organisasi vertikal. Metode penelitian yang digunakan adalah kualitatif deskriptif dengan teknik pengumpulan data melalui wawancara mendalam terhadap pimpinan Gen X (Kepala Bidang dan Kepala Subbagian) serta staf dari kalangan Gen Z, yang didukung oleh observasi dan studi dokumentasi.

Hasil penelitian menunjukkan bahwa pimpinan Gen X secara adaptif menerapkan strategi konvergensi melalui penyesuaian media digital berbasis *WhatsApp Group* sebagai saluran arus informasi taktis harian guna memotong komunikasi pasif dan mengakomodasi karakteristik Gen Z sebagai *digital natives*. Namun, untuk pesan yang bersifat penting dan evaluasi kesalahan kerja, pimpinan menerapkan strategi divergensi melalui komunikasi tatap muka langsung dan penekanan hierarki guna menjaga etika birokrasi. Dalam pemenuhan fungsi regulatif dan instruksi tugas, pimpinan dominan menggunakan gaya komunikasi asertif yang tegas namun terbuka, serta menghindari komunikasi agresif dalam tindakan *mentoring* kesalahan kerja staf. Di sisi lain, pegawai Gen Z merespons dengan gaya asertif yang santun melalui kemampuan menempatkan diri yang tepat demi menjaga stabilitas hubungan antargenerasi. Secara keseluruhan, kombinasi akomodasi komunikasi ini berhasil menciptakan kepuasan komunikasi organisasi yang harmonis dan akuntabel di lingkungan Dispora.

Kata Kunci: Gaya Komunikasi Pimpinan, Generasi X, Generasi Z, Teori Akomodasi Komunikasi, Komunikasi Asertif.

ABSTRACT

Diska Elyanda Pramista. *Communication Science Study Program. Analysis of Gen X Leaders' Communication Styles Towards Gen Z Employees (A Study at the Youth and Sports Office of South Kalimantan Province)*. Academic Advisor Dr. Dewi Quraisyin S.Pd.I., M.Si.

This study aims to analyze the communication styles of Generation X (Gen X) leaders toward Generation Z (Gen Z) employees at the Youth and Sports Agency (Dispora). The study focuses on Communication Accommodation Theory to examine how leaders implement convergence and divergence strategies, as well as the communication styles (assertive, passive, aggressive, and passive-aggressive) within the dynamics of vertical organizational communication. The research method used is descriptive qualitative, with data collected through in-depth interviews with Gen X leaders (Heads of Divisions and Heads of Subdivisions) and Gen Z staff, supported by observation and documentation studies.

The results show that Gen X leaders adaptively implement a convergence strategy by adapting digital media platforms such as WhatsApp Groups as a channel for daily tactical information flow to cut down on passive communication and accommodate Gen Z's characteristics as digital natives. However, for important messages and evaluations of work errors, leaders employ a divergence strategy through direct face-to-face communication and emphasize hierarchy to maintain bureaucratic ethics. In fulfilling regulatory functions and task instructions, dominant leaders use a firm but open assertive communication style, avoiding aggressive communication when mentoring staff members about work errors. Meanwhile, Gen Z employees respond with a polite assertive style through the ability to position themselves appropriately to maintain stable intergenerational relationships. Overall, this combination of communication accommodations successfully creates harmonious and accountable organizational communication within the Dispora environment.

Keywords: *Leadership Communication Style, Generation X, Generation Z, Communication Accommodation Theory, Assertive Communication.*