



## The Influence Of Organizational Communication On The Effectiveness Of Work Team In The Medan City Social Services Department

Meiske Davina Br Ketaren<sup>1</sup>, Freddy Butarbutar<sup>2</sup>

Fakultas Psikologi, Universitas HKBP Nommensen, Medan, Indonesia

Email: [meiskedavina.ketaren@student.uhn.ac.id](mailto:meiskedavina.ketaren@student.uhn.ac.id)

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### Abstract

This study aims to determine The Influence of Organizational Communication on the Effectiveness of Work Teams in the Medan City Social Service. This study involved active employees in the Medan City Social Service. PSI (Information System Center) provided a total of 115 participants for this study. Medan City Social Service 2024, where 44 Permanent Employees and 71 Casual Daily Employees (PHL). The value of the coefficient of determination (R Square) and the influence of organizational communication based on the results of the regression analysis, the value of the coefficient of determination (R Square) is 0.816, which means that organizational communication is able to explain 81.6% of the variation in the effectiveness of work teams in the Medan City Social Service. This shows that organizational communication has a very strong and significant influence on the effectiveness of work teams. In other words, the better organizational communication that occurs in the work environment, the effectiveness of teamwork will also increase significantly. The remaining 18.4% of work team effectiveness is influenced by other factors outside of organizational communication. Majority of Respondents The majority of respondents in this study were employees aged between 25–32 years (56.5%), who are included in the productive age group. In terms of organizational communication, 66.1% of respondents rated organizational communication in their workplace as high, and 67% of respondents rated the effectiveness of work teams as high. This indicates that the majority of employees have a positive perception of communication and team effectiveness in their work environment, although there are still a small number who experience obstacles in the division of tasks, workload, and suboptimal two-way communication.

**Keywords:** Organizational Communication, Effectiveness, Work Team, Social Services

## INTRODUCTION

The effectiveness of a work team is a key factor in determining the success of an organization, especially in the government sector, which has the task and responsibility of serving the community. Hackman (Auchter et al., 2018) good coordination, and communication that supports cooperation. In the context of the Medan City Social Service, the effectiveness of the work team is a crucial factor in ensuring that various social programs can run well and provide maximum impact for the community. The Medan City Social Service is responsible for various social welfare policies and programs, such as the provision of social assistance, child protection, social rehabilitation, and community development.

These tasks require synergy from various fields and work units within the organization. Therefore, the effectiveness of the work team is crucial in ensuring that the designed policies can be implemented optimally.

The effectiveness of a work team can be influenced by various factors, one of which is communication within the organization. According to Goldhaber (Petrou, Demerouti, & Schaufeli, 2018) communication within an organization involves the creation and exchange of information within a network of interdependent relationships. Good communication allows team members to understand their tasks and responsibilities more clearly, reduces misunderstandings, and improves coordination in completing tasks. In addition to communication, leadership also plays a very important role in building the effectiveness of a work team. Bass (Muthusamy, 2019) clear direction, provide motivation, and build harmonious working relationships will encourage the team to work more effectively. In government organizations such as the Medan City Social Service, strong leadership is needed to ensure that the work team can move in the same direction in achieving organizational goals.

Work motivation is also a determining factor in team effectiveness. Herzberg (Claeys & Coombs, 2020) in his two-factor theory stated that high job satisfaction and motivation will make individuals contribute more to the team. If employees feel appreciated and have clear goals, they will be more productive and committed in carrying out their duties. Therefore, an appropriate incentive and reward system is needed to increase teamwork motivation in the Medan City Social Service. In addition to internal factors, the effectiveness of the work team is also influenced by external factors, such as government regulations, community involvement, and cooperation with other organizations. According to Katz and Kahn (1978) in open system theory, organizations cannot work in isolation, but must interact with their environment. In this case, the Medan City Social Service must be able to collaborate with various external parties to increase the effectiveness of the work team in implementing social programs. Bureaucratic obstacles are often a challenge in increasing the effectiveness of work teams in the government sector. Weber (1947) in his bureaucratic theory stated that an organizational structure that is too rigid can hinder communication and coordination within the team. Therefore, flexibility is needed in the organizational structure so that information can flow more quickly and tasks can be carried out more efficiently. In addition, the effectiveness of work teams is also influenced by how the organization manages conflict within the team. Thomas and Kilmann (Heide, von Platen, Simonsson, & Falkheimer, 2018) in their conflict management theory stated that conflict in organizations is often triggered by misunderstandings in communication and differences in perception between team members. Therefore, it is important for organizations to have a conflict resolution mechanism based on open and constructive communication so that cooperation within the team remains harmonious.

The application of technology in organizational communication is also a factor that can increase the effectiveness of work teams. Rogers (Ouedraogo & Ouakouak, 2018) in his innovation diffusion theory stated that the adoption of new technology in organizations must be followed by adequate training so that it can be utilized optimally. In the context of the Medan City Social Service, the use of communication technology such as messaging applications, email, and management information systems can help speed up coordination and clarify the division of tasks within the work team. According to Schein (2010) in his Organizational Communication theory, good communication within an organization can also form a healthy work culture, where each team member feels more involved and has a

sense of ownership of the tasks they do. If an open and transparent communication culture is implemented in the work team, then each team member will find it easier to coordinate and work together to achieve common goals. The Medan City Social Service also faces challenges in building synergy between employees with different backgrounds. Gudykunst (2003) in his cross-cultural communication theory states that differences in perception and communication styles within an organization can affect the effectiveness of teamwork. Therefore, it is important for organizations to build communication mechanisms that can bridge these differences and increase cohesion within the team.

In improving the effectiveness of the work team, it is important for the Medan City Social Service to implement a more open and participatory communication strategy. Deetz (Newman, Ford, & Marshall, 2020) in his organizational communication theory stated that organizations with a participatory communication culture tend to be more innovative and responsive to change. Therefore, the Medan City Social Service needs to build a work environment that encourages the active involvement of all team members in the decision-making process. In addition to the communication aspect, the effectiveness of the work team can also be improved through training and human resource development. According to Kolb (1984) in his experiential learning theory, individuals can improve their competence and skills through direct experience in the workplace. Therefore, the Medan City Social Service needs to provide relevant training to employees so that they can work more effectively and professionally. Team performance evaluation is also an important factor in improving work effectiveness. According to Kaplan and Norton (1992) in the Balanced Scorecard concept, the effectiveness of the work team can be measured through various indicators, such as individual performance, employee satisfaction, and the achievement of organizational goals. By conducting regular evaluations, organizations can identify existing obstacles and make improvements so that the effectiveness of the work team can continue to be enhanced. This study aims to analyze how the effectiveness of work teams at the Medan City Social Services Agency is influenced by organizational communication factors and to identify existing barriers to building better communication. The results are expected to provide recommendations for the Medan City Social Services Agency in developing more effective communication strategies to improve the effectiveness of their work teams.

Organizational communication is crucial for integrating organizational management functions, according to (Leiter & Maslach, 2022) This includes establishing and disseminating organizational goals, creating plans to achieve those goals, effectively leading, directing, motivating, and organizing human and other resources, and creating a work environment that encourages employees to contribute. One of the primary functions of humans is communication. People network with each other in everyday life through communication at home, at work, in the marketplace, in the community, or wherever they are. Everyone can talk. Communication is crucial for both individuals and organizations. Organizations with good communication can run smoothly and successfully, while organizations without it or without communication cannot function well. An organization is a place where people work together in a structured system to achieve specific goals. Organizations have a strategic role in providing services to the community in the context of government. The teamwork effect, or the ability of a team to achieve predetermined goals effectively and harmoniously, is one of the keys to organizational success.

As a government agency, the Medan City Social Service has a significant responsibility to address social issues such as poverty, social welfare, and community empowerment. To accomplish these tasks, a strong and effective work team is required. However, various

organizational factors, such as organizational structure, leadership, communication, and work culture, influence team performance. Meetings within the organization are essential to determine the company's vision and mission. Therefore, communication between superiors and subordinates is essential. This communication must be conducted openly to utilize each employee's input and ideas for the company's progress (Tua, 2019).

In line with this, every person who has entered the world of work (organization) has and will certainly be related to communication that explains the process of faith for good relationships in their place of activity in the organization (Septina, 2020). According to other studies, communication accounts for 70% of human time. Communication used to be only used to interact with others. Now it is used more to solve problems and achieve certain goals. Most of the time, organizations have communication directed to achieve certain goals. Hardjo & Chairiah (Hutagalung & Ritonga, 2018).

For communication to fulfill its purpose, it is crucial that it is productive and of good quality. Such communication is goal-directed, such as that of the organization's leadership and all participants in the communication. The essence of the above point is that communication must target specific goals through formal or informal channels) All participants must be welcomed and willing to participate. Communication is the exchange of information, which requires that all participants be allowed to actively participate and express their views. Employees often have the best creative ideas, and they need to be given the opportunity to express them. If employees are valued, they will be involved in every way possible in all communication channels.

Organizational communication plays a crucial role in determining the effectiveness of work teams, particularly in complex work environments such as government agencies. The Medan City Social Services Agency, as an agency responsible for providing social services to the community, requires effective communication to ensure optimal coordination between employees. Good communication can enhance task understanding, strengthen collaboration, and encourage more efficient problem-solving. However, in practice, various communication barriers, such as a lack of information transparency, rigid bureaucracy, and differing perceptions among employees, often pose challenges that hinder team effectiveness. Ineffective communication can lead to miscommunication, misunderstandings, and even a decline in team performance in carrying out its social duties. Therefore, further research is needed to determine the extent to which organizational communication influences team effectiveness at the Medan City Social Services Agency (Riono, Syaifulloh, & Utami, 2020).

Researchers also conducted an initial survey of 30 employees, organized based on aspects of Organizational Communication and Teamwork Effectiveness, using an online questionnaire. Based on the results of the 30 respondents, with 10 questions, the following results were obtained:

Based on the survey results, it can be concluded that the effectiveness of the work team of employees at the Medan City Social Service is low. The survey results show that most team members feel that the teamwork is going well; 80% of participants stated that the teamwork is running smoothly, indicating that members collaborate well. However, 20% of participants stated that the teamwork is not optimal, perhaps due to a lack of communication or because they do not fully understand the goals of the teamwork. In addition, 76.7% of respondents said they understand their duties and responsibilities well, but around 23.3% said they do not fully understand them. This can affect teamwork performance, especially in terms of dividing and completing tasks. Consequently, clearer

communication and more detailed instructions are needed to avoid confusion. In terms of task distribution, 73.3% of respondents felt that they received a fair share, while the other 26.7% felt the opposite. This dissatisfaction can arise due to differences in the level of task difficulty or perceived workload. Similarly, only 76.7% of team members felt comfortable with their workload, meaning 23.3% still felt overwhelmed. Team leaders need to ensure that the workload is distributed evenly so that all members feel fair and comfortable in carrying out their duties. In terms of innovation, 76.7% of respondents were open to new ways of getting work done, indicating that most teams are adaptive to change. However, there are still around 23.3% who may find it difficult to accept new innovations. This can be a challenge for teams in dealing with change or implementing new strategies to improve work efficiency. Therefore, it is important to provide better education and approaches so that all team members feel more prepared to accept innovation. Constructive feedback is also an important factor in team effectiveness, with 73.3% of team members feeling that they give and receive feedback well. However, around 26.7% of respondents still feel that feedback is not fully effective. In addition, flexibility within the team also received a positive response from 70% of members, although there are still 30% who feel that flexibility within the team is still not supported enough. This can impact the team's ability to adapt to changing work requirements. Finally, in facing challenges and solving problems through good communication, 56.7% of respondents felt that their team was able to overcome obstacles with effective communication. However, this figure shows that almost half of respondents still felt there were barriers to team communication. Nevertheless, 53.3% of team members believed that they could face challenges together, indicating a sense of togetherness within the team. By improving communication, providing space for feedback, and supporting flexibility and innovation, teams can become more solid in achieving common goals (Themba & Dirgantara, 2021).

In a previous study conducted by Sudrajat, AR, Ardiansyah, D., and Yayat (Situmeang, 2016) entitled *The Influence of Organizational Communication on the Work Effectiveness of Employees at PDAM Tirta Medal Sumedang*, the results showed that organizational communication has a significant influence on employee work effectiveness. Effective communication within an organization, both from top-down communication and bottom-up communication, influences employee understanding, motivation, and performance in carrying out their duties. The existence of clear communication channels, transparency in the delivery of information, and openness between employees are factors that support the achievement of better work effectiveness. This study also found that poor or less than smooth communication can lead to misunderstandings, internal conflicts, and low work morale which ultimately impact employee productivity and performance. Therefore, it is important for organizations to create a good communication atmosphere so that employee work effectiveness can be maintained and improved. Overall, this study emphasizes the importance of effective communication as one of the key factors in improving employee work effectiveness at PDAM Tirta Medal Sumedang.

The results of Dadang Suryana's (Oktafien & Yuniarsih, 2018) research entitled "The Influence of Communication on Employee Work Effectiveness at the Sumedang Regency Manpower and Transmigration Office" show that organizational communication has a significant influence on employee work effectiveness at the agency. This study aims to analyze how communication affects employee performance at the Sumedang Regency Manpower and Transmigration Office. The main finding of this study is that good and smooth communication between superiors and subordinates, as well as between employees,

plays a major role in increasing work effectiveness. Employees who receive clear and timely information tend to be more productive and can complete tasks more efficiently. In addition, communication between departments also contributes positively to work effectiveness. When information can flow quickly between parts of the organization, decisions can be made more quickly and accurately, thus supporting the achievement of organizational goals. However, barriers to communication, such as a lack of clarity in messages or insufficient feedback, can reduce work effectiveness. Therefore, it is important for organizations to reduce these communication barriers so that employees can work better and the organization can achieve optimal results. In the quantitative aspect, this study uses simple linear regression analysis to determine the relationship between organizational communication and employee work effectiveness. The calculation results show that communication has a significant effect on employee work effectiveness. Based on the regression analysis, there is an equation that describes this relationship. The results of the t test show that the calculated t value is greater than the t table, which indicates that communication has a strong influence on work effectiveness. In addition, the results of the R-squared test show that approximately 70% of the variation in employee work effectiveness can be explained by communication factors, while the rest is influenced by other variables not included in this study.

## **METHOD**

The variables in this research are the research subjects or things of primary concern (Kuswarno, 2001). Furthermore, variables can also be defined as concepts about the quantitative or qualitative characteristics of the research subjects (Azwar, 2011).

1. The independent variable (X) shows organizational communication.
2. The dependent variable (Y) shows the effectiveness of the work team.

An operational definition of a research variable is a definition based on the characteristics of the research variable that the researcher has determined to be observed and studied (Sari, Sos, Kom, Syaifullah, & Kom, 2018). This definition provides important information about the variables that can be tested and measured. In this study, the operational definitions used are as follows:

Organizational communication refers to the process of conveying information between members of an organization that is carried out with the aim of achieving common goals, supporting coordination, and facilitating decision-making. In the context of research, organizational communication is operationalized as a series of interactions involving various channels and media to convey messages, both formally and informally. The aspects of organizational communication according to Goldhaber (Arisetiana, T Simamora, & Perwirawati, 2023) are: Internal Communication, External Communication, Formal Communication, Information Communication, and Communication Networks.

According to Sugiyono (Amaludin, 2020) a population is a research area consisting of objects or subjects with specific attributes that are to be analyzed to reach conclusions. This study involved active employees at the Medan City Social Service. The PSI (Information Systems Center) provided a total of 115 participants for this study. The Medan City Social Service 2024 consisted of 44 permanent employees and 71 casual daily employees (PHL).

According to Sugiyono (2019), a sample in a research context is a subset or group based on the size and characteristics of a population. For this study, the sampling technique used was Sugiyono's total-adjacent sampling technique, which is typically used when the population being studied is relatively small, allowing researchers to collect data from each

member of the population. Therefore, the sampling method used in this study was the total-adjacent sampling technique.

Researchers used a Likert scale to collect information for this study. This number will be shared through a Google form. Sugiyono (Rahayu, 2019) stated that the Likert scale has two categories of statements: favorable statements and unfavorable statements. They are used to measure the attitudes, opinions, and perceptions of an individual or group of people about social phenomena. By using a Likert scale, there are four choices for answer choices: strongly agree (SS), agree (S), disagree (TS), and strongly disagree (STS). The assessment of favorable items starts with a value of 1 for the "SS" option, a value of 2 for the "S" option, a value of 3 for the "TS" option, and a value of 4 for the "STS" option.

After all data is collected in quantitative research, the next step is data analysis. To analyze the data, this study uses descriptive statistical analysis. The choice of statistical model to be used is in accordance with the type of research, the research objectives, and the proposed hypothesis. Because this study will investigate the relationship between two variables, the Product Moment analysis method is used with the independent variable, namely organizational communication (X) and the effectiveness of the work team as the dependent variable (Y). Data analysis was carried out in this study using the SPSS software program version 20.0 for Windows. Before conducting data analysis using the Product Moment analysis technique, the following assumptions were first tested:

1. Normality test, to determine whether the data from the research variables are distributed normally.
2. Linear regression testing is used to determine whether the independent variable data has a linear effect on the dependent variable. All research data is computerized.

## **RESULTS AND DISCUSSION**

### **Research Subject Overview**

*offline* on May 19, 2025, until all data was collected. The subjects required were active employees at the Medan City Social Service. Next, the researcher analyzed the data, but first described the respondents based on gender, age, highest education, position, and length of service. After that, assumptions were tested on organizational communication and work team effectiveness using normality, linearity, and hypothesis testing (Sulistyowati & Astuti, 2020).

### **Overview of Research Subjects Based on Age**

**Table 1. Subject Table by Age**

<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
25-32	65	56.5%
33-40	35	30.4%
41-48	10	8.6%
49-56	5	4.3%
<b>TOTAL</b>	<b>115</b>	<b>100%</b>

The frequency distribution table by age shows that the majority of respondents were in the 25–32 age range, amounting to 65 people or 56.5% of the total respondents. The 33–40 age group came in second with 35 people or 30.4%. Meanwhile, respondents aged 41–48 numbered 10 people (8.6%) and those aged 49–56 numbered only 5 people (4.3%). From this data, it can be concluded that the majority of respondents were in their youth to early adulthood, which is generally included in the productive age category. This indicates that this age group may be more interested or easier to reach by the survey conducted, while participation from older age groups was relatively low (Arindrajaya, Setiyani, & Santoso, 2021).

### **Hypothesis Testing**

This research was conducted to determine the influence of Organizational Communication on *the Effectiveness* of Work Teams. at the Medan City Social Services Office through simple regression analysis. This analysis aims to test the extent to which the Organizational Communication variable contributes to explaining the Work Team *Effectiveness variable* . The following are the results of the simple regression analysis:

**Table 2. Model Summary**

Model	R	R Square	Adjusted Square	R	Standard Error of the Estimate
1	.903	.861	.814		5,319

Based on the Model Summary table above, the correlation coefficient (R) value is 0.903, which indicates that there is a very strong relationship between the predictor variable, namely Organizational Communication, and the dependent variable. The R Square value of 0.816 means that 81.6% of the variation in the dependent variable can be explained by Organizational Communication, while the remaining 18.4% is explained by other factors outside this model.

**Table 3. Linear Regression ANOVA Test**

Model	Sum Of Squares	Df	Mean Square	F	Sig.
1 Regression	14155.204	1	14155.204	500,280	.000
Residual	3197.283	113	28,295		
Total	17352.487	114			

Based on the ANOVA table above, it can be concluded that the regression model used to analyze the influence of Organizational Communication on Work Team Effectiveness is statistically significant. This is indicated by the F value of 500.280 with a significance level (Sig.) of 0.000. Because the significance value is much smaller than 0.05 ( $p < 0.05$ ), it can be concluded that the overall regression model is significant, meaning that the organizational communication variable significantly influences the effectiveness of the work team.

**Table 4. Results of Simple Regression Analysis of Organizational Communication on Work Team Effectiveness**

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	11,914	3,932			3,030	.003
	Organizational Communication	.896	.040	.903		22,367	.000

Based on the table, the results of a simple regression analysis were obtained to see the influence of Organizational Communication on the Effectiveness of Work Teams. at the Medan City Social Services Agency (Nahak & Bulu, 2020). The resulting regression model has the following equation:

It is known that the Organizational Communication variable has a significant effect on the Effectiveness of the Work Team. This is indicated by the significance value (Sig.) of 0.000, which is much smaller than 0.05. The regression coefficient value (B) for Organizational Communication is 0.896, which means that every one unit increase in Organizational Communication will increase the Effectiveness of the Work Team by 0.896 units, assuming other variables are constant. The calculated t value of 22.367 indicates that the influence of Organizational Communication on the Effectiveness of the Work Team is very significant. In addition, the standardized Beta value of 0.903 indicates that Organizational Communication makes a very strong contribution to changes in the Effectiveness of the Work Team compared to other variables (if any in the model). Meanwhile, the constant value (intercept) of 11.914 indicates that if there is no organizational communication (value 0), then the basic value of the effectiveness of the work team is 11.914. Thus, it can be concluded that Organizational Communication has a positive, strong, and significant influence on the Effectiveness of the Work Team.

## Discussion

The results of this study indicate that organizational communication has a significant and positive influence on the effectiveness of work teams at the Medan City Social Service. This is indicated by a high correlation coefficient ( $R = 0.903$ ) and a significance value of 0.000, indicating that the relationship between variables is very strong and significant. The majority of respondents rated organizational communication as high, indicating that information delivery, coordination, and interaction between teams in this organization are running quite well. In addition, the effectiveness of work teams also had high results, indicating that their teams are able to work efficiently and achieve common goals. Furthermore, the data shows that both men and women, from various educational backgrounds, ages, and length of service, have similar perceptions about the quality of organizational communication and work team effectiveness. For example, the productive age group (25-40 years) showed high communication and effectiveness scores, and respondents with longer service periods tended to have more positive perceptions about team communication, indicating that work experience also shapes perceptions of the organizational environment. No respondents were found to have low levels of organizational communication or low work team effectiveness, supporting the conclusion

that the overall condition of the organization is quite good. However, while the statistical results show a strong relationship, qualitative findings indicate that not all team members are satisfied with their working conditions. Some respondents expressed dissatisfaction with the division of tasks, the amount of work they do, and ineffective feedback. This suggests that organizational communication is generally good, but there is still room for improvement. This is particularly true for enhancing two-way communication, making it more accessible and friendly. Therefore, while good organizational communication is crucial, team performance is also influenced by other factors, such as good leadership, clear roles, and a work culture that supports innovation and collaboration (Setiawati, Wijayanti, Rianto, & Sukasih, 2023).

The results of this study align with previous research conducted by Dadang and Suryana (2022), which found a positive and significant relationship between organizational communication and work team effectiveness. This indicates that the stronger the organizational communication implemented within a company, the higher the level of work team effectiveness in its work. The findings in this study reinforce the results of a previous study conducted by Suraswati (Hidayat, Burhan, & Al Ma'ruf, 2019) which stated that organizational communication has a significant influence on work team effectiveness among employees within the company. This study also differs from previous research in that it highlights actual issues such as lack of inter-unit coordination, role ambiguity, and interpersonal conflict that significantly impact team effectiveness. Whereas previous research tended to examine the relationship between variables in general without delving into internal team dynamics (Cahyani & Prapanca, 2021).

Furthermore, there are several limitations to this study that should be considered in future research. This study was quantitatively designed and used a survey method, so it was unable to further explore employees' subjective emotions or experiences related to organizational communication and teamwork effectiveness. Furthermore, data was collected through a closed-ended questionnaire based on a Likert scale. This questionnaire is susceptible to social bias, namely the tendency for respondents to provide answers that align with organizational expectations or are positive. Therefore, the findings of this study are contextual and do not fully explain all the components that shape teamwork performance in organizations.

## **CONCLUSION**

1. The coefficient of determination (R Square) and the influence of organizational communication based on the results of the regression analysis, the coefficient of determination (R Square) value is 0.816, which means that organizational communication is able to explain 81.6% of the variation in the effectiveness of the work team at the Medan City Social Service. This shows that organizational communication has a very strong and significant influence on the effectiveness of the work team. In other words, the better the organizational communication that occurs in the work environment, the effectiveness of teamwork will also increase significantly. The remaining 18.4% of the effectiveness of the work team is influenced by other factors outside of organizational communication.
2. Majority of Respondents The majority of respondents in this study were employees aged between 25–32 years (56.5%), who are included in the productive age group. In terms of organizational communication, 66.1% of respondents rated organizational communication in

their workplace as high, and 67% of respondents rated the effectiveness of work teams as high. This indicates that the majority of employees have a positive perception of communication and team effectiveness in their work environment, although there are still a small number who experience obstacles in the division of tasks, workload, and two-way communication that is not yet optimal.

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