



## **The Role of Communication in the Digital Age in Enhancing Employee Performance at Bhayangkara Jakarta Raya University**

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### **Abstract**

**Background :** In the digital age, communication has undergone many changes, particularly with the emergence of information technology. This change can influence how employees interact and collaborate, which will impact their productivity. **Purpose :** This research aims to understand, analyze, and evaluate the impact of communication in the digital age, particularly the use of information technology, on employee performance within the Bhayangkara Jakarta Raya University environment. **Design/methods/approach:** This research employs a qualitative method, focusing on interviews and literature studies to gain a more comprehensive understanding of the role of communication in the digital age in improving employee performance. Five employees from Bhayangkara Jakarta Raya University were interviewed to obtain direct perspectives on their experiences regarding the role of information technology in the workplace. The data analysis technique involves analyzing interview results by incorporating the analysis of theories from literature sources. **Findings :** The results of the interviews and analysis from the literature study indicate that the effective use of information technology has made a significant contribution to improving employee performance. **Originality/value:** From this research, it can be concluded that information technology, if managed well, has great potential in optimizing employee performance.

**Keywords :** Performance; Communication; Information Technology; Productivity

### **Introduction**

Employees are the primary valuable asset for a company, as they are the ones who carry out all the activities within it. Employee productivity in carrying out their duties is a key factor in the company's success in achieving its targets and goals. This emphasizes the importance of employee development and empowerment so that they can contribute maximally to the company's progress. Along with that, companies need to provide adequate support and facilities to improve employee performance and well-being.

Thus, effective collaboration between management and employees can create a conducive work environment focused on achieving common goals (Apriliani & Wijaya, 2021).

In today's digital age, information and communication technology continues to evolve, enabling everyone to utilize technology in supporting various activities, such as communicating, working, and learning. Through the use of digital media, everyone can easily obtain and provide information that is accessible anytime and anywhere (Mursid et al., 2022). Currently, we are in a digital era where information technology can transcend the limitations of space and time. This era is marked by increasingly extensive and connected communication and information networks, known as the internet. The internet itself refers to a network that can connect thousands of computer networks and encompass millions of devices (Ahmad Salleh, 2019). The development of communication technology has transformed the dynamics of interaction between organizations and their employees. Messages that previously took time to deliver through letters or face-to-face meetings can now be sent quickly. This results in faster and more responsive communication. For example, a manager can provide direct feedback to their team members quickly, which can improve their performance (Mursid et al., 2022). There are many digital tools that can be used to enhance communication and employee engagement within an organization. For instance, platforms like Microsoft Teams, Slack, and Zoom can make communication and teamwork easier. This allows employees to collaborate more easily wherever they are (Putro, 2024).

In Gary Desler's book, one of the tools for measuring performance is productivity (Nurariansyah, 2019). According to Takyuddin (2016), labor productivity is an important measure in evaluating the success of economic development. A high level of labor productivity indicates a country's ability to produce more output using the same amount of input. The impact will be felt through improved community welfare and economic competitiveness. Technology is a factor that influences labor productivity. With the help of technology, the production process can become more efficient and effective, resulting in more output without having to add more input. In addition, technology also opens opportunities to create new products and services that can add economic value (Ningsih, 2024). Meanwhile, according to Sutrisno (2017), work productivity includes the aspect of mental attitude, which is the belief in the ability to continuously improve existing performance. This indicates the importance of efforts to always increase work results from time to time. Productivity is a key factor in achieving company goals. Companies must continue to improve their productivity from time to time, especially in terms of production (Malikhah et al., 2023).

Information Technology has become a major factor driving change in various aspects of life, including the work environment, collaboration, and interaction in the workplace. Information Technology can increase productivity and transform work processes to be more efficient and

faster (Burhan, 2018). One aspect resulting from the technological revolution is how we can work more productively in the workplace. Information Technology not only influences how we access information, but also how we communicate, collaborate, and manage time. It is crucial to understand the role of technology in improving work productivity and productive behavior, as well as finding effective strategies to optimally utilize its benefits. In doing so, we can explore various uses of technology, the challenges faced, and the opportunities available to make the best use of technology in enhancing individual and company performance (Kusumastuti et al., 2019).

According to Robbins & Counter (1999), Information Technology is essentially a combination of data processing systems and electronic communication systems, commonly referred to as the integration of computers and communication. The capabilities of this technology have transformed organizational structures, no longer bound by horizontal, vertical, or boundaries imposed by previous structures. This results in what is known as a boundaryless organization, as put forth by Jack Welch (Kosasi, 2017). In today's digital age, information technology has become a key driver of progress and productivity in various companies, including the workplace. The development of this technology has brought about significant changes in the way we communicate, collaborate, and open up new opportunities to improve efficiency and effectiveness at work. Advances in the use of information technology have enabled companies to adopt more flexible and efficient work methods, facilitating more dynamic and connected team collaboration across the globe. Furthermore, the use of this technology can also open up innovation and faster and more responsive product and service development (Kusumastuti et al., 2019).

According to Fauzi (2008:5), Information Technology refers to technology that utilizes computers as the primary means to transform data into useful information. This technology involves various functions such as transaction processing, monitoring, reminders, and information retrieval, all of which are carried out through information systems in conducting an activity (Muzakki et al., 2018). According to the Information Technology Association of America (ITAA), information technology is the process of designing, developing, implementing, and supporting or managing information systems using computers, primarily through software and hardware. Electronic computers and their software play a crucial role in managing information, encompassing the processes of transformation, storage, protection, processing, transmission, and data access (Nurariansyah, 2019).

The objective of the research on the role of communication in the digital age in improving employee performance at Bhayangkara Jakarta Raya University is to evaluate the extent to which the utilization of information technology has contributed to enhancing employee performance at

the university. This research aims to examine the effectiveness of information technology usage and assess its impact on employee efficiency and performance. Thus, this research aims to provide better insights into how the role of communication in the digital age, utilizing information technology, can be effectively implemented to improve employee performance at Bhayangkara Jakarta Raya University.

#### Literature Review

Communication is a crucial skill in life, and it holds the same importance within organizations. Communication itself refers to an ever-present activity that people use to connect and collaborate in their endeavors. It is essential for building a positive organizational environment. Companies assert that the key to fostering good employee relationships lies in providing communication channels that allow employees to access vital information and express their ideas and feelings (Kaswan, 2017). Communication within an organization represents the group's ability to communicate effectively, enabling the sharing of information and the exchange of ideas regarding tasks to be performed. Communication also generally addresses the structure, functions within the organization, and intergroup relationships. Effective communication within an organization involves discussing emerging issues and collectively seeking solutions. Within organizational communication, there should be a sharing of ideas and thoughts. This can subsequently help overcome obstacles and find solutions. Additionally, communication can build trust and reduce conflict among groups (Tutiasri, 2016).

Information Technology consists of two main components: computer technology and communication technology. These two types of technology work together to process and disseminate information, both financial and non-financial (Nurariansyah, 2019). The term computer technology refers to a set of tools that transform data into information that can be used for decision-making. Computers can process various types of data, including numbers and images. On the other hand, communication technology encompasses various technologies that enable long-distance communication, such as telephones, radio, and television (Muzakki et al., 2018).

Information technology refers to various integrated methods or tools used to collect, process, and present data electronically into useful information. According to Thompson et al. in 1991, technology utilization refers to the benefits that users expect from an information system to complete their tasks. This can be measured based on how often the technology is used, its intensity of use, and the number of applications or software implemented. The utilization of information technology serves to assist or drive organizations in achieving their goals (Jeen, 2021). The information system, in the form of technology, is created to fulfill the main purpose

of the information system itself. According to Wilkinson (2000), information systems help provide information for management and support the daily operational activities of the company. The main advantage of this system is its ability to operate online and in real-time. Reports can be generated directly from transaction data, reflecting the current situation. All recorded transactions can be stored in both softcopy and hardcopy formats, making them easy to track (Muzakki et al., 2018).

According to Fajri (2011), the utilization of Information Technology involves human behavior in leveraging the technology to complete tasks quickly and improve user performance. Proper and effective utilization of Information Technology, supported by user expertise, can enhance both company and individual performance. According to Lindawaitu & Salamah (2011), to evaluate the use of information technology, we can consider several factors, such as the ease of learning and using it, the clarity of its functions, the ability to control its use, and its level of flexibility (Vandela & Sugiarto, 2021).

According to Amirah (2013), several factors influence communication. Firstly, perception plays a crucial role in communication. Secondly, values, encompassing an individual's principles and beliefs, also influence their communication style. Thirdly, emotions, or how someone feels, can affect both the sending and receiving of messages. Fourthly, the background of each individual can shape their way of communicating. Fifthly, roles within an organization also determine how someone communicates. Sixthly, knowledge about the topic being discussed also affects the effectiveness of communication. Someone who understands the topic well tends to be more confident and clear in conveying the message compared to someone with less knowledge. Lastly, the relationship between individuals significantly influences communication. The quality and closeness of the relationship between the sender and receiver of the message can affect how effective the communication is. Employee Performance (Pradnyana et al., 2023).

Performance stems from the term "job performance" or "actual performance," which signifies the achievements or accomplishments attained while working. It involves evaluating work based on the quality and quantity achieved in fulfilling one's responsibilities (Muzakki et al., 2018). According to Robbins in Sinambela (2019), performance is an assessment of the quality of someone's work when compared to established standards. Meanwhile, according to Muis, Jufrizen & Fahmi (2018), performance refers to the achievements that can be obtained by individuals or groups within an organization or institution. These achievements must align with the responsibilities and authority held, aiming to achieve the organization's or institution's targets legally, without violating laws and in accordance with prevailing norms and ethics (Irfan et al., 2024). Employees are considered successful in their performance when they are able to meet the

standards set for their work. According to Siagian (2002:263), maintaining the health of organizational members is crucial for managers because employees who are healthy, both physically and mentally, tend to demonstrate optimal performance, high productivity, and low absenteeism (Muzakki et al., 2018).

According to Wijayanti & Sundiman (2017), there are several aspects and indicators used to assess employee performance. These aspects include: (1) Work quantity, which encompasses the amount of work output, target achievement, task comprehension, and adherence to regulations.

(2) Work quality, which includes neatness, achievement in work, accuracy, and the ability to use work tools. (3) Timeliness, which encompasses attendance, completing tasks on time, and effective time management (Vandela & Sugiarto, 2021). According to Wilson, there are several ways to measure performance, including the amount of work completed, the quality of work performed, adherence to deadlines, attendance rate, and ability to work (Nurariansyah, 2019).

Robbins (2006:260) identifies five factors for evaluating individual employee performance, which include quality, quantity, timeliness, effectiveness, and independence (Muzakki et al., 2018). Several factors can influence employee performance, including information technology and the way they communicate with each other (interpersonal). As technology rapidly advances, information systems also evolve by relying on that technology (Vandela & Sugiarto, 2021). According to Siagian (2007:29), there are two types of factors that can affect employee performance. First, personal factors, which include an individual's age, temperament, physical condition, and motivation. Second, external factors (outside the individual) related to the work environment, such as noise levels, lighting, work schedules, break times, work duration, salary, organizational structure, and influences from society and family (Suwanto, 2020).

According to Rivau (2010:311), the purpose of performance management can be explained through several key points. First, it serves to assess the level of employee performance. Second, it enables providing appropriate compensation, including salary increases and other benefits. Third, it encourages employees to take responsibility for their tasks and duties. By being aware of their performance, they become more conscious in carrying out their responsibilities and motivated in their tasks. Fourth, it enhances employee motivation to work better. Fifth, it improves individual work ethic. Sixth, it differentiates between employees based on their performance. Companies need this assessment to identify employees who perform well from those who don't, allowing them to take appropriate action. Seventh, it fosters good relationships among employees through open communication about performance. Eighth, it provides useful data for human resource planning and career development. Ninth, it assists in personnel placement based on their achievements. Finally, it acts as a tool to measure overall performance.

## **Methods**

This research employs a qualitative research method to delve into the role of communication in the digital age in enhancing productivity or performance within the Bhayangkara Jakarta Raya University environment. Data was collected through interviews with five employees working at Bhayangkara Jakarta Raya University. The data analysis technique involves analyzing the interview results and incorporating the analysis of theories from literature sources to complement the understanding of the impact of information technology in its environment. It is hoped that this research can provide insights into how technology can be effectively applied to improve employee productivity and quality.

## **Result and Discussion**

Communication in the digital age, utilizing information technology, has become paramount in enhancing efficiency and productivity within the work environment. The rapid growth of this technology has transformed the way workgroups interact, collaborate, and achieve common goals. One of the primary benefits of using information technology in communication within workgroups is its ability to facilitate efficient communication. Through applications like email, instant messaging platforms such as WhatsApp, and other online collaboration platforms, workgroup members can easily share information, coordinate tasks, and solve problems together without being constrained by time and distance. Beyond its communication function, information technology also provides various tools and applications that facilitate workgroups in managing tasks and projects. By utilizing applications that can assist in working on a project or tasks, they can streamline their workflow and improve productivity. A crucial factor in achieving excellence in a company or organization is having quality human resources. Companies or organizations with qualified employees can achieve high levels of productivity and improve overall company performance. In such situations, the company will gain greater benefits (Abdullatif, 2020).

Based on interviews with several employees at Bhayangkara Jakarta Raya University, located in the Bekasi area, the conclusion drawn from the interviews with 5 employees indicates that for the majority of them, the use of Information Technology for communication in the digital age significantly facilitates the execution of their tasks and contributes to improved performance. They acknowledge that Information Technology enables them to carry out their duties more quickly and efficiently. By utilizing devices such as computers (PCs) and mobile phones, employees can easily access necessary information and use various applications to manage their tasks and receive direct instructions from their superiors. The importance of understanding and

skills in using information technology also determines its effectiveness in completing tasks. Therefore, it can be concluded that the utilization of Information Technology can influence employee performance. This aligns with Fajri's (2011) assertion that positive use and control of information technology can enhance employee performance.

In the theory explained by Wijayanti & Sudirman (2017), there are several important aspects used in assessing employee performance, namely work quantity, work quality, and timeliness. Utilizing appropriate Information Technology can strengthen these aspects, leading to improved employee performance. One of the advantages of technology implementation, as highlighted by Rowe (2002), is the facilitation of obtaining the right information at the right time. This not only makes employees' work time more efficient but also enhances productivity and the quality of work output. Furthermore, with real-time data access, technology allows employees to receive instructions and feedback from supervisors directly without the need for time-consuming physical meetings. Subsequently, this enables an increase in the company's operational efficiency resulting from the use of this technology, not only improving individual performance but also optimizing overall company performance.

According to Rowe (2002), several benefits can be derived from utilizing technology, including obtaining the right information at the needed time in the workplace. Through its use, organizations can leverage the acquired information as a strategic advantage to make swift and accurate decisions in carrying out work tasks. Additionally, obtaining real-time data is crucial as it enables workers to respond promptly to customer requests. With quick responses, workers have a greater opportunity to serve customers well, increasing the likelihood of customer satisfaction. Furthermore, the use of information and communication technology also allows for efficient company operations, including facilities and human resources. In the era of globalization supported by the existence of the WTO, multinational companies can operate better and more effectively by utilizing technology (Sukrillah, 2012).

Globally, technology plays a key role in facilitating coordination between company branches to achieve organizational goals. Sawitri (2016) explains that the use of information technology has been proven to have a positive impact on completing employee tasks, which can improve their performance in a company or organization. Handayani and Runtuwene (2018) also explain that the proper utilization of information technology greatly assists and facilitates users in carrying out their duties, thereby contributing to improved company performance. Pramanda and Azizah (2016) emphasize that one factor influencing employee performance is information technology. Research by Nugroho (2016) and Fitriani (2018) consistently demonstrates a positive influence of information technology usage on employee performance. Within these arguments, there is a



hypothesis suggesting a significant relationship between the use of information technology and improved employee performance (Vandela & Sugiarto, 2021).

Information Technology plays a crucial role in enhancing employee performance in various organizations. One of its roles is to provide quick and easy access to the information that employees need to complete their tasks. With the availability of technologies such as computers, the internet, and mobile devices, employees can readily access data, documents, and other resources necessary for their work. To improve team performance, it is important to leverage social and intellectual capital, along with information technology. Through information technology, organizational activities can be accessed quickly, aiding in swift and accurate decision-making, which can help companies achieve their goals. Richardus (2000) explains that information technology encompasses the software, hardware, and networks required to create a planned information system. In this context, employees play a vital role in operating information technology, both directly and indirectly (Jejen, 2021). The research findings presented by (Pramanda et al., 2016) indicate that utilizing information technology makes it easier to complete tasks, and leveraging information technology can influence employee performance at Brawijaya University Malang.

The development of technology and communication has significant positive impacts on various aspects of human life. One notable positive impact is the facilitation of information access (Limbong, 2023). The utilization of information technology in the workplace brings several positive outcomes. Firstly, it can enhance efficiency and productivity, as work processes become faster and more streamlined. Secondly, it simplifies access to necessary information. Thirdly, it facilitates communication and collaboration among individuals or work teams, especially when they are located in different places. Fourthly, it provides flexibility in working, such as the ability to work remotely. Fifthly, it improves the quality of work through the use of software or applications that can assist in data analysis.

Despite having many positive impacts, information technology also comes with some negative consequences. One such negative impact is the creation of a phenomenon known as "technostress." According to McPartlin (1990), technostress occurs when technology users become overly attached to machines and start behaving like them, leading to stress and impairing their creativity and emotions. This condition arises due to the extensive computerization of activities, resulting in minimal interaction and communication among workers, and infrequent social interaction in the workplace (Kosasi, 2017).

## Conclusion

In the digital age, the role of communication is crucial in enhancing employee performance. Information technology facilitates effective interaction among employees, even with their superiors. The utilization of this technology has transformed the way workgroups interact, collaborate, and achieve common goals. With technology, communication becomes faster and more effective in reaching objectives within a company. One of the primary benefits of information technology in workgroups is its ability to facilitate efficient communication. Through tools such as email, instant messaging platforms like WhatsApp, and other online collaboration platforms, information technology also provides various tools and applications that make it easier for workgroups to manage tasks and projects. By using applications that can assist in working on a project or tasks, they can streamline their workflow and improve productivity. A key factor in achieving excellence in a company or organization is having quality human resources.

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