



DOI: <https://doi.org/10.38035/snlpr.v2i2.697>
<https://creativecommons.org/licenses/by/4.0/>

Interpersonal Communication and Work Productivity: A Case Study on Effective Communication at PT. Aseanindo Network Solutions

Salmabila Dwiyanti¹, Farida Nurfalah², Yanto Heryanto³

¹Universitas Swadaya Gunung Jati, Cirebon, Indonesia, salmabila.122100105@ugj.ac.id

²Universitas Swadaya Gunung Jati, Cirebon, Indonesia, farida.nurfalah@ugj.ac.id

³Universitas Swadaya Gunung Jati, Cirebon, Indonesia, yanto.heryanto@ugj.ac.id

Corresponding Author: farida.nurfalah@ugj.ac.id²

Abstract: Interpersonal communication plays an important role in building and increasing work productivity in an organization. This research aims to understand the interpreted and applied interpersonal communication in supporting work productivity and identifying obstacles that occur through case studies at PT. Aseanindo Network Solutions. This research uses a qualitative method with a case study approach, data is collected through in-depth interviews with HRD managers and employees. While data analysis uses the Miles and Huberman interactive model which includes three stages, namely data reduction, data presentation, and drawing conclusions. The research results show that effective interpersonal communication is understood by informants as an important factor in supporting smooth work, creating a harmonious working relationship, and reducing potential problems in the work environment. This finding is in line with Joseph Devito 1989's interpersonal communication theory which emphasizes the importance of openness, empathy, supportive attitude, positive attitude, and equality in work interaction. However, there are still several communication barriers, such as miscommunication and differences in perception between individuals, which have the potential to hinder the smoothness of work and reduce productivity. Therefore, improving the quality of interpersonal communication needs to be done sustainably to support the achievement of organizational goals.

Keyword: Interpersonal Communication, Work Productivity, Effective Communication, Work Relationship, Work Environment.

INTRODUCTION

Interpersonal communication is a key factor in the dynamics of modern organizations, where interactions between individuals play a crucial role in ensuring smooth workflow and productivity. In today's digital age, where information technology is rapidly advancing, effective communication not only facilitates the exchange of information but also builds trust, reduces conflict, and enhances team collaboration. Work productivity, as a measure of

output and the quality of work results, is often influenced by the quality of interpersonal communication, such as active listening skills, empathy, and clear message delivery. Previous research, according to Robbins and Judge (2019), by (Usman Susanti (2023) In Organizational Behavior, it is shown that poor communication can lead to decreased motivation, operational errors, and employee turnover, whereas effective communication contributes to increased innovation and the achievement of organizational goals.

Communication plays a vital role in both individual lives and within organizations. Through communication, people can easily make friends, build relationships, and foster strong organizational bonds (Lestari Surya Anisa (2025). Communication is one of the key factors that support performance and success at work. Communication also plays a vital role in fostering relationships between supervisors and subordinates. Communication which includes feedback and suggestions during performance reviews, as well as various instructions, prohibitions, and cues is used to convey work objectives. (Farras Firmansyah et al. (2025).

PT. Aseanindo Network Solutions, a company operating in the field of technology and network services, requires effective interaction between supervisors and subordinates to create a productive work environment. However, communication barriers such as miscommunication and disagreements among employees are often encountered, hindering work productivity. The interpersonal context focuses on how relationships begin and how to maintain good or effective relationships. Two-way communication is an interaction involving at least two parties, in which information is exchanged reciprocally. Through interpersonal communication, people can broaden their horizons and understand the world beyond themselves. Interactions with others provide a variety of information from various sources, which then shape our knowledge, motivation, and the way we respond to reality (Rakhmawati Yuliana 2019).

A psychologist would view the same phenomenon in a different way, perhaps focusing on motivation, anxiety, and the dynamics of interpersonal communication, as pointed out by (Huberman Michael A (2014). This process is more than just sending a message; it also involves a response or feedback from the recipient. In other words, two-way communication is an active dialogue that allows both parties to exchange thoughts and ideas (Wati Dewi et al. (2024). The theory of interpersonal communication proposed by Joseph A. DeVito (1989) explains that interpersonal communication is a process of sending and receiving messages between two or more people who influence one another. This process is transactional in nature, meaning that every individual involved plays a dual role as both sender and receiver of messages continuously. When employees and supervisors are able to practice open, empathetic, supportive, positive, and equal communication, work relationships become more harmonious and work productivity becomes more optimal. The issue addressed in this study is how interpersonal communication between employees and supervisors can function effectively in the workplace. The general objective of this study is to gain an in-depth understanding of the interpersonal communication process at PT. Aseanindo Network Solutions, as well as how such communication is perceived in relation to work productivity at the company. Specifically, this study aims to identify employees' and supervisors' perceptions of what constitutes effective interpersonal communication within the organization, as well as the barriers that arise during the implementation of this communication process.

METHOD

This study employs a qualitative approach, which was chosen because the research aims to gain an in-depth understanding of how interpersonal communication processes occur in the workplace and their impact on employee productivity at PT. Aseanindo Network

Solutions. The research subjects consist of HR managers and employees selected using purposive sampling, based on considerations of position, experience, and involvement in the company's internal communication processes. The object of this study is interpersonal communication in the workplace and its impact on employee productivity. The types of data used include primary and secondary data. Primary data was obtained through in-depth interviews, while secondary data was obtained from journals and related literature. Data collection was conducted through in-depth interviews with HRD managers and employees to identify communication patterns within the company. The data obtained were analyzed using the Miles and Huberman interactive analysis model, which comprises three stages: data reduction, data presentation, and drawing conclusions. The analysis was conducted by linking the field findings with Joseph A. DeVito's (1989) theory of interpersonal communication, which emphasizes five dimensions of effective communication: openness, empathy, support, a positive attitude, and equality.

RESULTS AND DISCUSSION

Research Results

Based on the research findings, interpersonal communication is one of the key factors in fostering productive work relationships at PT. Aseanindo Network Solutions; in practice, effective communication has proven to be a crucial factor in supporting work productivity. In other words, interpersonal communication is a transactional process, meaning that each individual plays a crucial role as both a sender and a receiver of messages, and these interactions occur continuously and influence one another; effective communication can also minimize the occurrence of misunderstandings.

Based on an interview with the key informant the HR manager at PT. Aseanindo Network Solutions it was stated that open communication is crucial for supporting work productivity. Empathy is demonstrated through actively listening to colleagues' concerns, sharing experiences, and collaborating with supervisors to find solutions and resolve existing issues. Support in communication includes providing motivation, giving positive feedback, and offering rewards such as recreational activities or providing work tools to prevent stress caused by a lack of appreciation. A positive attitude is demonstrated by respecting everyone regardless of age or position. Regarding equality, everyone is treated equally, though there are occasionally feelings of being treated differently based on position. Regarding productivity, things are already running smoothly; effective communication supports work productivity, such as through briefings and meetings to find solutions together. Conversely, if miscommunication occurs in the delivery of information, it can hinder work productivity.

Analysis of Interpersonal Communication in the Workplace

Based on an analysis conducted at PT. Aseanindo Network Solution, interpersonal communication is generally functioning well; however, instances of ineffective communication due to misunderstandings still occur. This results in messages not always being fully understood by the recipient. Consequently, information that should facilitate coordination is hindered, leading to delays in the completion of specific tasks and projects. Interpersonal communication has five dimensions proposed by Joseph A. DeVito's theory (1989) to assess the effectiveness of interactions between individuals. From the results of this analysis, it can be concluded that the success of interpersonal communication plays a crucial role in determining work productivity. Humans reflect on themselves through communication symbols, such that the message conveyed is understood by the listener while simultaneously being reinterpreted by the speaker themselves. Therefore, every communication always contains an intrapersonal element that shapes self-awareness and identity (Bajari & Kadri (2022). Effective communication is characterized by openness, empathy, a positive attitude,

support, and equality. These five aspects serve as key factors in building harmonious and productive working relationships within an organization, as follows:

Transparency

Transparency in communication at PT. Aseanindo Network Solutions is evident in the direct exchange of work-related information between supervisors and employees through briefings, meetings, evaluations, and daily interactions. Furthermore, transparency in communication serves as a means to build trust between supervisors and employees. When information is shared transparently and employees are given the opportunity to express their opinions and offer constructive criticism, the decision-making process becomes more efficient. Information transparency serves as the foundation for the organization in safeguarding human rights, while also ensuring transparency, accountability, and public participation (Faisal Ijang (2023). This situation encourages employees to take responsibility for completing their tasks. Employees generally understand the instructions given, but there are still limitations in conveying ideas, which can potentially lead to miscommunication. Therefore, openness is a crucial aspect that needs to be continuously improved so that the communication process can run more effectively and support increased work productivity. These findings are consistent with (Savitri 2024)'s research which states that a lack of transparency in organizational communication can lead to poor coordination and hinder productivity.

Empathy

Empathy in interpersonal communication at PT. Aseanindo Network Solutions is demonstrated through supervisors who strive to understand the circumstances and challenges employees face in performing their duties, and who provide effective solutions, thereby fostering a sense of comfort in the workplace. The empathy cultivated through this interpersonal communication improves workplace interactions, as employees feel understood not only in terms of their work but also regarding personal circumstances that may affect their performance. Supervisors who are able to put themselves in their employees' shoes will find it easier to understand the work challenges they face. This makes employees feel valued as individuals, thereby boosting their motivation and work ethic in support of the organization's goals. The results of this study align with research (Sri Sundari 2024) which states that empathy in interpersonal communication can foster harmony in the workplace and support employee motivation. At PT. Aseanindo Network Solutions, empathy serves not only as a form of interpersonal care but also plays a vital role in building strong and sustainable working relationships, which ultimately contribute to the smooth operation of work activities and employee productivity.

Support

Support for interpersonal communication at PT. Aseanindo Network Solutions is demonstrated through motivation, feedback, and recognition of work performance. Management provides guidance and solutions when employees face work-related challenges, as well as work facilities that support the execution of their duties. This support makes employees feel valued; consistent communication support also creates a sense of security and comfort for employees at work. When employees feel supported by management and coworkers, they become innovative and enthusiastic about completing their work. Thus, support in interpersonal communication is a key factor in enhancing employee performance quality and productivity. These findings align with research (Farras Firmansyah et al. 2025) which indicates that support in interpersonal communication can boost self-confidence and

work motivation. Therefore, communicative support is one of the factors in improving work productivity.

Positive Attitude

A positive attitude in interpersonal communication at PT Aseaindo Network Solutions is evident in the way management and employees respect one another, maintain proper etiquette when communicating, and foster a conducive work environment. This positive attitude is also reflected in daily interactions that are friendly and mutually respectful. A positive attitude in communication also plays a role in reducing potential conflicts in the workplace. Communication delivered in a respectful and polite tone helps foster positive interactions among individuals. A work environment characterized by a positive attitude makes employees feel more comfortable and focused on their work, thereby enhancing work effectiveness and productivity. Additionally, a positive attitude in interpersonal communication is reflected in the openness between management and employees when sharing opinions, suggestions, and feedback.

These findings indicate that communication serves not only as a means of conveying information, but also as a process for building shared meaning and strengthening social bonds in the workplace. When employees feel heard and valued, they tend to demonstrate greater loyalty and actively participate in achieving organizational goals, thereby supporting the overall sustainability and growth of PT Aseaindo Network Solutions. The results of this study are consistent with previous research (Calista Zahra et al. 2024) Expressing a positive attitude in interpersonal communication can foster good working relationships.

Equality

Equality in interpersonal communication at PT. Aseaindo Network Solutions is demonstrated through management's efforts to foster two-way communication and provide opportunities for employees to express their opinions regardless of position or background. Equality in interpersonal communication also serves as the foundation for harmonious working relationships. When every individual feels treated fairly and has equal opportunities to voice their opinions, a positive work environment is created. A work environment like this fosters better cooperation among employees and reduces hesitation or fear in communicating, which ultimately supports work productivity. However, research findings indicate that there remains a perception among employees that there are differences in treatment based on specific positions.

Challenges in the Workplace

Based on the research findings, several barriers to interpersonal communication at PT Aseaindo Network Solutions were identified that affect work productivity. These communication barriers prevent information from always being conveyed effectively, thereby impacting work effectiveness. One of the identified barriers is communication regarding the delivery of work-related information. Miscommunication can result from differences in perception between employees and supervisors, as well as a lack of clarity in the delivery of instructions. This situation leads to delays in task completion and hinders work productivity.

The communication barriers that arise also highlight the need for support in interpersonal communication within the workplace. A lack of clarity in messages, differences in communication styles, and time constraints often prevent information from being conveyed effectively. If these barriers are not managed effectively, they can lead to work errors and suboptimal employee performance. Therefore, there is a need to encourage more open, clear, and mutually respectful communication to reduce communication barriers and maintain optimal work productivity.

Discussion

Within the context of an organizational environment characterized by open, clear, and mutually respectful communication, a conducive work environment is fostered. Employees who feel valued and heard tend to be more motivated and demonstrate a strong commitment to achieving the company's goals. Conversely, closed or obstructed communication can lead to misunderstandings, internal conflicts, and even dampen work morale. Therefore, effective interpersonal communication is a managerial strategy that cannot be overlooked. Based on research findings, interpersonal communication at PT. Aseanindo Network Solutions plays a significant role in supporting employee productivity. This is evident in communication processes characterized by openness in sharing information, empathy in understanding colleagues' circumstances, and leadership support for employees in performing their duties. Positive attitudes and equality in communication also foster more harmonious work relationships, enabling work coordination to proceed more effectively. These conditions indicate that interpersonal communication serves not only as a process for exchanging information but also as a means of building cooperation and creating a conducive work environment.

The research findings also indicate that in the context of interpersonal communication at PT. Aseanindo Network Solutions, communication barriers still exist within the workplace. Common barriers include miscommunication, differences in perception among employees, and a lack of clarity in conveying work-related information. This situation suggests that while communication is functioning, its effectiveness has not yet reached its full potential. These communication barriers have the potential to affect work coordination processes and cause delays in task completion. Therefore, efforts are needed to improve the quality of communication through clearer message delivery, openness in discussion, and a shared understanding among employees. Thus, interpersonal communication can run more effectively and support maximum work productivity.

CONCLUSION

Based on the research findings, it can be concluded that interpersonal communication at PT. Aseanindo Network Solutions plays a crucial role in supporting employees' work processes. The findings indicate that communication between supervisors and employees takes place through interactions characterized by openness, empathy, support, a positive attitude, and equality. Through such communication, employees find it easier to understand work instructions, coordinate effectively, and build more harmonious working relationships. This indicates that interpersonal communication is a vital component in creating a conducive work environment, thereby enabling work activities to proceed more effectively.

The research findings also indicate that, in practice, communication barriers still exist in the workplace, such as miscommunication, differing interpretations of messages, and unclear information delivery in certain situations. These conditions sometimes cause delays in completing work and require clarification between individuals to prevent hindrances in the work process. Therefore, more open, clear, and mutually understanding communication is essential in performing work so that work processes can run more smoothly. Thus, the findings of this study demonstrate that the quality of interpersonal communication is related to the smoothness of work activities at PT. Aseanindo Network Solutions.

REFERENSI

Bajari, A., & Kadri, H. (2022). Komunikasi Manusia, Sejarah, Konsep, Praktik. <https://share.google/y2RHWUbtZikZieSV>

- Calista Zahra, S., Nyoman Intan, D., Nurfalah, F., & Dian Lestari, A. (2024). Communication Between Baristas and Coffee By Meraki Consumers. *Asian Journal of Social and Humanities*, 3, 406. <https://ajosh.org/>
- Faisal Ijang, M. M. F. I. (2023). *Pengantar Komunikasi Strategis Dan Strategi Komunikasi Organisasi*. www.prenadamedia.com
- Faisal, G. R., & Pasha Danisa, G. (2022). Pengaruh Komunikasi Interpersonal Terhadap Produktivitas Kerja Karyawan Kspps Nurinsani (Studi Asosiatif Pengaruh Komunikasi Interpersonal Terhadap Produktivitas Kerja Karyawan KSPPS Nurinsani Area Jabar 4). <https://ejournal.unsub.ac.id/indeks.php/FIKOM/article/download/1543/1244>
- Farras Firmansyah, M., Hamidy, Y. I., Alfiansyah, Y., & Nurfalah, F. (2025). Interpersonal Communication Between Coaches And Karate Athletes At Dojo Inkai Ciko (Cirebon City). In *International Journal Of Humanities Education And Social Sciences* (Vol. 4, Number 6). <https://ijhess.com/index.php/ijhess/>
- Huberman Michael A, (2014). *Qualitative-Data-Analysis*. <https://www.metodos.work/wp-content/uploads/2024/01/Qualitative-Data-Analysis.pdf>
- Lestari Surya Anisa. (2025). Strategi Komunitas Ikatan Keluarga Besar Tugu (Ikb) Dalam Mempertahankan Budaya Mardijkers Sebagai Identitas Budaya Lokal Di Kampung Tugu, Jakarta Utara. <https://repository.unj.ac.id/58952/>
- Marbun Natalia. (2024). Peranan Komunikasi Antar Pribadi Pimpinan Dengan Bawahan Dalam Peningkatan Produktivitas Kerja Di Pt Pnm Cabang Medan. <https://jurnal.universitaskarmaagung.ac.id/jurnalprointegrita/article/download/5369/4508>
- Rakhmawati Yuliana. (2019). Komunikasi Antarpribadi Konsep dan Kajian Empiris Editor: Nikmah Suryandari. <https://share.google/AX3vYtChNCbwL3Lgu>
- Savitri, A. S. (2024). *Savitri, A.S. (2024). Pengaruh komunikasi organisasi mengenai penugasan turun lapangan business to business kepada seluruh divisi terhadap kinerja pegawai PT Pilihanmu Indonesia jaya (Studi kuantitatif pada pegawai PT Pilihanmu Indonesia Jaya) (Doctoral dissertation, Universitas Jakarta*. <http://repository.unj.ac.id/51784/>
- Sundari Sri. (2024). Komunikasi Interpersonal Dalam Membangun Harmoni Dan Produktivitas Di Tempat Kerja. *Jurnal Cakrawala Akademika*, 1(3), 419–438. <https://doi.org/10.70182/jca.v1i3.29>
- Usman Susanti. (2023). Faktor Yang Mempengaruhi Kinerja Pegawai (Studi Literatur Manajemen Sumber Daya)_Jurnal Pendidikan Tambusai, 1Universitas Gunadarma 2UNIMUS 3,5 Politeknik Negeri Manado 4Universitas Amikom Yogyakarta 6Institut Lamadukkelleng Sengkang. <https://www.researchgate.net/publication/>
- Wati Dewi, M., Oktoviani, L., Khumayah, S., & Nurfalah, F. (2024). *Attribution-ShareAlike 4.0 International (CC BY-SA 4.0) Communication Patterns Of Virtual Idol “Plave” And Fans Through The Youtube Application On @Plave_Official*. <https://ijssr.ridwaninstitute.co.id/>
- Wijaya Candra, (2021). *Buku Produktivitas Kerja*. <http://repository.uinsu.ac.id/12438/1/13.%20Buku%20Produktivitas%20Kerja%20%20Dr.%20Candra%20Wijaya,%20M.Pd.pdf>