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Communication, Accommodation, and Employee Responsiveness at PT Global Event Organizer

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Abstract: The role of communication as a catalyst enhancing the performance of work groups is especially noticeable in the event organizer industry, which functions with a rapid click and involves numerous stakeholders. The issues in this research include communication accommodation and employee responsiveness that occur in work groups PT Global Event Organizer, as well as barriers to communication at work the process in PT Global Event Organizer. This study is important in that it aims to develop a deeper understanding of communication accommodation practices, responsiveness, and the consequences these have on work group effectiveness. This study uses a qualitative approach by a case study method. Data were collected through in-depth interviews, observation, and documentation, with the General Manager as the key informant and employees as supporting informants. The results of this study show that, in terms of communication accommodation, employees at PT Global Event Organizer consistently adjust their communication styles, use language that is easy to understand, and maintain attitudes of mutual respect. In terms of responsiveness, employees demonstrate responsiveness through caring attitudes, refraining from blaming others, and providing support. These adaptive and responsive communication practices help minimize miscommunication, strengthen togetherness, and support the smooth functioning of teamwork.

Keyword: Interpersonal Communication, Communication Accommodation, Responsiveness, Work Effectiveness, Event Organizer.

INTRODUCTION

Developments in today's business world are inextricably linked to the competition among companies that has spread across nearly all of Indonesia. Both long established and newly founded companies are implementing various innovations to maintain their credibility, such as demonstrating creativity to the public. According to Taufiq et al. (2021: 174) (Dewidianto et al., 2024). In Indonesia, there are various companies that are introducing new innovations in the competitive business world, such as event management services and the profession of event organizers, commonly known as Event Organizers (EOs). Event Organizers (EOs) play a crucial role in organizing various events and activities that involve many parties (Dewidianto et al., 2024). As a company that plans and organizes various

events, excellent service is essential for building and maintaining strong relationships with clients. Therefore, professionalism is one of the key factors driving the rapid growth of event organizers in today's era; the accountability demonstrated in the events they manage makes consumers eager to use event organizers when planning an event.

Communication is one of the key factors for success in the workplace. It is not just about transferring messages; communication also helps to come to a common understanding, creates adjustment and strengthens interpersonal relations in a work team. Interpersonal communication within workgroups is essential as this dictates how members communicate with each other in terms of getting the job done. Put differently, communication is a core dimension of the work process and thus shapes organizational performance and outcomes. Organizational communication theory also backs this paradigm, as it states that effective communication is what underlies the achievement of coordination and organization goals (Novia, 2025).

According to Nana (2021:2) by (Dewidianto et al., 2024), Communication is one of the basic means of creating and exchanging information between business actors in a network (business ontologies), with the aim of dealing with uncertain situations that will arise. This means that communication is process of sending a message while aiming to convey an idea in such a way that people exercised will result in producing desired outcomes. This can help in raising awareness, spreading knowledge and improving relations between parties. Communication can be by means of verbal (spoken words) or non-verbal (written messages) types, as well as other media information technology.

Moreover, according to Sam & Shalini, (2021), the efficiency of internal communication is significant for a firm and if maintained effectively, inhouse communications plays an important role in better teamwork synchronization among workers and company performance improvements industry-wide. Conversely, poor communication will result in misunderstandings, conflicts and decreases work productivity. For creative service organizations like event planning companies, effective communication is essential since every action needs speed and accuracy as well as flexibility in terms of execution. Communication Accommodation Theory (CAT) explains that adjustments in communication can reduce interpersonal distance, minimize the likelihood of misunderstandings, and enhance the effectiveness of social interactions in various work contexts. This includes verbal and nonverbal adjustments made by team members to understand one another and align communication goals (Hardini & Santoso, 2025).

Communication can take place both verbally and nonverbally, and through various channels such as face to face, written, visual, and via information technology. There has been little emphasis on another potential aspect namely communicative accommodation defined as the ability of individuals or groups to adjust their communication style (including manner and content) according to traits of interlocutor or changing situational context. These adjustment strategies may promote understanding, enhance social contact and reduce potential misunderstandings in social contexts or collaboration on team projects (Soliz et al., 2022)

PT Global Event Organizer is a trusted and experienced event planning service provider in Cirebon and many other cities, with over 10 years of experience. PT Global Event Organizer provides event planning services for internal/external corporate activities, product and brand launches, promotional events. They specialize in full-stage setups, sound systems, lighting as well as talent/artist support and use stage animations and futuristic elements. These are worked into new atmospheres and ideas, some of which are intended to leave the audience feeling something strong. In addition to organizing events, PT Global Event Organizer also has extensive experience in hosting expos, bazaars, and exhibitions,

where the company handles booth setup, permits, and coordination with other external parties.

A common issue at PT Global Event Organizer is the emergence of communication barriers between individuals, a lack of understanding, incompatible communication styles, or slow responses, which can hinder work progress (Mardhiah, 2018). The role of communication channels and responsiveness are two critical aspects that remain to be fully explored. These issues should be investigated to understand how they affect the good workgroups. These issues become critical in a work environment, like PT Global Event Organizer that heavily relies on teamwork and quick synchronizations. When a message is not responded to appropriately, the effectiveness of the workgroup declines.

As stated by (Rahmawati et al., 2024) The ability to adapt communication styles both verbal and nonverbal and to provide prompt and appropriate responses is a key factor in maintaining harmonious group dynamics. Issues such as a lack of understanding, incompatible communication styles, slow responses, and a lack of sensitivity in communication indicate weaknesses in communication accommodation and responsiveness within a workgroup (Dragojevic et al., 2020). As explained by Howard Giles, (1973) According to Communication Accommodation Theory, the success of social interaction depends heavily on an individual's ability to adapt their communicative behavior both verbal and nonverbal to their conversation partner or work colleague. A failure by individuals to make such adjustments tends to lead to increased social distance and misunderstanding and conflict (Gallois et al., 2006).

Conversely, according to Reis, Clark, and Holmes (2004), the theory of Perceived Partner Responsiveness demonstrates that better responses with a certain specificity and empathy role play in establishing whatsoever communication relationship in health. People who feel understood and valued are more forthcoming in their interactions, they explain. On the other hand, non-responsiveness may also decrease people's motivation and sense of involvement in a workgroup (Alayubi & Syah, 2025).

This study can aid organizations understand communication patterns between members, obstacles in team communication and improve work flow management processes. From the theoretical perspective, in particular, this study extends the use of CAT and PPR theories in a creative industry, where teamwork and rapid communication are essential.

Recent empirical investigation has found that one must possess the ability to adapt communication styles as well as showing fast and relevant reactions in order to maintain harmony within a work group (Rahmawati et al., 2024). Communicative adaptability and responsiveness among the teams has been showcased in the practical world as a key element through which the overall work effectiveness can be expedited, collaboratively achieving shared targets in line with respective goals (Putri & Nugroho, 2023).

The study titled "Communication Accommodation and Responsiveness Among Employees at PT Global Event Organizer" also aims to understand more how accommodation and responsiveness applied in the workplace as well as how communication barriers that arise can affects group performance. This study aims to gain an understanding of employees real life experiences in terms of how they adapt their communication and responsively act in everyday working situations using a qualitative approach.

The results are anticipated to provide a broader understanding of the issue between interpersonal communication and group effectiveness, and can also act as an approach for direct manager to enhance the quality of interactions in comparable organizations.

METHOD

This research uses the qualitative method with a case study method to understand deeply interpersonal communication process in work teams related to communication

accommodation and employee responsiveness at PT Global Event Organizer. This study must be explored through the meanings and experiences of those affected, a qualitative approach was best suited. This qualitative case study method was selected mainly because it reveals what the communication process looked like behind the final result. The world of event organization is fast, fluid and time-critical. Iterative and responsive communication is therefore essential in such environments. This method enables her to document the human stories behind team interactions and how members adjust, if they engage with messages or whether they miscommunicate.

The subjects of this study are the General Manager of Operations at PT Global Event Organizer, serving as the primary informant, and employees at PT Global Event Organizer, serving as supporting informants. They have all been selected because they directly engage in communication activities that dictate the success of each event. This study highlights the mutual processes of communication accommodation and a responsive basis that come to frame how group work is done on a daily basis and the effects this can have on effective performance.

This study was conducted at PT Global Event Organizer, located in Cirebon City at Jl. Tuparev No. 51, Sutawinangun, Kedawung District, Cirebon Regency, West Java 45153

The primary instrument of this study is the researcher themselves, who moves from fieldwork inside directly to listening to stories being told and exchanged, watching people interact with one another, and learning from what occurs. But to ease this process, the researcher also performed preparing some tools which were interview guidelines, observation sheets, and supporting documents. The data used in this study is both primary and secondary. The main data was collected through direct observation and in-depth interviews with employees of PT Global Event Organizer. On the other hand, secondary data were retrieved from articles, books and journals which help developing support of the research study.

The sampling technique employed was purposive sampling, which involved choosing informants according to certain criteria that are relevant to the focus of the research. These criteria included being active employees continually involved in direct team coordination with a willingness to give information openly. At the beginning, a number of informants were not determined since the interview process would continue until researcher feels that enough data was collected or in other words reached saturation level meaning information retrieved is repeating itself.

The collected data was analyzed using the Miles, Huberman, and Saldana model (Miles et al., 2014). The data were analyzed through repeated reading, identifying the relevant parts of the text and developing broad themes relating to research objectives. From this we started to identify recurring themes and meanings before collating insights that related specifically to Communication Accommodation Theory (CAT) and Perceived Partner Responsiveness (PPR). This process of analysis was not a once off action and was repeated several times in parallel to the study to make sure that what we find out is closely related to reality in the field.

The validity of the data is checked in several ways. It includes triangulation, comparing data from interviews observation and documents to ensure consistency in results. It is important to ensure that the contextual descriptions are detailed enough so that others reading the report can visualize the research situation and assess whether these findings can be applied elsewhere. Also, all data collection steps and analyses are documented comprehensively to allow for traceability of results and to defend their objectivity. This technique is utilized to clarify the accuracy and validity of data, as stated by Moleong (2016) that triangulation is important for obtaining data reliability.

RESULTS AND DISCUSSION

Communication accommodation is a process that describes how individuals adapt their communication styles, both verbal and nonverbal, in response to the behavior of others when in interaction with them, so as to improve communication efficiency, promote mutual understanding between those involved and also affect social closeness.

From the perspective of Communication Accommodation Theory, as proposed by Howard Giles, (1973), an attempt to recognize how individuals adjust their speaking style and communication behavior in different social contexts for the conversation partner.

In addition, Reis, Clark, and Holmes (2004) define responsiveness as something that allows the concept of Perceived Partner Responsiveness (PPR), which is how much the person feels understood, valued and cared for by his/her conversation partner in the communication process. The authors argue that high-quality interpersonal relationships are also marked by a high level of responsiveness.

This study aims to provide an overview of workplace communication practices within PT Global Event Organizer based on interviews conducted with the General Manager, the Creative Team and Production Team who are all employees of this company. This data reflects employees interactions with messages being delivered, in addition to their consideration towards colleagues. The interviews respond from the perspective of employees across different jobs, from planning to executing an event.

According to informants, the speaking style of employees at PT Global Event Organizer would adjust to how they were informed based on personality and position. According to General Manager, he does not communicate same way with all employees; instead he customizes his speaking style for each employee in order to ensure that they get his message. PT Global Event Organizer employees additionally observed that in communicating with teammates or across divisions, they always alter their style to avoid people misunderstanding them. Meanwhile, the Production Team noted that on-site working conditions during preparation and execution had an impact of its own on communication style adjustments.

The informant commented that the team tries to use simple language, so other team members can understand when they have to provide technical instructions. The General Manager said that it is very important to try to use more casual language rather than overly formal language, as this makes it easier for everyone to listen and speak. The production team added that using verbal language also speeds up understanding.

In addition to this, the communication process does explain that a good way of mutual understanding between individuals are through daily communication practices in terms of respect and care which results from PT Global Event Organizer. Understanding is demonstrated through the habit of listening to explanations until the end, seeking clarification, repeating instructions or key points, and asking questions directly when a message is not fully understood. Production team members also emphasized that using simple language, directly communicating the message and providing examples on site could help all team members in understanding what was being communicated. Respect is far away, in our communication style we do not interrupt others, use non-demeaning language and offer constructive criticism/corrections with a focus on improvement rather than blame

The General Manager of PT Global Event Organizer also explains the effects someone who feels unappreciated can have, which include a lack motivation and reluctance to share opinions or take part in group discussions. There are many opportunities to enact care in the workplace; for example, asking how colleagues are doing when they're struggling, getting directly embroiled in their work and challenges, being available and creating a culture of open communication. An employee of PT Global Event Organizer also added that informal interactions outside of work, such as casual conversations or spending time together, help

strengthen a sense of care and make team members more attuned to each other's needs.

To facilitate the analysis, this research section is divided into three discussions in accordance with the stated objectives: to examine communication accommodation in the work effectiveness of PT Global Event Organizer; to examine the work responsiveness of PT Global Event Organizer; and to identify barriers in the communication accommodation process regarding the work effectiveness of PT Global Event Organizer. Each dimension of employee perception can be analyzed one by one, in a more detail-focused action, by referring to the seven main dimensions mentioned below. The structure of research results and discussion will be presented as follows.

DISCUSSION

Communication Accommodations in the Effectiveness of PT Global Event Organizer's Work Groups

Communication accommodation is the process by which individuals adjust their verbal and nonverbal communication behaviors when interacting with others, with the aim of enhancing communication effectiveness, fostering mutual understanding, and building stronger social relationships.

From the perspective of Communication Accommodation Theory, as proposed by Howard Giles, (1973), an effort to understand how individuals adapt their speaking style and communication behavior to their conversation partners in different social situations.

The dimensions of **verbal and nonverbal communication adaptation** in this study relate to how individuals adjust their speaking style, language choices, and communication attitudes when interacting with coworkers. In the context of working as a team, not everyone receives the same conditions to communicate and this is why it must be adapted for some messages to work.

According (Jensen & Trenholm, 2025), interpersonal communication is beyond words, it encompasses all messages such as non-verbal messages from facial expressions to voice intonation, body language and the way messages are delivered. These components are essential in creating meaning and influencing how message is received by the recipient. In the workplace, deviation in background, experience and roles of individuals imply that each individual has a different interpretations; therefore communicating takes some adjustments which is part of everyday work culture.

The first parameter **adapting one's speaking style to the situation and the personality of the listener** was reflected in an interview with the General Manager of PT Global Event Organizer, who said that he did not have a specific communication style when dealing with employees. Instead, he adjusts his style based on each employee's personality to ensure the message gets through. This shows that leaders are not just there to convey instructions but they do listen how their messages fall on the ears of people.

Moreover, employee interviews support these discoveries. The members of the creative and production teams at PT Global Event Organizer mentioned that they always adjust their communication style when communicating with their teammates, as well as colleagues from other divisions. This adaptation is intended to prevent misinterpretations of messages that could impact work processes.

Communication processes at PT Global Event Organizer cannot simply be interpreted as delivery of work instructions. Communication is essential for developing coordination and interpersonal relationships and establishing a working atmosphere, to ensure the successful implementation of events. Within the context of the event organizing industry where precision, speed and cross departmental collaboration are paramount, communication becomes the space for interaction in which work gets done — and working relationships form.

The research states the communication at PT Global Event Organizer is dynamic and depends on the type of work. Employee interactions do not always occur in a formal setting but are rather fluid, depending on needs and conditions on the ground. From the researcher's perspective, that means communication of this nature acts as a tool for work but also to comfort and strengthen collaboration among team members, ensuring they stay effective even during social distancing conditions. This is important because event management works require continuous coordination and strict communication can easily hamper work processes.

When examined through the lens of Communication Accommodation Theory (CAT), the results of this research show that employees of PT Global Event Organizer always adjust their communication styles. According to Communication Accommodation Theory, people adjust their speaking style based on the attributes and roles of their conversation partners in order to accommodate them. According to the researchers, these adaptations are not done in theory as part of a purported strategy, but reactively by the needs of work and the social interactions within teams. These changes facilitate avoiding potential conflicts and retain smooth working relations in practice.

According to Communication Accommodation Theory by Howard Giles, (1973), Individuals alter their communication in order to decrease social distance and improve the success of interactions. The use of verbal and nonverbal communication accommodation by PT Global Event Organizer employees is proven to have a direct support for smooth coordination and the effectiveness of the work in the group.

Furthermore, regarding the second parameter **the use of polite, clear, and easy-to-understand language** is reparative when it comes to daily workplace communication. The language used is even maintained simple so that messages are comprehensible to team members, even in terms of passing on technical information, informants advised. The General Manager said that you should express yourself with language not too formal but yet polite, in a way that communication will be no burden to anyone. The Production Team also stated that clarity and directness of words facilitate rapid understanding, especially in work contexts requiring quick coordination.

(Mseer, 2025) explains that simple and direct language helps reduce the cognitive load on the recipient, allowing information to be processed more quickly and accurately. In fact, clarity of language is an important aspect in the context of teamwork since misunderstanding can result directly into how task are executed and work goals are attained. So, in a fast-paced workplace, one key approach to communication is to keep things simple and straightforward.

Using polite and easy-to-understand language also reinforces the accommodation of communication process. If messages rely on simple, informal language, they can be more useful than in a work situations that need codifying. From a researcher's perspective, language such as this makes communication seem more human and less remote. As a result employees feel more comfortable asking questions and expressing opinions or following instructions. In communication accommodation theory, language appropriateness to the conversation partner is an essential part of the accommodation process that enables effective communication.

The dimension of **enhancing interaction effectiveness** in this study pertains to how communication accommodation influences the quality of interactions among employees as they perform their tasks. Interaction effectiveness is reflected in the smoothness of communication, the clarity of messages, and the responses that arise during the work process. This dimension, of course, plays a crucial role in communication accommodation to ensure that interaction effectiveness within a work team runs smoothly.

Wrench et al., (2020) explains that effective interpersonal communication is characterized by clear messages, a shared understanding of meaning between the sender and the receiver, and responses that indicate the message has been well understood. In the context

of teamwork, smooth interaction is a key indicator because team members depend on one another to complete tasks, so communication barriers can directly impact the team's overall performance.

Theory Howard Giles, (1973), This refers to adjusting communication styles to enhance the effectiveness of interactions through the process of communication convergence. By adapting the way we speak and the language we use, workplace interactions become smoother and help the workgroup achieve its goals.

The first parameter smooth communication and mutual understanding among team members was supported by interview findings indicating that employees strive to use simple language and more direct communication to make work interactions more effective. The General Manager noted that overly formal language can actually hinder communication and create a distance between management and employees. Therefore, a more relaxed communication approach is seen as making it easier for employees to hear, understand, and respond to messages.

The interview results also indicate that communication among work teams at PT Global Event Organizer is direct and open. Informants noted that coordination among divisions is a key requirement in event planning. Face to face is used more often as it is perceived more effective for getting message correctly understood and avoiding misinformation.

Communication accommodation reflects the direct and open nature of communication among work teams, creating an ideal environment for garnering support. Face to face communication is selected much more often precisely because it clears up any potential points of confusion in the moment and lowers risk of miscommunication. The researchers noted that the choice was pertinent to how an event organizer's work is technical, requiring interdepartmental coordination. As per the communication accommodation theory, this adaptation of communication media depending on work situations encapsulates that accommodation does not only take place at a linguistic level but also across multiple linguistic levels when it comes to the medium and style of communications.

The second parameter is that **every working group member actively participates in discussions and coordination**; he involvement of working group members in planning and executing the events can be seen. The General Manager said team members, who know the context of the work, are more active in discussions. The Creative Team also emphasized the importance of discussions are more effective when the communication atmosphere is open, allowing team members to feel more comfortable expressing their opinions and engaging in work coordination.

Team members' active participation in discussions and coordination also demonstrates the lasting impact of adaptive communication. This factor arises from the creation of an open and non-judgmental communication environment. As a result, team members feel encouraged to pay closer attention to team activities. Researchers interpret this as evidence that communicative accommodation fosters a sense of psychological safety, which makes members feel more comfortable working in the group and enhances the effectiveness of team interactions. When the communication environment feels open and non-judgmental, team members are more motivated to engage actively.

The production team, as employees, also noted that clear and direct verbal communication during discussions accelerates understanding, especially in fieldwork conditions that demand speed and precision. These findings indicate that the effectiveness of interactions is determined not only by the content of the message but also by how the message is conveyed and adapted to the work conditions. In this way, team members can be more active if they understand what is being communicated during discussions, as stated by the general manager of PT Global Event Organizer.

The third parameter namely, **conflicts or differences can be resolved through communication**; the interview results indicate that conflicts or differences of opinion are resolved through communication. The General Manager stated that differing viewpoints are a natural part of the work process and need to be resolved through discussion. The Creative Team and the Production Team noted that when differences of opinion arise, they are typically discussed together to find a solution, especially after the event concludes through a performance evaluation.

Resolving conflicts or differences through communication also highlights the role of communicative accommodation in maintaining the stability of work relationships. Differences of opinion are not viewed as a threat, but rather as part of the work process that needs to be discussed together. From the researcher's perspective, this way prevents disputes from becoming personal and allows the team to remain focused on mutual goals.

In this study, **shared understanding** involves employees' attempts to ensure that the messages they communicate are understood uniformly among all team members. In teamwork, shared understanding captures what the teams agreed to do and how they executed their tasks, if the interpretations are different it could cost an error in execution.

The first parameter that the **messages sent and received are understood in the same way** which is provoked by shared meaning, formed through a repetition of listening to explanation until it breaks down, seeking clarification, repeating of instructions and direct questioning when understanding has not occurred. Developing messages to send and receive as clearly as possible, with the goal of reducing miscommunication whenever feasible, should go hand in hand with the actions of clarification and confirmation. This attitude of seeking clarification and affirmation demonstrates how central accommodating communication is. Researchers see this as the part of a strategic move to keep communication effective during fast-paced, multi-party situations. This common ground acts as a marker of communication that has gone well and has been accommodated.

In this regard, it can be inferred that the shared understanding in organizational communication does not come into being inherently, but through an active and iterative process of communication. But listening to explanations all the way through, asking for clarifications, and reiterating instructions show that team members not only emphasize delivering the message but making sure it is effectively received.

In a work context with many people and relatively fast pace, making attempts to clarify and verify information can help avoid misinterpretations which could lead to work mistakes. In this process, information is not a one-way transmission but communication as two ways which explains the dynamics that are outside the core of knowledge transmission. The messages that are conveyed become more controlled and focused through clarification and repetition, which helps reduce the potential for miscommunication. This indicates that communicative accommodation serves as a strategy to maintain shared meaning among workgroup members. The shared understanding achieved through this process serves as an indicator that communication is proceeding effectively and is capable of supporting smooth coordination and task execution within the workgroup.

Moreover, based on the Communication Accommodation Theory by Howard Giles, (1973) these results shows that the process of communication does not stop at transmitting a message; it keeps on working through attempting to reach mutual intelligibility. This is a convergence/effort to achieve shared meaning, as described in Communication Accommodation Theory. Creating common meaning is a way to reduce the error work risk and at the same time increase productivity of the workgroup or teamwork.

The second parameter **ensuring there is no miscommunication** has shown that although it can still happen especially with chat-based communication and upcoming changes to project in any way project is planned, frequent efforts are being made to avoid these

completely. Informants noted that direct communication and follow-up confirmation are the primary methods for avoiding misunderstandings in the workplace.

Based on these findings, it is clear that miscommunication in the workplace cannot be entirely avoided, especially when communication takes place via chat platforms or under conditions of sudden change. But in this context, the more critical point is not about miscommunication or lack thereof, it is about mitigating its effects. The face-to-face messages, and then confirmation of receipt of those messages, suggest a realization that some forms of media have the capacity to be interpreted in different ways. Face to face or real time communication is an alternative option that greatly improves on messaging. If a misunderstanding occurs, reconfirmation after the message has been delivered also protects against this before something goes wrong.

This indicates that in a working group, the communication process is not limited to how quickly information can propagate through members but also has to do with how well you understand it. Such efforts show how communication accommodation is a tool in management's strategy to keep the work situation on track, even when faced with media limitations and the dynamics of the work situation.

The dimension of **building social closeness** in this study related to communicative accommodation that could develop closer and more harmonious working relationships. Social closeness determines not only the comfort of communication, but also the ease of cooperation in a given group. A more casual tone and direct communication contribute to a closer working relationship. The mutual respect and appreciation, as well as a feeling of togetherness and solidarity among employees are an effect of identity-building communication routines.

The first parameter, which calls for mutual respect and appreciation was sometimes expressed through in different ways employees communicate. The General Manager said he tries to keep communication casual. The Creative Team and the Production Team also mentioned that valuing colleagues' perspectives adds to communication ethics practiced in their teams.

At PT Global Event Organizer workplace communication that displays mutual respect and appreciation is not just a formality, it becomes part of daily practice. The General Manager's actions to prevent communication from becoming too formal show an awareness that rigidity in the environment people are communicating in can put space between two humans. A casual communication style creates more equality in the working relationship, and enables every team member to feel more at ease when interacting with each other.

Healthy cooperation in the work team is built upon mutual respect and appreciation, because communication carried out in an environment of mutual understanding tends to improve the involvement of its members and reduce conflict. As a result, mutual respect and appreciation might be considered the human dimension of effective communication leading to harmony in working with other people.

The second parameter involves **fostering a sense of togetherness and solidarity within the workgroup**; through an open dialogue and mutual respect, a sense of togetherness and solidarity is cultivated within the work team. This sense of togetherness comes from daily work interactions and communication that go beyond work-related matters, it fosters cohesion among team member according to informants.

From the results of the interview, it is possible to conclude that a feeling of togetherness and solidarity in a working group does not arise overnight, but develops through a rolling process of communication in daily work. When team members can express themselves openly and respectfully they feel included and like a part of the group to where work relationships aren't just professional but are on a more personal level. Non-work-related exchanges show that communication between team members is more than about the

tasks at hand and contributes to emotional closeness. This proximity in turn creates cohesion within the team, wherein group members feel more comfortable working together and helping each other out. Not only does work coordination (as any kind of engineering process) flow much easier in an atmosphere of care and solidarity but also everyone feels a sense of ownership and the responsibility to do their best work. Such a show indicates that respectful communication plays an integral role in building solidarity as a positive characteristic of mutually beneficial teamwork and the successful flow of activity.

Work Responsiveness at PT Global Event Organizer Within the Team to Ensure Effective Operations

Aside from communication accommodation, the result emphasizes the role of Perceived Partner Responsiveness (PPR) in PT Global Event Organizer's communication practices. Reis, Clark, and Holmes (2004) describe responsiveness as the extent to which a person believes that their conversation partner understands them, values them, and cares for them during this process. They explain that high-quality interpersonal relationships are typically characterized by high levels of responsiveness as well. In line with this, according to (Canevello & Crocker, 2010) feeling valued and understood also enhances openness and the effectiveness of work interactions.

The dimension of **understanding** in this study refers to the extent to which individuals feel that their conversation partner is making an effort to understand the message being conveyed. The ability to accurately grasp the meaning of a message reflects attention and engagement in communication. The practice of listening carefully and asking for clarification makes employees feel that their messages are being heard. According to the researchers, this relieves tension and increases effectiveness at work, especially in business contexts where exactness is crucial.

The first parameter **the ability of team members to accurately grasp the meaning of a message from the speaker** revealed through interviews that employees at PT Global Event Organizer strive to accurately understand the message before acting on an instruction or request. According to informants, activated listening is essential for communication especially related to work procedures and assignment of tasks. According to the Creative Team and Production Team, if they find an instruction that is ambiguous, they ask a question immediately or restate what they believe to be the intent of message so as not to misinterpret it. It helps us to execute every task correctly and not make mistakes in implementation.

Additionally, team members ability to understand the meaning of a message is a prerequisite of effective teamwork. The practice of listening attentively before acting on instructions shows that communication is practiced as a process of understanding requiring attention and accuracy, not simply scanning for information.

This suggestion is important in work contexts wherein some involve technicalities and the delegation of specific tasks, the absence of clear understanding can cause erroneous execution. Thus, when instructions are not clear enough to understand the intent of a message, asking questions or getting them clarified is communication responsibility taken by team members. It shows that they not only work to understand the message themselves but also they want to check their understanding against the senders intention. If the contextual meaning of a message is captured correctly from ground zero, workflow can be followed with expected accuracy and minimizing errors. A good understanding of the message is one of the factors underpinning effective coordination and task execution within a work group.

The second parameter is the **tendency not to blame coworkers**. There is very little emotional responsiveness and blame of coworkers. Coworkers are both a little less defensive and a little more solution-oriented. The informants avoided blaming their coworkers when they ran into problems with doing work. According to The General Manager, mistakes are

considered part of doing the job, especially in the event organizing business, where people work under a lot of pressure, according to General Manager. The Creative Team and Production Team said that when mistakes occur, the communication is problem-solving focused and improvement driven rather than blame oriented. It helps to keep the atmosphere friendly and amicable, avoiding unnecessary tensions at work.

In other words, a non-accusatory approach helps foster a climate of help and support at work, where communication is the way to enhance processes rather than being something used in an attempt to accuse co-workers. Thus, this attitude contributes to the effectiveness of teamwork by fostering positive and collaborative working relationships.

Furthermore, according to the Theory of Perceived Partner Responsiveness by Reis, H. T., Clark, M. S., & Holmes, J. G. (2004), this attitude enables individuals to feel safer and more emotionally supported. The researchers conclude that this approach is highly relevant in the event planning industry due to its high work pressure.

The dimension of **respect** in this study refers to mutual respect expressed through workplace communication. According to the interview, respect is shown by not cutting people off when they're talking, ensuring language is non-demeaning, and keeping feedback constructive.

The General Manager stated that when individuals do not feel respected, they tend to lose motivation and are less likely to voice their opinions. Making people feel valued and heard, by treating them with respect, not interrupting them and not making fun of other speakers in the conversation will help open up working relationships.

According to Reis, H. T., Clark, M. S., & Holmes, J. G. (2004), feeling valued is an important component of responsiveness that influences the quality of interpersonal relationships. These findings suggest that an attitude of appreciation contributes to the effectiveness of work groups by increasing employee engagement.

The first parameter involves **showing respect for others' opinions and feelings**; this respect is demonstrated through communication that values the opinions and roles of each team member. The informant emphasized that although the people having very different job titles, talk to each other like equal. No attitude at all. According to the General Manager, respectful communication is needed between employees so that they do not feel respected and freely express their opinions. A second aspect of respect also plays out in the way employees receive feedback and criticism from their coworkers.

Mutual respect of what others are feeling, thinking, and doing is the foundation of workplace communication at PT Global Event Organizer. An approach to communication that respects the contributions and opinions of all team members shows workplace relationships built on more than the difference in a job title, but rather a value for every cog within an organization. This sense of equality in communication makes team members feel valued, empowering them to share feedback or speak their mind.

The General Manager's focus on the necessity of courtesy displays that respect is regarded as a critical component in establishing a comfortable work environment. Also, the openness to feedback and criticism from peers as well indicates that communication is not just unilateral but it tends to be open and dialogic. When polite, respectful communication is used, everyone can interact in a much healthier way because they feel that their values are taken into consideration amongst team members. This fosters open communication and enhances collaboration within teams.

The second parameter **not interrupting** is a form of respect in interpersonal communication. According to informants, it is best if the other party gets to speak their piece about the situation first as it helps in listening better to understand the message context. The Creative Team and the Production Team noted that this practice allows for discussions to go smoother, avoiding misunderstandings from incomplete information.

This principle of refraining from interrupting others is essential to quality interpersonal communication within a workgroup. It allows the speaker to finish their thoughts so you hear everything they are trying to say, where they're coming from, and what really matters to them. The information is clearer and not subject to misinterpretations when conversations are not interrupted. The Creative Team and the Production Team indicate that this solution fosters a more orderly discussion environment, as everyone has room to speak and be heard. In these circumstances, when the speakers know their turn and respect it, he is able to keep the conversation more directed without interrupting each other thus helping to diminish instants of misunderstanding. This shows that not interrupting others is not just a question of communication etiquette but also a tool how to make sure the message stays clear and on tune while communicating within a workgroup.

The third parameter namely, **avoiding condescension**, as highlighted through interviews — employees try to speak their minds while being careful around expressing opinions, criticism or reprimanding colleagues so they don't sound patronising. When people make mistakes, informants said that feedback happens directly but always coos at least with polite and constructive language. This approach is considered essential for preserving colleagues' self-respect and fostering a comfortable communication environment.

Employees' attempts to be mindful of the words and tone used when writing opinions, criticism or reprimands are an indication that how a message is conveyed can elicit feelings among colleagues and influence their receipt of it. Delivering criticism in person, even when using polite and constructive language, conveys the message without offending or stressing the recipient. This view reveals that communication involves more than transferring a message's content and ensuring the emotional welfare of its recipient. This is not mocking, and the level of self-confidence and the atmosphere of communication is kept up. This leads to transparency at work, where the team members are not afraid of sharing their opinion, or taking feedback. Therefore maintaining non-demeaning attitude could be considered as something inter help bridge healthy communication and supportive workspace.

The dimension of **care** in this study represents consideration for the well-being and needs of colleagues. The interviews suggest that care is shown through actions like providing assistance, being present at the work or asking about challengers faced by co-workers.

The provision of assistance or support, whether technical or emotional, also serves as further evidence of responsiveness. Based on these findings, the researchers believe that a culture of mutual support not only impacts the difficulty of completing tasks but also strengthens social bonds within the team. Ultimately, the response to messages or complaints indicates that communication is two-way and ongoing.

According to the concept of responsiveness proposed by Reis, H. T., Clark, M. S., & Holmes, J. G. (2004), care reflects the extent to which individuals feel noticed and supported. The findings of this study indicate that care in workplace communication strengthens work relationships and fosters a supportive work environment, thereby contributing to the effectiveness of the work teams at PT Global Event Organizer.

The first parameter involves **providing assistance or support when someone is facing difficulties**. Informants noted that assistance was provided in the form of both technical support such as helping with on-site work and non-technical support, such as advice and encouragement. The Production Team mentioned that cooperation and mutual assistance are essential, especially as the event date approaches. This support helps lighten the workload and strengthens teamwork.

Based on these findings, it can be concluded that providing assistance or support when a coworker is facing difficulties is a tangible expression of care within group work communication. The assistance provided is not only technical in nature, such as helping with fieldwork, but also takes the form of non technical support in the form of advice and

encouragement. This means that work performed in a team has not only aspects regarding the fulfillment of tasks but also regarding care for each other. As the date of the event comes closer and work load increases, being aware of each other becomes that much more important, and so does lending with any help.

In such situations, the team must work together and assist each other in order to accomplish tasks successfully. This relieves some of the workload through group motivation and encouragement to keep each other going. This allows the group to work better and more collaboratively, thus leading to stronger relationships among the participants involved in their capacity.

The second parameter is **not to ignore complaints from coworkers**; completion of messages and complaints from colleagues does not go unnoticed, rather these are taken up at the very moment. Employee complaints are treated as the very vital feedback to improve the work process according to General Manager. Likewise, the Creative Team and the Production Team emphasized that replying to messages, whether in person or through some medium of communication, is necessary as it prevents misunderstandings and thus helps maintain a good working relationship.

The interview results indicate that the attitude of not ignoring messages or complaints from coworkers plays a crucial role in maintaining the quality of communication and work relationships within the group. Direct correspondence leads to positive working relationships. The General Manager's view of complaints as feedback that can improve work makes clear that communication is not perceived only in terms of complaint but, in the sense of evaluation and learning together. As discussed earlier, the answers given to these questions directly or through communication channels on various social media networks clarify and guide the readers, thus avoiding any confusion. This will help recognize and resolve potential issues before they become larger conflicts by responding to messages and complaints.

The third parameter **actively fostering a positive and supportive communication environment**, which means that PT Global Event Organizer's employees as a whole always keep the communication atmosphere at work in an overall positive manner. Differences of opinion, informants said, are discussed soberly and at the proper time. When people are emotional, they avoid discussion so as to not escalate the situation. This is believed to enable maintaining a healthy working atmosphere, help with strengthening relationships between members of the teams and assisting in smooth execution of work.

Teamwork dynamics in PT Global Event Organizer actively strives for positive and supportive communication environment. How employees manage differences of opinion with such composure and know when to raise debate, all shows awareness that emotional states have a tremendous influence on the quality of communication. By avoiding conversation while emotions are high, communication can remain rational and tension doesn't linger. Having a healthy communication ambiance helps to create an environment where team lacking or unable to voice opinion will have the freedom of expressing whether it is their concerns or problems.

Moreover, a supportive environment also lends itself to strong working relationships between team members as communication is focused on solving problems rather than blaming each other. This environment also facilitates the smooth execution of work, as cooperation can flourish more effectively in a healthy and conducive communication environment.

Barriers in the Process of Communication Accommodation and Responsiveness Regarding the Work Effectiveness of PT Global Event Organizer

The challenges in this study relate to factors that influence the process of communication adaptation and workplace responsiveness. Based on the interview results,

differences in personality, job roles, on site working conditions, and nonverbal communication pose challenges in the communication process. Dynamic working conditions, particularly during event preparation and execution, require quick and accurate communication. In such situations, the potential for misunderstandings increases.

This dimension creates a shared understanding with the first parameter, namely that the sender and receiver share the same understanding of the message. As for the second parameter that no miscommunication occurs during the exchange the most obvious obstacle in the communication process lies in the effort to establish this shared understanding. Based on the interview results, the informant stated that miscommunication can still occur, particularly when communication takes place via chat platforms or when information changes suddenly. These conditions mean that the received message is not always immediately understood with the same meaning by all team members.

The informants statements reflect this difficulty and highlight the need for double checking and direct communication to avoid misunderstandings. These statements imply that, while clarifications have become almost a routine, the way messages are communicated through certain channels can still result in differing interpretations of events. Therefore, hurdles in this parameter do not imply a failed communication but rather recreate the fact that shared meaning is not always achieved by default and still requires further efforts in terms of clarifications and repetition of messages.

Next, regarding the dimension of adapting verbal and nonverbal communication, the first parameter is the situational adaptation of one's speaking style to the character of communication partner. The second parameter concerns using language that is friendly, clear, and easy to comprehend. The next challenge arises in the process of adapting verbal and nonverbal communication, particularly in high pressure work situations. According to interviews with the Production Team, field working conditions prior to event day call for short and simple communication. In such situations, the ideal adjustment of speaking style and message delivery cannot always be maximized.

This phenomenon is not due to a communicative issue, which could be classically associated with limited communication skills, but rather the reality of the work situation. Informants noted that under certain conditions, communication must get straight to the heart of the matter so that work can be carried out immediately. This indicates that, in terms of adapting one's speaking style and using clear language, obstacles arise situationally when time and work conditions do not allow for more comprehensive communication.

However, employees strive to overcome these obstacles by adjusting their speaking style, using simple language, and communicating directly. The production team, as employees, stated that the factors hindering Communication Accommodation and Employee Responsiveness at PT Global Event Organizer arise when there are sudden changes in an event and the information is not disseminated throughout the entire team, which then hinders communication. However, these findings indicate that communication barriers do not eliminate overall work effectiveness, as they are addressed through the practices of communication accommodation and work responsiveness carried out by employees.

CONCLUSION

Based on the research findings and discussion, it can be concluded that communication accommodation plays a crucial role in supporting the effectiveness of workgroups at PT Global Event Organizer. Communication accommodation is evident through adjustments in speaking style, the use of language appropriate to the listener's characteristics, and adaptive verbal and nonverbal communication behaviors. These adjustments help improve the smoothness of interactions, create a shared understanding in message delivery, and build social closeness among team members. Adaptive communication, that is making sure

messages are being well understood concerning work-related tasks, which helps to avoid misunderstandings and makes it easier to work together. Further, these findings indicate that communication accommodation these behaviors are associated with the promotion of open work interaction to help achieve respective goals across the work group.

In addition, responsiveness at work also supports the suitability of work teams at PT Global Event Organizer. Responsiveness can be seen in the attitudes of understanding, respect and care between members while communicating work related information. Implementing attitude of understanding through active listening, clarifying and making sure messages are understood properly. The use of polite language and corrections that center improvement are evidence of respect. Meanwhile, care is demonstrated through offering assistance, paying attention to colleagues' well being, and maintaining open and ongoing communication. Only these responsive practices design a healthy work environment that cultivates psychological safety, empowering team members to bring themselves into paying attention on what they are doing.

This study also found obstacles in terms of communication and work responsiveness at PT Global Event Organizer. Such barriers include individuals with different personality types, changing on-site working conditions, and potential mismatches in nonverbal communication. In the work communication process, sudden changes of event planning and uneven information in dissemination also slap challenges. Though such barriers can pose a challenge to free flow of communication, employees work hard around them by adapting their styles of communication, speaking in simple language, and facilitating direct interaction even between team members.

A limitation of this study is that the author did not gather data about differences between cultures from all employees at PT Global Event Organizer. This is crucial for producing clear discussion as well as every worker responsiveness. Thus, future researchers focused on the same topic should carry out research that takes account of these intercultural differences.

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