

The Role of Interpersonal Communication in Improving Work Effectiveness in an Organizational Environment

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ABSTRACT

Interpersonal communication is a crucial factor influencing work effectiveness in an organizational setting. This study uses a literature review method to analyze the contribution of interpersonal communication to coordination, employee psychological dynamics, and the achievement of organizational goals. The literature sources used include scientific journals, academic books, proceedings, and relevant publications from the past ten years. The analysis results show that effective interpersonal communication facilitates work coordination, improves task clarity, and minimizes misinterpretation of instructions. Harmonious interpersonal relationships increase motivation, trust, and job satisfaction, thus motivating employees to contribute optimally. In addition, interpersonal communication supports cross-divisional collaboration, accelerates decision-making, and strengthens the implementation of organizational strategies. Literature findings confirm that good interpersonal communication management plays a strategic role in improving individual and team performance, reducing internal conflict, and facilitating adaptation to changes in the work environment. This study concludes that interpersonal communication is not only a technical aspect, but also psychological and strategic factors that contribute significantly to the achievement of organizational goals. The implications of this research emphasize the need to improve interpersonal communication competencies for employees and management as part of an organizational development strategy.

Keywords: *Interpersonal Communication; Work Effectiveness; Organization.*

INTRODUCTION

Interpersonal communication is a fundamental element that determines the quality of work interactions in any organization. The process of conveying clear messages between individuals directly influences the understanding of tasks and responsibilities. Employees require accurate communication to avoid misinterpretation of work instructions. Harmonious interpersonal relationships contribute to a productive and conducive work environment. Effectively



conveyed information creates a more structured coordination flow. Work effectiveness increases when messages are accurately received by their recipients. Organizations that prioritize communication typically have more stable performance. The quality of interpersonal relationships is a crucial indicator of the success of internal work systems. Individual communication capacity ultimately becomes a key determinant of the sustainability of operational activities.

Miscommunication often emerges as a major source of work problems in various organizations. Misunderstanding instructions can hinder the process of completing tasks. Personal conflicts can arise when messages are not conveyed accurately. Workflow becomes inefficient because the information received does not align with the sender's intent. Employee productivity can decline due to unclear assignments. The quality of organizational services is also at risk of declining when communication between employees is not optimal. Leaders face greater challenges when having to fix problems that stem from inaccurate communication. Simple errors in the message delivery process can have a significant impact on overall performance. This situation demonstrates that interpersonal communication is inseparable from work effectiveness (Nwinyokpugi & Omunakwe, 2019).

The modern work environment exhibits increasing levels of complexity. Communication technology accelerates the flow of information, thus increasing the need for precise interpersonal interactions. Cross-divisional work demands more intensive coordination. Each individual must be able to adapt their communication methods to organizational dynamics. Changes in work structures require more adaptive interpersonal relationships (Suhairi et al., 2023). Collaboration between teams also requires clear messages to avoid overlapping functions. Increasingly open work systems require employees to maintain the quality of their communication. Small errors in the communication process can have significant consequences for achieving targets. This increasing complexity reinforces the urgency of research into the role of interpersonal communication.

The need for strong interpersonal communication skills is increasingly recognized as a core competency for employees. Employees with strong communication skills tend to demonstrate more consistent work performance. Every work process requires direct interaction to ensure alignment between units. Positive interpersonal relationships help foster mutual trust. A stable work environment is typically formed through open relationships. Employees can perform more optimally when they feel valued through good communication. Two-way understanding contributes to faster problem resolution. Effective interactions minimize the potential for misinterpretation that can hinder work. This phenomenon demonstrates that interpersonal skills are a vital asset for modern organizations (Fadiyah et al., 2025).

Improving work effectiveness is often linked to an individual's success in building productive communication. Every employee requires clear

information to complete tasks accurately. Performance improves when interactions are open and respectful. Team members are able to collaborate better when interpersonal communication runs smoothly. This condition impacts the efficient use of work time. Organizations can reduce the potential for internal conflict through targeted communication (Sangapan et al., 2025). Harmony between employees is strengthened when messages are delivered constructively. Every work process becomes more structured when the flow of communication is unimpeded. Work effectiveness ultimately increases through well-managed interpersonal relationships.

Trust is a crucial element formed through consistent interpersonal communication. Individuals are more receptive to instructions when they trust the sender. Trust influences employee motivation. Interactions that demonstrate empathy strengthen professional relationships. Work situations characterized by trust result in more efficient coordination (Laksana et al., 2024). Team productivity increases when communication is smooth and stress-free. Employees are more willing to express ideas when they feel valued. Organizations benefit significantly when interpersonal relationships are based on openness. Trust is a crucial part of improving work effectiveness.

Employee work motivation is often influenced by how they interact with each other. Individuals tend to perform better when supported by positive communication. Healthy interpersonal interactions create a pleasant work environment. Employees are more productive when they feel accepted and recognized. This situation creates a drive to make greater contributions. Good communication can reduce work stress. A supportive environment helps maintain employee morale. Performance improves when internal motivation is reinforced by quality interpersonal relationships. These dynamics demonstrate a close relationship between motivation and the quality of interpersonal communication.

Job satisfaction is a key indicator influenced by interpersonal communication. Employees feel more comfortable when professional interactions are harmonious. Work environments that facilitate openness tend to enhance psychological well-being. Good relationships between employees create a healthy organizational climate. Employees adapt more easily when they receive communication support. Job satisfaction contributes to increased loyalty to the organization. Employee turnover rates can be reduced through strong interpersonal relationships. Work effectiveness increases when employees are satisfied with their communication environment. All of these phenomena demonstrate the strategic role of interpersonal communication for organizational success.

METHODOLOGY

This study uses a systematic literature review method to analyze the role of interpersonal communication on work effectiveness in an organizational environment. This approach was chosen because it provides space to comprehensively examine, compare, and synthesize findings from previous

research. The literature sources used include scientific journals, academic books, proceedings, research reports, and other relevant scientific publications published within the last ten years. The literature collection process was conducted through academic databases such as Google Scholar, ScienceDirect, Taylor & Francis, ResearchGate, and SAGE Journals. Literature inclusion criteria included research discussing interpersonal communication, work effectiveness, employee relations, work motivation, and organizational dynamics relevant to the research topic.

The analysis phase involved identifying, evaluating, and interpreting the content of the literature obtained. Each selected piece of literature was analyzed using content analysis techniques to uncover patterns, concepts, and key findings regarding the contribution of interpersonal communication to improving work effectiveness. The validity of the analysis was strengthened by comparing findings from various studies to ensure data consistency and avoid interpretation bias. The synthesis results were then formulated into a thematic summary reflecting the interrelationships between interpersonal communication quality, work motivation, job satisfaction, professional relationships, and organizational performance. This approach provides a comprehensive understanding of the strategic position of interpersonal communication as a key supporting factor for work effectiveness in an organizational environment.

RESULTS AND DISCUSSION

The Contribution of Interpersonal Communication to Smooth Coordination and Organizational Performance

Effective interpersonal communication is the foundation for harmonious coordination among organizational members. Clear messaging ensures that each individual accurately understands their duties and responsibilities. Good relationships between employees minimize misinterpretations that can disrupt work processes. Literature studies show that structured communication improves the accuracy of work execution. Coordination flows more smoothly when each unit understands its respective roles. Organizational performance tends to improve when messages are delivered consistently and accurately. Effective interactions enable faster decision-making. Literature analysis confirms that interpersonal communication plays a key role in strengthening internal work structures (Fitonah et al., 2025; Shalma et al., 2025).

Harmonious interactions between employees create a productive work environment and support the achievement of organizational goals. Accurately conveyed messages reduce the need for revisions and revisions to work. Literature reveals that miscommunication can lead to delays in task completion. Good communication practices facilitate a regular flow of information. Employees become more adaptable to change because they understand priorities and work instructions. Coordination effectiveness increases when each individual receives constructive feedback (Karunia et al., 2025). Stable professional relationships reinforce a sense of shared responsibility. Analysis

shows that smooth interpersonal communication strengthens organizational structures and improves performance.

Successful work coordination depends heavily on an individual's ability to convey and receive information accurately. Communication literacy is a key factor in minimizing internal conflict. Previous research confirms that good interpersonal communication fosters cross-divisional collaboration. Clear information enables teams to complete work on schedule. Unclear messages can potentially cause confusion and reduce productivity. Open relationships between team members improve workflow efficiency. Organizations that emphasize interpersonal communication tend to be more flexible in dealing with work dynamics. Literature highlights the importance of building an effective communication culture as an organizational strategy (Ubaidillah et al., 2025).

Literature analysis shows that effective interpersonal communication strengthens decision-making mechanisms. Each clear message facilitates evaluation of work results and follow-up planning. Team members can adjust their actions based on the information received. Misinterpretations are reduced when interactions are open and collaborative. Project coordination becomes more efficient through consistent communication. Individual and team performance improves when everyone understands work goals and procedures. Previous studies have shown that organizations that emphasize interpersonal communication have higher success rates. Relationships between work units become more harmonious through the implementation of effective communication.

Literature confirms that interpersonal interactions enhance understanding of each employee's role. Good collaboration requires regular and accurate information exchange. Any inaccuracy in messages can impact productivity. Previous studies have shown that strong interpersonal relationships support smooth cross-divisional work processes. Organizational performance is optimized when coordination between units runs smoothly. Good communication helps minimize the risk of operational errors. Employees can work more focused when workflows are clear and structured. Analysis shows that interpersonal communication serves as a foundation for operational effectiveness.

Coordination effectiveness is also influenced by the quality of feedback between employees. Appropriate feedback allows for rapid error correction. The literature confirms that effective interpersonal communication strengthens collaboration and aligns individual and organizational goals. Each team member can contribute optimally when the necessary information is available in a timely manner. Positive professional relationships foster a responsive work culture. Organizational performance improves when communication between employees runs smoothly. Workflow efficiency is achieved through good coordination. Research shows a significant positive relationship between the quality of interpersonal communication and work effectiveness (Hadi et al., 2024).

A literature synthesis shows that interpersonal communication contributes to the stability and smooth operation of an organization. Every work process can run more efficiently when messages are received as intended by the sender. Team performance improves through consistent and constructive interactions. Previous studies emphasize the importance of communication training for organizational members. Harmonious relationships between employees create a productive work environment. Effective coordination influences the achievement of an organization's strategic goals. Quality interpersonal interactions are a key factor for operational success. The analysis results support the assertion that interpersonal communication is a key determinant of work effectiveness.

The Influence of Interpersonal Communication on Employee Psychological Dynamics: Motivation, Trust, and Job Satisfaction

Positive interpersonal communication significantly impacts employee motivation. Clear and empathetic messages boost individual self-confidence. Literature studies show that trust formed through professional interactions encourages active employee participation. Harmonious interpersonal relationships create a safe and comfortable work environment. Work motivation increases when employees feel valued through constructive communication (Kiraman et al., 2024). Job satisfaction arises when employees' psychological needs are met through positive interactions. Literature analysis confirms that interpersonal communication indirectly impacts individual performance. Motivated employees tend to work more productively and creatively.

Interpersonal interactions also influence levels of trust between employees. Employees are more likely to comply with instructions when they trust the sender. Previous studies have shown a positive relationship between open communication and employee loyalty. Trust minimizes internal conflict and accelerates decision-making. Employees are more comfortable expressing ideas when they feel heard. Effective communication fosters a sense of responsibility and collaboration. Positive professional relationships support the development of a productive work culture. Literature analysis confirms interpersonal communication as a key factor in building trust (Sudirman et al., 2024).

Work motivation is greatly influenced by the quality of communication between employees. Literature studies show that supportive communication improves work morale. Employees feel motivated when goals and expectations are clearly explained. Job satisfaction increases when communication provides constructive feedback. (Sinaga, 2025) High motivation contributes to the achievement of individual and team goals. Positive interpersonal interactions create an internal drive to achieve. Good relationships between employees facilitate collaboration and professional development. The literature emphasizes the crucial role of interpersonal communication in building work motivation.

Interpersonal communication impacts job satisfaction through engagement and recognition. Employees feel satisfied when their ideas and contributions are recognized by their colleagues. Previous studies have shown that open and transparent communication increases organizational loyalty (Sarasvati et al., 2025). Job satisfaction reduces stress levels and increases productivity. Effective interpersonal interactions foster a supportive work environment. Healthy professional relationships encourage better decision-making. Employees adapt more easily to organizational changes when communication is effective. The literature confirms the close relationship between interpersonal communication and job satisfaction.

Trust and motivation interact to improve work performance. Employees who trust their colleagues and leaders tend to be more actively engaged. Literature studies show interpersonal communication as a mediator between trust and work effectiveness. Empathetic interactions strengthen professional relationships and accelerate collaboration. Work motivation increases when feedback is provided appropriately and relevantly. Job satisfaction supports employee psychological stability. Positive interpersonal relationships create an adaptive and productive work culture. Analysis shows that interpersonal communication plays a strategic role in shaping employee psychological dynamics (Cahyoseputro et al., 2021).

Clear messages and harmonious interactions enhance a sense of belonging to the organization. Employees who feel valued tend to be more committed. The literature confirms a significant relationship between interpersonal communication and employee loyalty. Intrinsic motivation is enhanced through recognition and support between employees. Established trust strengthens cross-divisional collaboration. Job satisfaction is a driving factor for overall employee engagement. Consistent interpersonal interactions reduce the risk of conflict and misunderstanding. A literature synthesis indicates that interpersonal communication impacts employee psychology as well as work effectiveness.

Work effectiveness is influenced not only by technical skills but also by the psychological well-being of employees. Good interpersonal communication strengthens trust, satisfaction, and motivation. Literature studies show that motivated employees are more productive and innovative. Supportive relationships between employees facilitate quick and accurate decision-making. Open communication allows for continuous feedback. Trust formed through professional interactions strengthens team cohesion. Job satisfaction increases loyalty to the organization. Research confirms interpersonal communication as a key factor in building a productive employee psychology.

Strategic Implications of Interpersonal Communication on Work Effectiveness and Achievement of Organizational Goals

Interpersonal communication plays a strategic role in achieving overall organizational goals. Clear messages expedite workflow and minimize internal conflict. Literature shows a significant relationship between effective

communication and the achievement of organizational goals. Collaboration between units is more efficient when each individual understands their roles and responsibilities. Good communication facilitates adaptation to organizational change and dynamics. Work effectiveness increases when information is available in a timely and accurate manner. Previous studies emphasize the importance of communication as a strategic link between leaders and staff (Aisa & Oktarina, 2025). Literature analysis confirms that organizations that manage interpersonal communication well have more optimal performance.

Constructive interpersonal interactions support cross-divisional coordination. Employees work more easily together when every message is received and understood accurately. Literature shows that effective communication reduces errors and improves operational efficiency. Harmonious professional relationships create a more organized workflow. Decision-making effectiveness increases through clear and open communication (Masturah et al., 2024). Good interpersonal communication strengthens the implementation of organizational strategy. Each unit can align individual goals with organizational objectives. The analysis confirms that interpersonal communication is a strategic factor in achieving organizational goals.

The quality of communication between employees affects the speed and accuracy of task execution. Literature studies show that positive interactions enhance collaboration and coordination. Employees who understand organizational goals are more focused and productive. Effective interpersonal communication reduces the risk of conflict and miscommunication. Teamwork results are more optimal when each member receives clear information. Good professional relationships strengthen team cohesion and collective spirit. Operational efficiency is increased through structured and consistent communication. Literature analysis confirms the importance of interpersonal communication for the success of organizational strategies (Permananingsih, 2022).

Effective interpersonal communication helps organizations navigate the complexities of the work environment. Each message delivered accurately reduces ambiguity and improves task clarity. The literature shows that open communication strengthens cross-divisional coordination and facilitates project management. Employees are better able to adapt to dynamic organizational changes. Good communication fosters an adaptive and collaborative work culture. Decision-making effectiveness increases because information is available in a comprehensive and accurate manner. Positive employee relationships facilitate collective problem-solving. The literature synthesis emphasizes interpersonal communication as a key strategy in achieving organizational goals.

Work effectiveness is closely related to an organization's ability to manage interpersonal communication. Employees are more productive when instructions and expectations are clearly communicated. The literature confirms

that effective communication improves coordination, motivation, and job satisfaction. Harmonious interactions strengthen employee trust and engagement. Good interpersonal communication enables the alignment of individual and organizational goals. Cross-divisional collaboration becomes smoother with timely information (Mutiah & Hisaanah, 2024). Analysis shows that interpersonal communication supports the achievement of strategic goals. Organizations that prioritize interpersonal communication tend to be more adaptive and responsive to challenges.

Every work process becomes more efficient when interpersonal communication is optimally implemented. Literature studies show a significant relationship between interpersonal communication and organizational performance. Accurate messages accelerate coordination and reduce the risk of errors. Good employee relationships enhance an organization's ability to implement strategies. Individual and team work effectiveness increases through constructive interactions. Effective interpersonal communication supports the development of a productive and collaborative work culture. Literature analysis confirms the importance of interpersonal communication as a strategic tool for organizations. Achieving organizational goals becomes more realistic when communication between employees is high-quality. (Syamsuri et al., 2020)

Interpersonal communication also plays a role in organizational change management. Employees can accept and adapt to changes in work procedures more quickly. Previous studies have shown that effective communication increases acceptance of innovations and new policies. Harmonious professional relationships facilitate adaptation to new organizational demands. Work effectiveness increases when each individual understands their role and contribution. Precise and accurate information supports the alignment of activities and strategic goals. The literature confirms interpersonal communication as a key factor in maintaining smooth operations. Organizations that manage interpersonal communication effectively are better able to achieve long-term goals.

Literature synthesis shows interpersonal communication as a strategic foundation for achieving organizational goals. Harmonious relationships between employees enhance coordination and collaboration. Teamwork and individual effectiveness are enhanced through clear and precise messaging. Previous studies have emphasized the role of communication in accelerating decision-making and reducing internal conflict. Organizational performance is optimized when interpersonal communication is well-managed. Each team member can work more productively and in a structured manner. The analysis highlights interpersonal communication as a determining factor in the effectiveness and success of organizational strategies. Organizations that prioritize interpersonal communication have higher adaptability and innovation capabilities.

CONCLUSION

Interpersonal communication plays a strategic role in enhancing work effectiveness within an organization. Harmonious relationships between employees facilitate smoother coordination and efficient workflow. Clear and accurate message delivery minimizes miscommunication and misinterpretation of instructions. Constructive interpersonal interactions enhance employee motivation and trust in the organization. Trust established through communication supports active employee engagement and loyalty. Job satisfaction increases when employees feel valued and heard in professional interactions. Interpersonal communication also strengthens cross-divisional collaboration and project coordination. The effectiveness of organizational decision-making increases when information is conveyed accurately and timely. Positive employee psychological dynamics impact productivity and the achievement of work targets. Implementing good interpersonal communication helps organizations adapt to changes and work challenges. A literature synthesis demonstrates a close relationship between the quality of interpersonal communication and the success of organizational strategies. Overall, the findings confirm that effective interpersonal communication management is a key factor in achieving organizational goals and overall performance.

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