DYNAMICS OF INTERPERSONAL COMMUNICATION IN IMPROVING TEAMWORK EFFICIENCY

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Abstract

In an organizational environment, if there is increased interpersonal communication, it will have a positive impact on the level of commitment to the organization. By involving an effective communication process, all tasks within an organization can be carried out well. A collection of people working together to accomplish a task or reach a common goal is known as a team. In teamwork, each member brings unique expertise, experience, and skills that contribute to achieving the team's goals. Communication, cooperation, coordination, and mutual support among team members are important aspects of an effective work team. Through cooperation and synergy, work teams can increase efficiency, productivity and quality of work. This article's methodology makes use of literature study, which is a technique for gathering data that entails comprehending and examining theories from a variety of research-related books. The ideas of interpersonal communication, cooperation, and effectiveness in collaboration are covered in this study, as well as the connection between the two.

Keywords: Dynamics, interpersonal communication, team work

INTRODUCTION

In a dynamic and competitive business era, achieving organizational goals depends greatly on the dynamics of the work team and the productivity of its members. An effective work team can be the main key to increasing productivity and achieving organizational success. Therefore, a deep understanding of the factors influencing team dynamics and productivity is

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essential in the context of modern management. Nowadays, organizations are in the midst of rapid change, both in terms of technology, market structure and consumer demands. In facing these dynamics, the work team is the spearhead in realizing the organization's vision and mission (Ahmad & Raheel, 2017).

Solid teamwork is a very important element in achieving the vision and success of an organization. As an entity that has certain goals and missions, the organization's main goal is to achieve sustainable success for the common good. However, it is important to remember that organizational success does not come by itself. Success will be easier to achieve if the organization has qualified and competent individuals in various fields (X Zhang, 2017).

These individuals cannot achieve success alone; they must be able to work together and form a solid team to achieve the organization's vision and mission. Therefore, in an organizational context, it is important to have individuals who are able to communicate well and work in solid team collaboration. This is something that should be the main focus of the Human Resources (HRD) department in the recruitment process. No matter how great an individual is in their field, they will not be able to make maximum contributions if they are not able to collaborate with other team members.

Team performance depends on collaborative achievements as well as individual achievements, Team members work together to pool their resources (usually in this case skills) to achieve their goals. Team members are mutually accountable and rewarded as a team. Mutual responsibility is one of the key issues in teams. This responsibility pertains to each member contributing their best efforts to make the group successful. Therefore, this mutual responsibility requires the commitment of each member to each other member to do everything that can be done to fulfill other goals. The team itself is responsible for the overall completion of the task. (Raden Heni Muljani, 2012).

Processes can become more effective by gathering information and using it to improve their teams. Learning is a long process- usually a lifetime. Teams give organizations the flexibility they need today to be more responsive to team changes. Nowadays teams generally appear to have a more organic structure. The team has a number of advantages. Teams usually work best when expertise from multiple functions is involved. A team is defined as a group that is committed to a specifically defined task. Each member of the team is aware of their respective responsibilities. The team has a very high degree of interdependence. Each and every team member must contribute to the team to be successful, because interdependence is very high (Patricia Buhler, 2004).

Teams can attract the right people, move quickly, and bring together diverse functions, create the right atmosphere, and solve problems. Currently, many organizations have recognized the importance of teamwork, and they involve organizational members in training or gathering events to build strong teamwork. Organizational leaders, especially managers, play a very crucial role in forming solid teamwork. They must be able to manage the team efficiently, delegate tasks according to competence, motivate team members to achieve targets, and resolve conflicts that may arise between team members. However, it is important to remember that building solid teamwork requires time and effort. This must be supported by organizational management as well as by individuals within the organization (Mappamiring, 2015).

In achieving organizational success, solid teamwork is a strong foundation. With individuals who are committed, contribute and trust each other, an organization can achieve its vision and mission more effectively and efficiently. In an organizational environment, if there is increased interpersonal communication, it will have a positive impact on the level of commitment to the organization. By involving an effective communication process, all tasks within an organization can be carried out well. Plunkett's views on communication are described in depth as follows: First, discussing the meaning of communication. Second, the role of communication is as a medium for transmitting information and understanding from one individual or group to another individual or group. Third, the main purpose of communication is to produce information and understanding from one party to another. Fourth, the success of communication is measured based on the level of mutual understanding that occurs. Fifth, the understanding process begins after the message is successfully received by the recipient. Sixth, successful understanding occurs when both parties involved in communication reach agreement not only on the information conveyed, but also on the meaning of the information conveyed (Ghofar et al., 2019).

RESEARCH METHOD

This article's methodology makes use of literature study, which is a technique for gathering data that entails comprehending and examining theories from a variety of research-related books. In carrying out this research, a method was used that involved a series of careful analysis steps. In the initial stage, data was collected from various sources, such as journals, books and other sources. After that, the data collected was carefully analyzed to identify ideas and ideas that were relevant to this research. (Mustofa et al., 2021).

After that, the ideas and ideas that have been collected will be combined and arranged into a related and cohesive whole. In this study, the analysis process is focused on a qualitative approach which allows researchers to explore and fully understand the phenomenon being studied. In addition, this research also relies on information collection techniques from various research journals as the main reference source to strengthen and complete the research results. Research journals have a reputation as credible and reliable sources, thus providing a strong foundation for the analysis process. When collecting information, researchers carefully carry out in-depth analysis and use comprehensive language so that research findings can be conveyed effectively. All information revealed in this research is based on concepts that have been developed by the author, which shows that this research does not just rely on raw data, but also reflects the researcher's reflections and interpretations to present meaningful and comprehensive information. (Mustofa et al., 2021).

RESULT AND DISCUSSION
Interpersonal Communication Concept

Interpersonal communication, or simply interpersonal communication, is the exchange of ideas or concepts between people in order to communicate messages to other people. Stated differently, interpersonal communication refers to the situation in which people communicate with one another face-to-face and exchange ideas, sentiments, and other information (Asir et al, 2022).

Interpersonal communication can be done in verbal or nonverbal form. Usually interpersonal communication is not only about what will be said to someone and what will be received by someone, but also about how it is said, whether it is in accordance with the provisions, what body language will be used, and what kind of facial expression will be given.

Communicating interpersonally is a basic need for human survival. People carry out interpersonal communication not only at home or in the office but also when they walk, work, travel, read the newspaper, shop, or watch games and movies. In general, interpersonal communication will take place with face-to-face conversations. However, this can take the form of a telephone dialogue if the individuals are connected emotionally (Bahri, 2018).

According to Joseph A. DeVito, interpersonal communication has several characteristics, namely:

1. Interpersonal communication involves verbal and nonverbal messages.
   When we communicate with someone in person, nonverbal cues like body language, gestures, and facial emotions frequently accompany the words we

say. Our five senses—hearing, seeing, smelling, and touching—are how we pick up interpersonal cues. In actuality, remaining silence conveys a message to others. The messages that are communicated primarily rely on other aspects of the interaction.

2. Interpersonal communication takes place in various forms.

Email and social media are two contemporary ways of interpersonal communication made possible by the internet and other modern communication tools. In essence, real-time interpersonal communication refers to the exchange of messages between parties at the same instant as face-to-face contact. Interpersonal contact through different social media platforms has an impact on social media, which in turn has an impact on the interpersonal relationships that are formed.

3. Interpersonal communication involves a variety of choices.

The numerous decisions we have made have an impact on the interpersonal messages we convey to others. the time when we must decide with whom to communicate, what to say, what not to say, what words to use, and other factors. Interpersonal communication decisions and their justifications: depending on the circumstances, some of the selected solutions may be more effective than others.

(A Cahcko, 2021)

The following is the Interpersonal Communication Theory that we need to know, namely:

1. Constructivism

This constructivist theory will be introduced by Jesse Delia. This theory states the factors behind individuals communicating according to their wishes and how there can be communicators who are much more successful than other messengers.

2. Symbolic Interactionism

The interaction theory of symbolism is a part of the sociological perspective that is influenced by many theorists, such as George Herbert Mead and Herbert Blumer. This theory provides a picture related to the use of language as a communication tool to form meaning in individuals. This will be related to the ability to understand the communication style that will be used in order to express oneself, as well as in choosing language to interact with other people through symbols to be able to form society. At the same time, it is also useful as an ability to apply communication as a way to build personal branding.

3. Attribution Theory

Attribution theory is a theory to understand how each individual describes their own behavior and the behavior of others. Because humans tend to be motivated to understand personality and explain behavior patterns. This is according to the theory of Fritz Heider.

4. Fundamental Interpersonal Relationship Orientation Theory

   Can we realize that each individual will be motivated to fulfill the need for inclusion and belonging? Then there is control, namely the need to form interactions in the surrounding environment, as well as affection as a need to want to be liked, and to establish relationships. This theory was introduced by William Schutz.

5. Action Assembly Theory

   In action assembly theory, it aims to explain where our thoughts come from, then how we can interpret these various thoughts in verbal and nonverbal communication. This action assembly theory was introduced by an expert named John Green.

6. Communication Accommodation Theory

   In addition to the principle, it will focus on the background and the way individuals modify communication behavior to suit situations which will of course always be different. This theory was developed by Howard Giles, et al.

7. Social Penetration Theory

   In social penetration theory, it describes how self-disclosure can move a relationship and communication process from the superficial to the intimate. This is the first theory introduced by Irving Altman and Dalmas Taylor about how changes in communication patterns have an impact on changes in a relationship.

   (I Hutagalung, 2017).

Teamwork and Teamwork Effectiveness

Teamwork is a group of individuals working together to achieve a common goal or complete a specific task. Team members usually have complementary roles and responsibilities and work collaboratively to achieve desired results. Membership in a work team can be temporary or permanent, depending on the nature of the task or project being worked on. In teamwork, each member brings unique expertise, experience, and skills that contribute to achieving the team's goals. Communication, cooperation, coordination, and mutual support among team members are important aspects of an effective work team. Through cooperation and synergy, work teams can increase efficiency, productivity and quality of work (Sharma et al, 2012).

Teamwork can operate at many levels and in various organizational contexts, from the departmental or work unit level within a company to cross-functional or cross-disciplinary teams on large projects. Teamwork can also vary in size, from small teams with a few members to large teams with tens or even hundreds of members. It is important to note that the success of a work team depends not only on the abilities of individual team members, but also on the ability of the team as a whole to collaborate, communicate, and solve problems together. In an effective work team, team members support each other, respect differences, share responsibilities, and work to achieve common goals.

Teamwork is the result of individuals trying to work together, using their abilities and offering constructive criticism beyond any disagreement that may happen on a personal or inter-individual level. It is motivated by the need to improve work group performance, attitudes, and loyalty (Nugraha et al, 2017).

A sense of loyalty, security, and self-worth that attends to each member's specific needs, honors their sense of belonging, and sustains good connections both inside and beyond the team is fostered by teamwork.

Market fluctuations that are both competitive and ongoing might put businesses in dangerous situations. A significant problem is the requirement to perform more with less and to form teams with fewer, more capable members who also bear more responsibility. The ability to manage the greatest human resources and focus them on accomplishing global objectives is a key factor in determining an organization's success. At this point, the first step in addressing productivity issues is to view collaboration as an organizational philosophy (Setyawan & Arifin, 2018).

Encourage a spirit of cooperation and find individuals who share the company's objectives. Attain unification of shared interests and endeavors, cooperation, and utilization of team members' abilities, aptitudes, education, and background. Establish an atmosphere that values integrity, decency, and the ability to listen to others. These are critical pillars that will determine the success or failure of an organization. The work environment that exists within the organization is crucial for the productive growth of challenges since it is the setting in which we carry out our everyday tasks. Employee productivity is strongly impacted by the level of teamwork, which also influences employee satisfaction. This establishes their degree of commitment (Wang et al, 2021).

Our employees' ability to overcome obstacles, stay organized, and exercise initiative will be a direct result of the motivation we provide them to instill a sense of teamwork in both their personal and professional lives. With these abilities, they will be able to acquire and manage resources, understand

the advantages of working in a team, and feel a sense of social, communal, and personal responsibility to achieve the best outcomes.

The organization has to support this personal development by giving individual and team accomplishments targeted activities that demand attention and demonstration from each member. These activities should aim to:

1. Support, accept, and demonstrate agreement with the views put forth.
2. Present performance benchmarks that the group needs to meet or apply in order to assess the procedure.
3. Choose the team members' best and most workable ideas, then provide the go-ahead for them to be implemented.
4. Try to channel and align team conflicts in an effort to find a solution.
5. Encourage everyone to participate, not just the most courageous.
   (Ahmad & Raheel, 2017).

As part of their team-building strategy, committed organizations emphasize the advantages of collaboration and strive for their members' success. Businesses need to foster a strong feeling of community and belonging by allowing people to voice their thoughts, conflicts, and doubts. This will help them gain the trust of their customers (Ibnu Hajar & Salma Saleh, 2019).

The interconnectedness of work teams in organizations is very important because effective collaboration allows team members to work together to achieve common goals. Good communication strengthens the interconnectedness of work teams by facilitating the exchange of ideas, feedback, and joint problem solving. Each team member has a clear role and responsibility in achieving team goals, which affects the interconnectedness of the work team as a whole. Trust among team members allows for better collaboration and resolving conflicts in a constructive way. Sharing knowledge within the team strengthens the interconnectedness of the work team by learning from each other and growing together. The synergy produced by a solid work team enables collective work results that are greater than the combined individual contributions. Motivation and support among team members also play an important role in achieving better results. With positive work team relationships, team members support each other, inspire enthusiasm, and encourage each other to achieve mutual success (Akter et al, 2020).

In general, the factors that influence the work effectiveness of the team are as follows:

1. Composition of the Team

Included in the composition of the team are the abilities of the team members, the personality of each team member, the diversity of characters of the team members, the size of the team (the number of members in the team), the flexibility of the team members, and the frame of reference of the team members. The better the abilities of each team member, of course in theory the greater the success of a team. This of course also depends on the chemistry of fellow team members by paying attention to the personalities and diversity of team members. The level of diversity of team members can be maintained at a maximum level that allows the effectiveness of a team to be created. The size of the team is the same, it must be adjusted to the goals of the team. Flexibility and frames of reference can influence the interaction patterns and chemistry that exist within a team.

2. Context of the team

What is included in the context of a team is how adequate the resources the team has, the leadership style and organizational structure in the team, the climate of trust that exists in a team, performance evaluation and reward systems.The more complete or adequate the team's resources will influence the level of effectiveness of the team, provided that these resources are maximized optimally. Leadership style and organizational structure will also influence interaction patterns and the ways work is carried out by the team. Performance evaluation and reward systems also influence the motivation to work for each team member. Meanwhile, the climate of trust will also influence interactions at work.

3. Teamwork process

What is included in the team work process is the existence of specific shared goals, the level of efficacy of a team, conflicts that occur within the team between members and the level of motivation and effort to work as a team. In essence, these three aspects influence each other. As a team leader, you are expected to be able to maintain a balance in all these aspects to increase the effectiveness of your team's performance.

(Eva Lawasi, 2017).

The Link between Interpersonal Communication and Teamwork Effectiveness

Research conducted by Anna Jesica Worang, Christoffel Kojo, and Merlyn Mourah Karuntu (2023) shows that effective interpersonal communication plays a crucial role in increasing work effectiveness. Through positive and open interpersonal communication, employees can understand each other's duties and responsibilities, share important information, and

convey views and ideas more efficiently. By creating a good communication environment, a sense of trust and mutual support arises between fellow employees and management, which in turn contributes to increased work morale and productivity. Effective interpersonal communication also helps overcome misinterpretations and conflicts that may arise in the work environment, thereby increasing collaboration and cooperation in finding solutions to the challenges faced.

Research conducted by Raden Heni Muljani (2012) shows that there is a positive relationship between interpersonal communication and teamwork together with managerial effectiveness. Thus, the better the interpersonal communication and teamwork together, the better the managerial effectiveness will be. And conversely, if interpersonal communication and teamwork simultaneously decrease, then managerial effectiveness will also decrease. In a work team, communication is the most crucial factor that links the team leader and members, as well as the members themselves. Team members will be better able to understand each other's objectives, targets, protocols, and roles with the support of focused and clear communication. Members of the team will also be aware of the dangers and repercussions associated with the assignment, as well as the rules that must be followed. Team members will operate with greater concentration and organization, which will minimize issues and facilitate task monitoring and evaluation.

Work team dynamics play an important role in achieving organizational goals. Effective collaboration, open communication, and a high level of trust between team members contribute significantly to good team dynamics. Teams that are able to adapt to change, respect differences, and support each other tend to have more positive dynamics. The analysis also highlights key factors that influence team dynamics. Good leadership, interpersonal communication skills, and clear division of tasks emerged as the main factors. Teams led by leaders who understand their roles, are able to motivate team members, and facilitate collaboration, tend to achieve better dynamics (Syahrum et al, 2016).

Furthermore, there is a positive correlation between good work team dynamics and productivity levels. Teams that have positive dynamics tend to achieve targets more efficiently, produce higher output, and provide maximum contribution to achieving organizational goals. High involvement and mutual support between team members also has a positive impact on creativity and innovation (Singh et al, 2014).

CONCLUSION

Interpersonal communication is a communication context where each individual connects feelings, ideas, emotions and other information face to face to other individuals. In an organizational environment, if there is increased interpersonal communication, it will have a positive impact on the level of commitment to the organization. By involving an effective communication process, all tasks within an organization can be carried out well.

The factors that influence the work effectiveness of a team are as follows: Team Composition, Team Context, and Team Work Process. Work team dynamics play an important role in achieving organizational goals. Effective collaboration, open communication, and a high level of trust between team members contribute significantly to good team dynamics. Teams that are able to adapt to change, respect differences, and support each other tend to have more positive dynamics.

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