

Interpersonal Communication Strategy on Employee Adaptation and Performance at Pt Pertamina Lubricants Sales Region I Sumbagut

Rima Ivana^{1*}, Lusiana Andriani Lubis², And Syafruddin Pohan³

Universitas Sumatera Utara

Corresponding Author: Rima Ivana rimaivanarima@gmail.com

ARTICLE INFO

Keywords: Strategy, Interpersonal Communication, Adaptation, Employee Performance

Received : 14, June

Revised : 28, June

Accepted: 29, July

©2024 Ivana, Lubis, Pohan : This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

The purpose of this research is to analyze the influence of interpersonal communication on adaptation, to analyze the influence of interpersonal communication on employee performance. The research method used is descriptive quantitative. The population consists of active employees of PT Pertamina Lubricants (PTPL) Sales I Region SUMBAGUT, with a total sample of 50 respondents taken through total sampling at PTPL Sales Region I SUMBAGUT in 2024. Data analysis was performed using single tables, cross tables, t-test, and the Coefficient of Determination. The results showed Interpersonal Communication Strategies resulted in four strategies: 1). SO (Strength-Opportunity) Strategy by enhancing interactive communication between employees and supervisors to utilize supervisors who openly accept employee feedback, 2). ST (Strength-Threat) Strategy by developing interactive communication to overcome difficulties in discussing work issues with supervisors, 3). WO (Weakness-Opportunity) Strategy by improving communication among employees by leveraging supervisors who openly accept feedback, and 4). WT (Weakness-Threat) Strategy by developing two-way communication to overcome difficulties in speaking and obtaining support from supervisors.

INTRODUCTION

Good communication within the company, both internal and external, is the key to avoiding tension and achieving company goals better without obstacles (Barmeyer & Davoine, 2019; Deuze, 2020). In the work environment, interpersonal communication between individuals or groups is very important for the smooth running of work processes, both vertically and horizontally. Interpersonal communication plays a very important role in increasing organizational effectiveness, including at PTPL Sales Region I SUMBAGUT. As one of the main pillars in maintaining smooth operations and ensuring a conducive work environment, the ability to communicate effectively between individuals is the key to creating strong relationships (Badri, 2022; Cooper, 2022). Information efficiency is very important to achieve organizational goals. Tensions are an integral part of organizational dynamics, and the ability to communicate differences of opinion turns out to be important in finding mutually beneficial solutions (Dias & Damen, 2020; Karadas & Karatape, 2019).

Adaptation in an organizational context refers to the ability of individuals and groups to adapt to changes in the environment, policies and work practices (Stevens & Zerikho, 2022). Adaptation is not only important in dealing with rapidly changing market dynamics but also in ensuring that interpersonal communication and employee performance remain optimal (Akbar & Yudianto, 2020; Lei et al., 2023). Adaptation impacts how employees respond to and manage the stress caused by change (Adnan et al., 2020). Effective communication facilitates better adaptation, while successful adaptation improves communication and collaboration across the organization (Fatmawati, 2020; Hilal et al., 2023). Employee performance is also a major influence on the success of managing a company. Employee performance itself refers to an evaluation or assessment of the extent to which an employee fulfills the responsibilities and tasks assigned at work. This performance is often measured based on goal achievement, productivity, quality of work, initiative, teamwork, and the ability to solve problems (Caniels & Veld, 2019; Darvishmotevali & Ali, 2020; Irawanto et al., 2021). For companies, employee performance is a very important aspect because it has a direct impact on productivity, customer satisfaction and the overall health of the organization (Muntaner & Lynch, 2020; Whillans et al., 2021).

Researchers focus on interpersonal communication strategies on the adaptation and performance of employees who come from various cultures due to movements in all regions in Indonesia from Sales Region 1 (starting from Aceh Province) to Sales Region 7 (ending in Papua) so that there are obstacles in the process. communication and have different habits for each person. - This topic is closely related to Interpersonal Communication and also proves that Communication Science which is found in several levels of communication patterns actually plays a very important role in relationships between humans which leads to the success and sustainability of a The organization, in this case is PTPL Sales Region I SUMBAGUT. This research provides an opportunity for researchers to deeply understand how the dynamics of interpersonal communication and adaptability interact and influence employee performance.

Given the ever-changing business environment and challenges faced by organizations, this understanding is crucial in designing effective and efficient human resource development strategies. This research aims to identify factors that can be strengthened to increase overall organizational productivity and efficiency. In particular, this research is expected to reveal more effective interpersonal communication strategies that support employee needs and preferences, promote a collaborative work culture and increase organizational resilience to change.

THEORETICAL REVIEW

One important aspect of organizational communication is the ability to communicate well between organizational members (Lubis, 2023). The ability to convey messages clearly and listen well are important skills that every individual in an organization must have (Powers et al., 2021). Maintaining positive interpersonal relationships is also very necessary. Good relationships between organizational members can create a more comfortable work environment, so that communication can take place more smoothly (Edwards et al., 2021). Not only between members of the organization, but effective interpersonal communication is also important in the relationship between employees and superiors (Davison et al., 2021). Employees need to feel that they can communicate with their superiors openly, without fear of punishment or sanctions (Lubis, 2023). This allows employees to provide input, ask questions, and report problems with more confidence. On the other hand, superiors also need to have listening skills and provide constructive feedback to employees to create positive and productive relationships.

In the competitive business world, effective interpersonal communication is also a factor that differentiates successful organizations from those that are not (Pelliccio & Walker, 2022; Rambe et al, 2023). Organizations that are able to establish strong interpersonal relationships with customers, business partners and other stakeholders tend to be more successful in running their business. Good communication can help in understanding customer needs and expectations, negotiating agreements with business partners, and building a positive reputation in the eyes of stakeholders (Izquierdo & Anguera, 2021).

Interpersonal communication has a very important role in the organizational environment. The ability to communicate well between organizational members, between employees and superiors, as well as with external stakeholders, can help organizations achieve their goals more effectively (Larsen et al., 2021). Therefore, developing interpersonal communication skills and maintaining positive interpersonal relationships is an important step for organizational success in a competitive business environment. The interpersonal communication process, as explained by (Pelliccio & Walker, 2022), is a series of important steps in everyday human interaction.

The first step is the communicator's desire to communicate with a specific person. This indicates the communicator's intention to convey certain ideas, information, or messages to the selected message recipient. Clarity of the

purpose of this communication is a crucial first step in ensuring that the message to be conveyed has a clear direction.

METHODOLOGY

The research method used is a descriptive quantitative method. The research focus is aimed at two main types of variables, namely independent variables and dependent variables. The independent variable in this research is Interpersonal Communication, the dependent variable in this research is Interpersonal Communication and Employee Performance. The population in this study were all employees of PTPL Sales Region I SUMBAGUT, the sampling method used was a total sampling method of 50 respondents. The data collection technique used was a structured questionnaire survey using a Likert scale and field observation. The data that has been collected is processed using single tables, cross tables, validity tests, reliability tests, t tests and coefficient of determination tests. The data that has been processed is then analyzed using SWOT analysis.

RESULTS

Male respondents amounted to 26 people (52%) of the total respondents and female respondents amounted to 24 people (48%) of the total respondents. Based on age characteristics, as many as 60% of respondents were aged 20-30 years, as many as 26% of respondents were aged 31-40 years, as many as 12% of respondents were aged 41-50 years and as many as 2% of respondents were aged less than 20 years. Based on the characteristics of length of work, as many as 46% of respondents have worked for 1-5 years, as many as 28% have worked for 6-10 years, as many as 12% have worked for 11-15 years, as many as 8% have worked for more than 15 years, as many as 6% have worked for less than 1 year. Based on the latest educational characteristics, as many as 4% of respondents have a SMA/SMK education, 85% of respondents have a Bachelor's degree and 14% of respondents have a D3 education.

Cross Table Analysis

Table 1. Interpersonal Communication Variables Indicators of Adaptation

Interpersonal Communication* Employee Adaptation Crosstabulation							
Count		Employee Adaptation Requires maximum effort to achieve the desired results in facing changes in the workplace					Total
		STS	TS	KS	S	SS	
Interpersonal Communication Good interpersonal interactions can increase work morale and motivation	STS	0	0	0	0	0	0
	TS	0	4	0	1	0	5
	KS	0	0	5	3	4	12
	S	0	0	1	14 (28%)	6	21
	SS	0	0	2	2	8 (16%)	12
Total		0	4	8	20	18	50

Table 1 shows the calculation results that good interpersonal interaction causes 8 out of 50 respondents (16%) to strongly agree and 14 people (28%) to agree that maximum effort is needed to achieve the desired results in facing changes in the workplace.

Table 2. Interpersonal Communication Variables Indicator of Initiative and Creativity

Interpersonal Communication * Employee Performance Crosstabulation							
Count		Employee Performance Employees must take the initiative to find creative solutions to work problems or contribute new ideas					Total
		STS	TS	KS	S	SS	
Interpersonal Communication Good interpersonal interactions can increase work morale and motivation	STS	0	0	0	0	0	0
	TS	0	3	1	1	0	5
	KS	0	0	3	6	3	12
	S	0	2	4	11 (22%)	4	21
	SS	0	1	1	4	6 (12%)	12
Total		0	6	9	22	13	50

Table 2 shows the calculation results, 6 out of 50 respondents (12%) strongly agree and 11 people (22%) agree that good interpersonal interactions can increase work morale and motivation which leads to employees having to take the initiative to find creative solutions to work problems. or contribute new ideas.

Validity Test

The validity test shows that each question item has a value of $r_{count} > r_{table}$ (0.2787), so it is concluded that the questionnaire is proven valid. All significance values for each question item are smaller than 0.05, so it can be concluded that the questionnaire has proven to be significant. These two tests prove that the three variables have a strong correlation with each other. So, the questionnaire is declared valid.

Table 3. Validity Test Results

item	rhitung	Sig.	item	rhitung	Sig.	item	rhitung	Sig.	item	rhitung	Sig.
i1	.359*	0,010	i15	.293*	0,039	i29	.332*	0,019	i43	.427**	0,002
i2	.380**	0,007	i16	.595**	0,000	i30	.324*	0,022	i44	.302*	0,033
i3	.303*	0,032	i17	.315*	0,026	i31	.389**	0,005	i45	.387**	0,006
i4	.296*	0,037	i18	.360*	0,010	i32	.285*	0,045	i46	.690**	0,000
i5	.414**	0,003	i19	.521**	0,000	i33	.416**	0,003	i47	.292*	0,039
i6	.310*	0,029	i20	.286*	0,044	i34	.577**	0,000	i48	.286*	0,044
i7	.374**	0,007	i21	.672**	0,000	i35	.411**	0,003	i49	.412**	0,003

i8	.362**	0,01 0	i22	.635**	0,00 0	i36	.332*	0,01 8	i50	.294*	0,03 8
i9	.311*	0,02 8	i23	.286*	0,04 4	i37	.538**	0,00 0	i51	.338*	0,01 6
i10	.534**	0,00 0	i24	.330*	0,01 9	i38	.322*	0,02 3	i52	.308*	0,02 9
i11	.327*	0,02 1	i25	.352*	0,01 2	i39	.383**	0,00 6	i53	.311*	0,02 8
i12	.305*	0,03 2	i26	.348*	0,01 3	i40	.549**	0,00 0	i54	.329*	0,02 0
i13	.380**	0,00 7	i27	.338*	0,01 6	i41	.337*	0,01 7	i55	.600**	0,00 0
i14	.361**	0,01 0	i28	.506**	0,00 0	i42	.359*	0,01 0	i56	.300*	0,03 5
									i57	.407**	0,00 3

Reliability Test

According to data that has been analyzed using SPSS, 57 questions were declared consistent with an Alpha value of 0.893 > 0.6.

Table 4. Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
.893	57

Hypothesis Test (X) against (Y1), Determination Coefficient Test

The regression coefficient of variable X on variable Y1 is positive, which means that the influence of variable X on variable Y1 is positive. Based on the significance value from the coefficient table, a significance value of 0.034 < probability 0.05 is obtained, so it can be concluded that the Interpersonal Communication variable (X) has a significant influence on the Adaptation variable (Y1). The t test shows the value of tcount 2.182 > ttable 2.010 so it can be concluded that the Interpersonal Communication variable (X) has an influence on the Adaptation variable (Y1). The coefficient of determination (R-Square) is 0.90, which means that the percentage of the independent variable (Interpersonal Communication) that is able to explain its influence on the dependent variable (Adaptation) is 9%. The X-Y1 hypothesis test concludes that the better the interpersonal communication, the better the adaptation.

Table 5. X-Y1 t test table

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	55.813	8.461		6.597	.000
	Komunikasi	.369	.169	.300	2.182	.034

a. Dependent Variable: Adapt

Table 6. X-Y1 Determination Coefficient Test Table

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.450 ^a	.202	.186	8.184
a. Predictors: (Constant), Komunikasi				
b. Dependent Variable: Kinerja				

Hypothesis Test (X) against (Y2), Determination Coefficient Test

The regression coefficient of variable X on variable Y2 is positive, which means that the influence of variable X on variable Y2 is positive. Based on the significance value from the coefficient table, a significance value of $0.001 < \text{probability } 0.05$ is obtained, so it can be concluded that the Interpersonal Communication variable (X) has a significant influence on the Employee Performance variable (Y2). The t test shows the value of $t_{\text{count}} 3.491 > t_{\text{table}} 2.010$ so it can be concluded that the Interpersonal Communication variable (X) has an influence on the Employee Performance variable (Y2). The coefficient of determination (R-Square) is 0.202, which means that the percentage of the independent variable (Interpersonal Communication) that is able to explain its influence on the dependent variable (Employee Performance) is 20.2%. The X-Y2 hypothesis test concluded that the better the interpersonal communication, the better the employee performance.

Table 7. X-Y2 t test table

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	46.548	7.597		6.127	.000
	Komunikasi	.530	.152	.450	3.491	.001
a. Dependent Variable: Kinerja						

Table 8. X-Y2 Determination Coefficient Test Table

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.300 ^a	.090	.071	9.114
a. Predictors: (Constant), Komunikasi				
b. Dependent Variable: Adapt				

DISCUSSION

From the perspective of communication systems theory in Organizational Communication, Interpersonal Communication becomes an integral part of this system, forming a network of relationships that influences the flow of information and interactions between employees. Rewards in the form of recognition and appreciation can function as a positive signal received by the entire organization. This strengthens a positive organizational culture and increases employee motivation, which in turn can improve performance. Social Dependency Theory states that individuals tend to depend on others to meet

their psychological and social needs. In this context, employees depend on good interpersonal communication to gain support, understanding, and motivation from their coworkers and superiors (Pellicio & Walker, 2022). Social Penetration Theory highlights that interpersonal relationships develop through stages that become increasingly deeper and more intimate over time. In this case, effective interpersonal communication can facilitate the building of strong relationships between employees, enabling them to understand, support and collaborate with each other better.

The results of this research prove that the Social Dependency Theory and Social Penetration Theory are indeed applicable in interpersonal communication between employees and have a simultaneous positive influence on employee adaptation and performance. So it can be concluded that an effective interpersonal communication strategy at PTPL Sales Region I SUMBAGUT can play an important role in improving employee adaptation and performance. Good communication between employees can build strong relationships, increase work morale, and encourage creativity and innovation in the workplace (Scharp & Thomas, 2019). Therefore, it is important for organizations to develop interpersonal communication strategies that support and facilitate effective information exchange and mutual understanding between team members as Mangus et al (2020) said.

The Influence of Interpersonal Communication on Adaptation at PT. Pertamina Lubricants Sales Region I SUMBAGUT

The coefficient of determination for interpersonal COMMUNICATION is 9% for adaptation at PTPL Sales Region I SUMBAGUT. Based on the Guilford scale, the influence of interpersonal communication on adaptation at PTPL is classified as very low. The other 91% of influences cannot be defined because the variables are not measurable. Even though it is very low, interpersonal communication is still proven to have an influence on employee adaptation.

Table 9. Guilford Categoritation

No	Koefisien Korelasi	Category
1	0,91 - 1,00	Very high
2	0,71 - 0,90	Tall
3	0,41 - 0,70	High enough
4	0,21 - 0,40	Low
5	Negatif - 0,20	Very low

Efforts to increase the influence of interpersonal communication on employee adaptation are carried out by developing effective strategies using SWOT analysis (Prasetyo & Aliyyah, 2021). The social penetration theory approach emphasizes the importance of intense and deep social interactions in helping individuals adapt to their social environment. At PT. Pertamina, positive social interaction between employees, both with colleagues and superiors, helps facilitate employee adaptation to a complex and dynamic work environment. Through intense social interactions, employees have the opportunity to build

deep relationships with each other, which in turn helps them support, understand and collaborate with each other. Apart from that, positive social interactions can also create a mutually supportive work environment, where employees feel comfortable sharing their ideas, input and opinions (Ruliyanti, 2022). Thus, through the application of the principles of social penetration theory, PTPL Sales Region I SUMBAGUT can facilitate faster and more effective employee adaptation, create a collaborative work environment, and improve the company's overall performance and productivity.

The Influence of Interpersonal Communication on Employee Performance at PT. Pertamina Lubricants Sales Regional I SUMBAGUT

The coefficient of determination of interpersonal communication has a significant effect of 20.2% on employee performance at PTPL Sales Region I SUMBAGUT. Based on the Guilford scale, the influence of interpersonal communication on employee performance is classified as very low. Even so, interpersonal communication is still proven to have an influence on employee performance at PTPL Sales Region I SUMBAGUT.

Table 10. Guilford Categoritation

No	Koefisien Korelasi	Category
1	0,91 - 1,00	Very high
2	0,71 - 0,90	Tall
3	0,41 - 0,70	High enough
4	0,21 - 0,40	Low
5	Negatif - 0,20	Very low

Efforts to increase the influence of interpersonal communication on employee performance are carried out by developing effective strategies using SWOT analysis. In the context of employee performance at PT. Pertamina, Social Dependency theory provides important insights. This theory emphasizes that employees tend to depend on others in the organization for information, guidance, and social support. This means, based on this theory, employee performance is influenced by the extent to which they feel dependent on other people in their work environment. Good interpersonal communication skills play a key role in facilitating strong and supportive working relationships, in accordance with the principles of Social Dependency theory.

At PTPL Sales Region I SUMBAGUT, employees who have good interpersonal communication skills tend to be better able to build solid relationships with their superiors and co-workers. They can easily establish good relationships, ask for help, and share information with others in the organization. Thus, they feel more confident and motivated to achieve optimal performance. Conversely, employees who are less capable in terms of interpersonal communication tend to have difficulty building strong relationships and getting the support they need.

Interpersonal Communication Strategy for Employee Adaptation and Performance at PT Pertamina Lubricants Sales Region I SUMBAGUT

The SWOT strategy that has been analyzed using the SWOT Matrix produces 4 types of strategies, namely SO (Strength-Opportunity) strategy, ST (Strength-Threat) strategy, WO (Weakness-Opportunity) strategy and WT (Weakness-Threat) strategy, the following is the Interpersonal Communication Strategy on Employee Adaptation and Performance at PTPL Sales Region I SUMBAGUT:

SO Strategy (Strength-Opportunity)

1. Increase interactive communication between employees and superiors who accept employee input openly: Bosses who accept employee input with an open mind can become a bridge for employees to improve interactive communication between employees and superiors
2. Build a positive work environment with rewards to increase motivation: Building a positive and enjoyable work environment by giving rewards to employees to increase work motivation.
3. Strengthen the same vision and mission through internal company activities: Using a common vision and mission between colleagues and good interpersonal interactions, to utilize internal company activities to increase closeness and intimacy between members.

ST Strategy (Strength-Threat)

1. Develop interactive communication to overcome difficulties talking about work problems with superiors: Utilize simple interactive communication between employees and superiors to overcome the difficulty of talking about problems
2. Strengthen interpersonal interactions to overcome lack of support from superiors: Use good interpersonal interactions to overcome threats from superiors who are less helpful if there are work obstacles.
3. Improve a positive working atmosphere to overcome the company's lack of adaptation facilities: Using the ability to create a positive and enjoyable work atmosphere to cover up the company's lack of contribution in facilitating employee adaptation.

WO (Weakness-Opportunity) Strategy

1. Improve communication between employees and superiors to make it more open: Open interactive communication between employees by utilizing superiors who are willing to accept employee input openly.
2. Using internal activities to increase the similarity of vision and mission between colleagues: Overcoming the lack of shared vision and mission between colleagues by utilizing internal company activities.
3. Increase team support by rewarding outstanding employees: Overcoming the lack of support from the team by taking advantage of reward opportunities for employees who excel. Being an achiever can increase support from the team.
- 4.

WT Strategy (Weakness-Threat)

1. Develop two-way communication to overcome speaking difficulties and support from superiors: Overcome one-way communication between coworkers and superiors and the difficulty of talking about work problems with superiors by increasing the intensity of interactive two-way communication.
2. Improve the work atmosphere to overcome pressure and lack of company support: Overcoming a work atmosphere that makes employees feel uncomfortable and stressed because the company does not facilitate adaptation through pleasant internal programs.
3. Strengthen the common vision and mission to face external threats: Overcoming a lack of shared vision and mission between colleagues caused by a lack of shared vision and mission with superiors through training and workshops to align vision and mission.

CONCLUSIONS AND RECOMMENDATIONS

The first hypothesis (Ha1) is accepted because Interpersonal Communication is proven to have a significant effect on Employee Adaptation at PTPL Sales I Region SUMBAGUT. The second hypothesis (Ha2) is accepted because Interpersonal Communication has a significant effect on Employee Performance at PTPL Sales I Region SUMBAGUT. From the results of this research, it can be concluded that Social Dependency Theory and Social Penetration Theory are in line with Interpersonal Communication and its influence on Employee Adaptation and Performance. Various Interpersonal Communication strategies for Employee Adaptation and Performance at PTPL Sales I Region SUMBAGUT include several points that encourage employees and superiors to communicate with each other in certain situations and conditions. This strategy is to increase interpersonal interaction using interactive communication between employees and superiors who accept employee input openly to overcome difficulties in talking about work problems between them, fellow employees and with superiors, build a positive work environment, use awards for high-achieving employees to increase motivation and overcome problems. pressure in the work environment, strengthening the common vision and mission between employees and superiors through internal company activities to overcome the lack of adaptation facilities from the company.

FURTHER STUDY

The results of this research form the basis for further research on a larger scale by combining the concepts of interpersonal communication, organizational adaptation, and employee performance. This study expands the scope of research across industries, and digs deeper into the factors that influence employee adaptation and performance. This research presents a relevant case study, which can be used as discussion material in organizational communication classes. This helps students understand the theoretical concepts taught in a real context. Future researchers can deepen their understanding of theories relevant to interpersonal communication, adaptation and employee

performance. Future researchers can also use new methodological or theoretical approaches to identify unmeasured influences in this research.

REFERENCES

- Adnan, M., Latif, F., & Abid, S. (2020). Communication barriers in Pakistan: Interpretative Phenomenological Analysis. In *Paradigms*. paradigms.ucp.edu.pk.
- Akbar, J. R., & Yudianto, A. (2020). Kecerdasan emosional kurang efektif terhadap kinerja karyawan: Studi meta analisis. *Jurnal Diversita*.
- Badri, M. (2022). Komunikasi Inovasi dalam Adaptasi Kebiasaan Baru: Studi Deskriptif pada Pelaku Usaha di Provinsi Riau. *Jurnal Komunikasi Pembangunan*.
- Barmeyer, C., & Davoine, E. (2019). When the 'well-oiled machine' meets the 'pyramid of people': Role perceptions and hybrid working practices of middle managers in a binational organization—ARTE. *International Journal of ...* <https://doi.org/10.1177/1470595819869729>
- Caniëls, M. C. J., & Veld, M. (2019). Employee ambidexterity, high performance work systems and innovative work behaviour: How much balance do we need? *The International Journal of Human Resource ...* <https://doi.org/10.1080/09585192.2016.1216881>
- Cooper, L. (2022). Success coach-student relationship development at the community college: A communicative approach framed by social penetration theory. In *The North Carolina Community College Journal*
- Darvishmotevali, M., & Ali, F. (2020). Job insecurity, subjective well-being and job performance: The moderating role of psychological capital. *International Journal of Hospitality Management*.
- Deuze, M. (2020). The role of media and mass communication theory in the global pandemic. *Communication Today* <https://www.cceol.com/search/article-detail?id=911824>
- Dias, J. C., & Damen, S. (2020). Atypical Interpersonal communication: looking for and through a different lens. *Philosophy Study*.
- Fatmawati, F. (2020). Hubungan antara Gaya Kepemimpinan Kepala Sekolah dan Komunikasi antar Pribadi Guru dengan Kinerja Guru di SD DDI Tolai. *Jurnal Paedagogy*.
- Hilal, A. A. S., Suryana, A., & Wahyudin, U. (2023). Peranan Iklim Komunikasi Organisasi Pada Organisasi dan Perusahaan dalam Kondisi Bonus Demografi. *Jurnal Pengembangan Ilmu Komunikasi dan ...*

- Irawanto, D. W., Novianti, K. R., & Roz, K. (2021). Work from home: Measuring satisfaction between work-life balance and work stress during the COVID-19 pandemic in Indonesia. *Economies*. <https://www.mdpi.com/2227-7099/9/3/96>
- Karadas, G., & Karatepe, O. M. (2019). Unraveling the black box: The linkage between high-performance work systems and employee outcomes. *Employee Relations*.
- Lei, X., Wu, H., Deng, Z., & Ye, Q. (2023). Self-disclosure, social support and postpartum depressive mood in online social networks: a social penetration theory perspective. *Information Technology & People*. <https://doi.org/10.1108/ITP-12-2020-0825>
- Mangus, S. M., Bock, D. E., Jones, E., & Folse, J. A. G. (2020). Examining the effects of mutual information sharing and relationship empathy: A social penetration theory perspective. *Journal of Business Research*.
- Muntaner, C., & Lynch, J. (2020). Income inequality, social cohesion, and class relations: a critique of Wilkinson's neo-Durkheimian research program. *The Political Economy of Social Inequalities*. <https://doi.org/10.4324/9781315231051-20>
- Pelliccio, L. J., & Walker, S. (2022). What is an interpersonal ostracism message?: bringing the construct of ostracism into communication studies. *Atlantic Journal of Communication*.
- Prasetyo, I., & Aliyyah, N. (2021). Effects of organizational communication climate and employee retention toward employee performance. *J. Legal Ethical & Regul. Issues*.
- Ruliyanti, S. (2022). Pengaruh sistem informasi akuntansi, pengendalian internal dan motivasi kerja terhadap kinerja karyawan pada pt jasa raharja cabang Lampung. *Jurnal Pusdansi*.
- Scharp, K. M., & Thomas, L. J. (2019). Disrupting the humanities and social science binary: Framing communication studies as a transformative discipline. *Review of Communication*.
- Stevens, G., & Zerikho, C. (2022). Exploring Communication Patterns Among Adolescents Engaged in Self-Harm: A Social Penetration Approach in Pekanbaru City. *Law and Economics*. <https://journals.ristek.or.id/index.php/LE/article/view/50>

Whillans, A., Perlow, L., & Turek, A. (2021). Experimenting during the shift to virtual team work: Learnings from how teams adapted their activities during the COVID-19 pandemic. *Information and Organization*. <https://www.sciencedirect.com>