

Effectiveness of communication in local government organizations

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Abstract: This research aims to analyze the effectiveness of organizational communication in aspects of organizational structure, technology, environment, communication patterns and personal characteristics. This research is survey research with a quantitative approach and descriptive statistical methods. The population in this study were all employees of The Maluku Province Communication and Information Service, totaling 78 people, who were also the research sample. The research results show that the effectiveness of administrative communication is in (1) aspects of organizational structure with an average rating of 3.11 (medium category), which shows that the dimensions of centralization, formalization and complexity have been implemented; (2) technological aspects with an average rating of 3.04 (medium category) which shows the level of employee readiness in facing increasingly rapid technological developments; (3) environmental aspects with an average rating of 3.33 (high category) which shows that the internal environment and external environment support the effectiveness of organizational communication; (4) aspects of communication patterns with an average rating of 3.24 (high category) which indicates that communication patterns have gone well; (5) aspects of personal characteristics with an average rating of 3.14 (medium category) which shows that speaking, listening and giving input skills are going well.

Keywords: organizational communication; communication effectiveness; local government; technology utilization; communication patterns

1. Introduction

Communication in an organization is very important for the smooth functioning of the organization (Usman, 2013). Communication is a tool by which people strive to achieve organizational goals and objectives and ultimately the common core goals of profit and progress. Fundamentally, relationships grow from communication, and the functioning and survival of organizations is based on effective relationships between individuals and groups. In addition, organizational capabilities are developed and validated through intense social and communicative processes. Communication in an organization functions as a force to maintain the existence of the organization, without communication it is impossible for an organization to function well. So, the most effective communication to realize interaction between leaders and subordinates in an organization is interpersonal communication. Interpersonal communication is communication between people face to face, which allows each participant to capture other people's reactions directly, both verbally and non-verbally.

Interpersonal communication takes place face to face. When there is personal contact between the speaker and the listener, the person of the communicator touches the person of the communicant. When a message is delivered, feedback takes place immediately (immediate feedback), at that time the communicator can find out the communicant's response to the message conveyed. Interpersonal communication

between leaders and subordinates will be successful if there is trust and openness between leaders and subordinates. With interpersonal communication, there will be an exchange of ideas between leaders and subordinates in order to obtain accurate information about the implementation of an activity or solving a problem. The more information employees know, the better they will be at completing the tasks they carry out

Based on the author's observations and based on the performance report of the Maluku Province Communication and Information Service for 2023, it appears that performance has not been achieved optimally. The optimization of the performance of the Maluku Province Communication and Information Service has not yet been realized. If we examine it in more depth, this condition is caused by the lack of optimal coordination among employees in completing a job, which has an impact on low employee performance, there is still low interpersonal communication between employees in completing work, there are still employees who do not have sufficient competence, this can be seen from their ability to carry out their duties and responsibilities, there is often overlapping of duties and authority given by superiors to their subordinates, the available resources are not adequate so that it has an impact on the level of quality of organizational performance and employee performance has not been carried out optimally, This is reflected in the not yet optimal quantity and quality of work according to the expected targets, as well as the speed and accuracy of work implementation.

Focusing on the effectiveness of organizational communication is very important because effective communication is the key to achieving organizational goals and success. Communication effectiveness ensures that the information conveyed is clear, timely, and understandable by all members, which can improve collaboration, reduce errors, and speed up decision making. Apart from that, effective communication also helps build better relationships between employees, improve morale and work motivation, and create a more positive and productive work environment (Zacharias, 2019).

The effectiveness of organizational communication is critical to ensuring a clear understanding of organizational goals and strategies among all team members, increasing productivity, and reducing errors. In addition, good communication builds a positive organizational culture, increases employee motivation and retention, and helps resolve conflicts constructively to keep the organization running smoothly (Nisa et al., 2019).

An employee's interpersonal communication skills in interacting with fellow colleagues and superiors play an important role in achieving a task mandated to the employee concerned. Good interpersonal communication relationships with fellow colleagues is an aspect that can encourage a sense of acceptance and recognition by other people. Communication should further strengthen a person's sense of involvement and support from others. In other words, a sense of support and empowerment will increase and maintain motivation and positive work attitudes over time. This of course can bring employees' emotions into a good condition (Hurriyah et al., 2021).

According to Wibowo (2013), the importance of communication in relation to work is shown by the large amount of time spent communicating at work. Whereas

(Usman, 2013) explains that effective communication is important for all organizations. Therefore, organizational leaders and communicators in organizations need to understand and perfect their communication skills.

Communication is a means of coordinating between various subsystems in an office. According to Swandhana (2017), there are two communication models in order to improve performance and achieve office goals. First, coordinative communication, namely a communication process that functions to unite office parts (subsystems). Second, interactive communication, is a continuous process of exchanging information, exchanging opinions and attitudes which is used as a basis for adjustments between sub-systems within the office, as well as between the office and work partners. The frequency and intensity of communication carried out also influences the results of a communication process.

Interpersonal communication is a necessity for every human being. Humans need and always try to open and establish communication or relationships with others. Interpersonal communication is very important for the happiness of human life (Bulantika et al., 2019). Effective interpersonal communication helps oneself to maintain good relations between individuals, convey information knowledge, change attitudes and solve problems between human relations which makes a better self-image for success (Sari et al., 2020). As well as Hurriyah et al. (2021) explains that communication can be an effective tool for motivating employees involved in change. Interpersonal communication is considered the most effective in changing a person's attitudes, views and behavior. In other words, the more effective interpersonal communication between organizational members is, the more positive motivation will be created in addition to a work atmosphere that supports organizational performance.

Interpersonal communication is very important, especially in an organization, with interpersonal communication an employee can convey work opinions with other employees or with superiors. Interpersonal communication will create good working relationships between employees and their superiors. Interpersonal communication has a very important role where interpersonal communication has a strategic position for the management of an organization, the quality of interpersonal communication depends on whether an organization is good or bad, there is no problem as long as interpersonal communication runs well. It is important to note that in organizing interpersonal communication is very important, for human resources to have proper interpersonal communication to avoid miscommunication which can cause obstacles and chaos within the organization (Rinda et al., 2021).

2. Materials and methods

This research is survey research carried out at the Maluku Province Communication and Information Service using a quantitative approach and descriptive statistical methods. This approach allows the collection and analysis of data objectively and systematically, thereby providing a clear and accurate picture of the phenomenon being studied. This makes it easier to make decisions based on facts and figures, as well as identify patterns or trends that may not be visible through qualitative methods (Rahawarin and Zacharias, 2014).

The population used in this research was all 79 employees of the Maluku Province Communication and Information Service. The sample is part of the number and characteristics of the population. The sampling method is full sampling. The use of saturated samples in research is especially important when the study population is relatively small, as it ensures complete representation of all variations and characteristics in the population. By involving the entire population, the risk of bias or sampling error can be avoided, and researchers obtain more detailed and in-depth data. This allows decisions to be made that are more informative and based on valid data, making research results more accurate and comprehensive. Therefore, saturated samples are a practical and effective choice for gaining rich insights into the phenomenon under study.

The research instrument used was a questionnaire, namely a number of written questions used to obtain information regarding respondents' perceptions of research variables. Data measurement for the variables studied is based on a five-level scale ranging from 5 to 1. To produce more rational and objective research information, the collected data was analyzed using qualitative descriptive analysis techniques with the help of frequency and percentage tables. Meanwhile, the measurement scale used is the Likert scale.

3. Results

3.1. Organizational structure

The structure of organizations provides a framework that connects authority because the structure determines and connects the positions of organizational members. If someone has authority, then he must be able to account for that authority. Organizational structure regulates the interactions of one person with another within an organization, the flow of communication and how power relationships are determined. To find out the average response of respondents to statement items, you can see the following **Table 1**:

Table 1. Average respondent answers for organizational structure aspects.

Number	Statement	Average answers per indicator	Average answers per dimension
1.	The level of clarity of authority in the organization	3.08	
2.	Level of clarity of responsibility in carrying out tasks	2.94	3.02
3.	The level of employee involvement in the decision-making process	3.05	
4.	Use of formal rules and procedures in problem solving	3.00	
5.	Organizational strategy formulation process	3.60	3.25
6.	The process of implementing organizational strategy	3.47	
7.	Availability of formal rules and procedures	2.96	
8.	The many variations or types of bureaucratic tasks	3.23	
9.	Specification of tasks for each work unit	2.98	3.06
10.	The number of people working for each type of task	2.98	
	Avarage		3.11

Based on the results of the analysis of the average score of respondents' answers to the dimensions of centralization, formalization and complexity in the Maluku Province Communication and Information Service, it was found that the level of authority clarity of 3.02 indicates that responsibility in carrying out tasks is still in the medium category, while employee involvement in decision making is in the high category. This shows that substantive decision making is still carried out in a centralized manner, with decisions relating to interests remaining at the highest hierarchy. In addition, the level of formalization of 3.06 indicates that there are adequate formal rules and procedures for solving problems in the organization, although there is still a low perception of the availability of formal rules that serve as a reference for employees in carrying out their work. In addition, the low level of complexity of 3.23 indicates that the variety of tasks that must be carried out by employees is still lacking and not specified between units, and is supported by the insufficient number of employees for each type of work.

However, current organizational conditions face diverse and interrelated problems, ranging from simple to complex. An organizational structure that does not support and does not reflect the service function can be seen from a hierarchy that tends to exist, as well as the existence of overlapping duties, functions and authority. The characteristics of the organizational structure which reflects the arrangement of sections with interconnected tasks and functions, but there are still deficiencies in responsibility and authority, is the main illustration in carrying out its duties and functions in the Maluku Province Communication and Information Service.

3.2. Technology

Technology is a set of tools used to facilitate work and communication activities between employees. refers to the way an organization transfers inputs into outputs. New technologies are driving new approaches to organizational communications. To find out the average response of respondents to statement items, you can see the following **Table 2**:

Table 2. Average respondent answers for technology aspect.

Number	Statement	Average answers per indicator	Average answers per dimension
1.	Expertise in using existing technology	2.43	
2.	Technology use skills	2.82	2.96
3.	The use of computers helps employees in their work	3.25	
4.	The use of communication tools facilitates communication	3.35	
5.	Availability of database	2.85	
6.	Availability of computer networks	3.07	3.12
7.	Availability of system or software	3.14	
8.	Availability of online system	3.42	
	Avarage		3.04

The low average score in the dimension of technology use, especially computer skills and expertise, is 2.96, indicating that the majority of Maluku Province Communication and Information Service employees do not have adequate skills in

using computer-based technology. However, they realize the importance of technology in facilitating communication and assisting in carrying out office tasks. Technological infrastructure, although perceived as quite high with an average score of 3.12, still faces obstacles, especially in the availability and utilization of online systems and databases, which is influenced by a lack of skills and expertise in using computers. This indicates that even though sufficient technological infrastructure is available, further efforts are still needed to increase employee readiness in facing rapid technological developments.

The use of information technology in the Maluku Province Communication and Information Service is still low, especially seen in the reporting system which is still done manually. Insufficient knowledge and skills in the use of information technology, as well as inadequate work equipment, are the main obstacles in increasing effectiveness and efficiency in organizational management. Therefore, planning programs and activities related to information technology, including providing facilities and infrastructure as well as implementing education and training for employees, is an important step to increase the use of technology in organizations. In this context, it is important for organizations to consider hardware, software and humanware factors in implementing information technology, as well as facing the challenges and opportunities posed by rapid technological developments.

3.3. Environment

The environment is conditions that exist within and outside the boundaries of an organization and greatly influence the organization, especially in decision making and taking action. This environmental aspect was adopted from Steers (1995) who stated that one of the four factors that support communication effectiveness is the environment, where the environment referred to here includes two aspects, namely the internal environment and the external environment. To find out the average response of respondents to statement items, you can see the following **Table 3**:

Table 3. Average respondent answers for environment aspect.

Number	Statement	Average answers per indicator	Average answers per dimension
1.	Passionate about doing work	3.37	
2.	Motivation at work	3.55	
3.	Ability to respond to changes in the organizational environment	2.79	3.29
4.	Support between fellow employees	3.48	
5.	Support from leadership to subordinates	3.28	
6.	Support from local government (executive party)	3.34	
7.	Support from stakeholders	3.46	3.38
8.	Support from the legislature	3.34	
	Avarage		3.33

The Maluku Province Communication and Information Service functions as an open system that interacts with its environment. Changes that occur in the organizational environment require attention from leadership so that the organization

can develop effectively. High perception of the internal and external environment, with average scores of 3.29 and 3.38, shows that employees have high enthusiasm for work and receive strong support from both internal and external sources. This high level of motivation and support can be seen from employee discipline in working and the support provided by external parties such as the legislature, executive and other stakeholders. These two environments support the achievement of organizational communication effectiveness, which is important for maintaining the strategic performance of the Maluku Province Communication and Information Service in providing support for employees to improve community welfare. The ability to respond to environmental changes is crucial in increasing work efficiency and effectiveness, especially in responding to community demands for optimal public services.

Rapid developments in the public service sector require improvements in service quality and comprehensive implementation of good governance. Organizational members, including leaders and subordinates, need to develop creativity and the ability to perceive environmental changes appropriately in order to improve service quality. This involves increasing work efficiency and effectiveness as well as the ability to find solutions to problems that arise. Thus, the Maluku Province Communication and Information Service needs to continue to strive to collaborate with related agencies and improve employee capabilities in responding to environmental dynamics, especially in facing the new paradigm in public services which is increasingly developing.

3.4. Communication patterns

Communication patterns are the methods used by employees of the Maluku Province Communication and Information Service to communicate with each other both organizationally and individually. Communication patterns are used in this research to replace the channel variables, procedures and feedback methods proposed by Mehralizadeh, et al, namely all forms of activities related to how communication takes place both between leaders and subordinates and between fellow employees both in the same work unit and other work units. what are the procedures and techniques for providing feedback to both the sender and recipient of the message. To find out the average respondent’s answer to the statement item, it can be seen in the following

Table 4:

Table 4. Average respondent answers for communication patterns aspect.

Number	Statement	Average answers per indicator	Average answers per dimension
1.	Leaders provide instructions for each task implementation	3.47	
2.	The leader gives orders in a firm voice	3.52	3.55
3.	Leadership communicates new policies	3.73	
4.	The leadership provides direction in describing the main tasks and functions	3.48	
5.	Subordinates submit work results reports	2.94	
6.	Subordinates convey the service problems they are facing	2.97	2.95
7.	Subordinates convey solutions to problems	2.96	

Table 4. (Continued).

Number	Statement	Average answers per indicator	Average answers per dimension
8.	Collaboration is good	3.36	
9.	Share information about work with each other	3.21	
10.	Active participation in meetings	3.38	3.22
11.	Ability to resolve conflicts that occur	3.08	
12.	Give each other constructive advice	3.08	
	Avarage		3.24

The communication pattern at the Maluku Province Communication and Information Service shows quite positive results. The high average score in the downward communication pattern dimension (3.55) indicates that communication from leaders to subordinates is well established, with clear instructions and routine direction for each task implementation. New policies are socialized regularly, both generally and specifically, showing efforts to maintain the flow of information and employees’ understanding of their duties and responsibilities. Meanwhile, the upward communication pattern (2.95) shows success in conveying reports on work results and service problems faced. This report is important as evaluation material to improve future activities. In general, the average score for the communication pattern aspect (3.24) shows that communication from top to bottom, bottom to top, horizontally and diagonally has been going on well.

The ability of employees to manage conflict is quite high, and cooperation between employees is well established without any misunderstandings that lead to conflict. This good communication pattern creates a harmonious and productive work environment. Apart from that, employees actively share information about work, participate in internal meetings and with other SKPD, and are able to resolve conflicts through communication. This shows awareness of the importance of effective communication in maintaining cooperation and organizational performance. Thus, good communication patterns from all directions in the Maluku Province Communication and Information Service have contributed to strengthening relationships between employees and increasing effectiveness in carrying out their duties.

3.5. Personal characteristics

Employee personal characteristics are the style that employees have in communicating. Within each individual there will be many differences, but individual awareness of these differences is very important in achieving effective communication. To find out the average respondent’s answer to the statement item, it can be seen in the following **Table 5:**

Table 5. Average respondent answers for personal characteristics aspect.

Number	Statement	Average answers per indicator	Average answers per dimension
1.	Ability to convey messages / information verbally	2.88	2.92
2.	Ability to convey information in a formal setting	2.97	
3.	Ability to translate received messages	3.32	3.28
4.	Ability to listen to messages carefully	3.24	
5.	Ability to respond quickly to messages received	3.06	3.23
6.	Ability to respond appropriately to messages received	3.41	
Average			3.14

From the results of the table presented, it can be seen that the average score for the speaking accuracy dimension is in the low category (2.92), indicating that the ability to convey messages orally in a formal setting is still low among employees. This can be seen from the lack of participation in formal meetings or gatherings, where most employees only listen without expressing opinions or ideas. However, in terms of listening skills, the score is quite high (3.28), indicating that employees are able to listen to messages carefully and translate them well. Meanwhile, feedback also received a fairly high score (3.23), indicating that employees are able to respond to messages quickly and precisely, which helps in carrying out their main tasks and functions.

Overall, the average calculation results for the personal characteristics aspect show the high category (3.14), indicating that some employees have understood and mastered the skills of speaking, listening and providing feedback. Although there are variations in personal characteristics between employees, communication skills both formally and informally are quite good. Understanding differences in personal characteristics in communication is very important in managing communication at the Maluku Province Communication and Information Service, considering that this organization consists of employees with diverse backgrounds. Improving employees' skills in expressing opinions and ideas can help avoid misunderstandings and conflicts in the workplace.

4. Discussion

4.1. Effectiveness of communication in the aspect of organizational structure

Communication effectiveness in the organizational structure aspect is going quite well, this is in line with the theory put forward by Swandhana (2017), high centralization will reduce interaction between employees, employees feel less free in making decisions and solving problems and this centralization greatly limits horizontal relationships between employees. In addition, employees feel dissatisfied with organizational policies when the organization is highly centralized. The negative impact is felt by management in making decisions regarding a highly centralized organizational structure. Also, in line with opinion (Hurriyah et al., 2021) states that formalization increases perceived rationality in decision making.

The organizational structure in question is an organizational order which consists of three indicators, namely centralization, the level of work formalization and the complexity of the organization's work units. These three indicators influence the effectiveness of communication in terms of speed, accuracy and satisfaction. Complexity has a huge influence on the effectiveness of organizational communication, so that very clear job specifications are needed in each unit so that there is no overlap in carrying out work and supported by an adequate number of employees in each work unit.

Formality has a big influence on the effectiveness of organizational communication, so that work standardization, regulations and standard work procedures are needed for employees in carrying out their duties and responsibilities. Likewise, centralization has a big influence on the effectiveness of organizational communication so that there is a need for clarity of authority in decision making accompanied by supervision handed over to each employee.

4.2. Effectiveness of communication in the aspect of technology

The effectiveness of communication in the technological aspect is quite good. This is in line with (Dewianawati et al., 2022) that the most prominent advancement in communication technology today is group communication technology facilitated by computers (groupware). This communication technology can help traditional organizational groups work together effectively. However, what is more important is that technology can help individuals who work spread out in a team.

The technology in question is the availability of processes and infrastructure that can facilitate effective communication. Processes influence organizational effectiveness, so that carrying out work requires skills and expertise in using information technology that can help and facilitate employees in communicating effectively. Infrastructure affects the effectiveness of an organization, so it requires the availability of networks, data bases, software systems and online systems that will make it easier for employees to work and also facilitate communication between employees.

4.3. Effectiveness of communication in the aspect of organizational environment

The effectiveness of communication in the environmental aspect of the organization is quite good. This is in line with (Dwisara et al., 2018) which states that one of the four factors that support communication effectiveness is the environment, where the environment referred to here includes two aspects or indicators, namely: The first indicator is the external environment, namely the environment within outside the boundaries of the organization and greatly influences the organization, especially in decision making and taking action. The second indicator is the internal environment known as organizational climate, namely the overall environment within the organization.

The environment referred to is conditions that are within and outside the boundaries of the organization and greatly influence the organization, especially in decision making and taking action, namely the internal environment and the external

environment. The internal environment influences the effectiveness of organizational communication. Therefore, it is very necessary to have internal environmental conditions that can guarantee employees to work with enthusiasm and high motivation. This condition can be created by providing mutual support and high responsiveness to environmental changes. The external environment influences the effectiveness of organizational communication. So support is needed from parties outside the Maluku Province Communication and Information Service. These external parties include the provincial government, the Indonesian Regional People's Representative Council and other stakeholders.

4.4. Effectiveness of communication in the aspect of organizational environment

Effectiveness of Communication in the aspect of communication patterns is going quite well. This is in line with (Nisa et al., 2019) which states that if job specialization increases, the flow of oral communication will also increase. The communication pattern in question is the method used by employees at the Maluku Province Communication and Information Service to communicate with each other in a downward, upward or horizontal manner. Downward communication patterns influence the effectiveness of organizational communication. This top-down communication is carried out by the leadership in giving instructions and orders, communicating new policies and directing the main tasks and functions that must be carried out.

Upward communication patterns influence the effectiveness of organizational communication. This bottom-up communication is carried out by employees to submit reports on work results, official problems and solutions to problems faced. Effective use of this communication pattern will influence the speed, accuracy and satisfaction of employees with the implementation of communication. Horizontal communication patterns influence the effectiveness of organizational communication in terms of accuracy, speed and satisfaction. Well-established horizontal communication can be created through active participation in meetings, willingness to share important information, the ability to resolve conflicts that occur and provide mutual support and advice.

4.5. Effectiveness of communication in the aspect of personal characteristics

Communication effectiveness in terms of personal characteristics is quite good. These results also provide support for the second hypothesis in this study which states that personal characteristics have a significant effect on communication effectiveness. This is in line with Dwisara et al. (2018) that within each individual there will be many differences, but individual awareness of these differences is very important in efforts to achieve communication effectiveness (Dewi et al., 2021).

The personal characteristics in question are the style that employees have in communicating which includes speaking skills, listening skills and feedback. Employee speaking skills have a big influence on communication effectiveness in terms of accuracy, speed and satisfaction in communicating. Employee speaking skills

are very important because they involve the employee's ability to convey messages or information in both formal and informal settings. Listening skills have a big influence on communication effectiveness in terms of accuracy, speed and satisfaction in communicating. This listening skill is related to the employee's ability to listen to and interpret messages or information received. Feedback has a big influence on the effectiveness of communication in terms of accuracy, speed and satisfaction in communicating. Providing effective feedback will improve employees' ability to respond to messages received appropriately and quickly.

The results of this research are in line with the opinion of Lumban Tobing and Sugiono (2021) stating that the effectiveness of organizational communication is related to several factors including: organizational structure, technology, personal characteristics of employees with indicators namely speaking skills, effective listening and feedback methods, conditions external environment and internal environment of the organization (Harimurti and Mariatin, 2014).

Communication is a very important area in an organization, considering that an organization is a collection of people who jointly carry out activities. This shows how important effective communication is in an organization. In general, communication is considered effective if the stimuli conveyed and intended by the sender or source are closely related to the stimuli perceived and understood by the recipient. Communication is said to be effective if people succeed in conveying what they mean. A communication can be said to be effective if the recipient can interpret the message received as intended, meaning that there is decoding of the contents and translating it into meaningful information. In general, the more the recipient's interpretation of the password matches the sender's intended message, the more effective the communication will be (Sinambela et al., 2019).

Effective communication is a situation where the communicator and communicant have the same understanding of a message. Effective communication is important for leaders because this communication provides a channel for the management process, namely planning, organizing, leading and controlling. Based on the description above, it can be concluded that effective communication is a situation where there is the same understanding between the communicator and the communicant regarding an intended message.

5. Conclusion

Based on the results of analysis, hypothesis testing, and discussion, the conclusions regarding the effectiveness of administrative communication at the Maluku Province Communication and Information Service are varied across different aspects. In the organizational structure aspect, the effectiveness score is 3.06, which falls in the medium category, indicating that centralization, formalization, and complexity dimensions have been well-implemented, as evidenced by the ability to plan and execute activities related to the organizational structure. The technological aspect has an effectiveness score of 3.04, also in the medium category, showing that technology usage is influenced by the low readiness of employees to adapt to rapid technological advancements, requiring further development of skills and willingness to engage actively. The environmental aspect has a high effectiveness score of 3.33,

reflecting strong support from both internal and external environments in achieving organizational communication effectiveness. The communication patterns aspect shows a high effectiveness score of 3.24, indicating that vertical, horizontal, and diagonal communication patterns are functioning well. In the personal characteristics aspect, the effectiveness score is 3.14, categorized as high, demonstrating that skills in speaking, listening, and providing feedback are well understood by some employees, leading to effective implementation. Overall, this study indicates that the effectiveness of administrative communication at the Maluku Province Communication and Information Service varies across different aspects, with some aspects showing higher effectiveness than others.

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