

IMPLEMENTATION OF ORGANIZATIONAL COMMUNICATION STRATEGIES IN IMPROVING EMPLOYEE PERFORMANCE

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Abstract

Organizational communication plays a crucial role in determining employee performance effectiveness, especially amid the dynamic challenges of the modern workplace. PT Alton Yogantara Perkasa, a company engaged in construction services, faces the need to continuously enhance employee productivity and efficiency. This study aims to analyze the organizational communication strategies implemented to improve employee performance. The research employs a descriptive qualitative approach, with data collected through observation, in-depth interviews with management and employees, and internal company documentation. The results indicate that effective communication strategies such as two-way communication, information transparency, and regular feedback delivery create a conducive work environment and enhance employee motivation. Moreover, the use of internal digital communication media accelerates information flow and strengthens interdepartmental coordination. Participatory communication also reinforces employees' sense of involvement and responsibility toward achieving organizational goals. Therefore, well-planned, adaptive, and participatory communication strategies play a significant role in supporting the sustainable improvement of employee performance at PT Alton Yogantara Perkasa.

Keywords: *communication strategy, organizational communication, employee performance, work effectiveness.*

Abstrak

Komunikasi organisasi memegang peranan penting dalam menentukan efektivitas kinerja karyawan, terutama di tengah dinamika dan tantangan dunia kerja modern. PT Alton Yogantara Perkasa sebagai perusahaan jasa konstruksi menghadapi kebutuhan untuk terus meningkatkan produktivitas serta efisiensi kerja karyawan. Penelitian ini bertujuan untuk menganalisis strategi komunikasi organisasi yang diterapkan perusahaan dalam upaya meningkatkan kinerja karyawan. Metode penelitian menggunakan pendekatan kualitatif deskriptif dengan teknik pengumpulan data melalui observasi, wawancara mendalam dengan pihak manajemen dan karyawan, serta studi dokumentasi internal perusahaan. Hasil penelitian menunjukkan bahwa penerapan strategi komunikasi yang efektif seperti komunikasi dua arah, transparansi informasi, dan penyampaian umpan balik (*feedback*) secara berkala dapat menciptakan lingkungan kerja yang kondusif serta meningkatkan motivasi kerja karyawan. Selain itu, pemanfaatan media komunikasi digital internal mempercepat arus informasi dan memperkuat koordinasi antarbagian. Komunikasi yang bersifat partisipatif juga terbukti memperkuat rasa keterlibatan dan tanggung jawab karyawan terhadap pencapaian tujuan organisasi. Dengan demikian, strategi komunikasi organisasi

yang terencana, adaptif, dan partisipatif berperan signifikan dalam mendukung peningkatan kinerja karyawan secara berkelanjutan di PT Alton Yogantara Perkasa.

Kata kunci: strategi komunikasi, komunikasi organisasi, kinerja karyawan, efektivitas kerja

I. INTRODUCTION

In the modern era, characterized by rapid organizational change, organizational communication plays a strategic role in maintaining work continuity, effectiveness, and productivity. Changes in organizational structures, technological advances, and workforce dynamics demand a robust, adaptive, and responsive communication system. Without effective communication, cross-functional coordination is disrupted, misinformation increases, and employee productivity can decline. Therefore, communication has become a vital component of modern organizational management (Anisti, Mutiah, & Hisaanah, 2024).

Communication is no longer viewed merely as the conveyance of information, but rather as the foundation for building professional relationships, supporting decision-making processes, and creating a collaborative work culture. Organizations are required to implement communication strategies that are not only technically efficient but also humane in their approach, adaptive to change, and participatory in their implementation. An appropriate communication strategy enables the creation of an open, trusting work environment that supports the effective achievement of shared goals.

Previous research indicates that organizational communication contributes 33.6% to improved employee performance (Ningrum et al., 2024). A good communication strategy plays a strategic role in supporting work effectiveness, strengthening interdepartmental coordination, and building harmonious working relationships between management and staff. Therefore, implementing a structured communication strategy tailored to organizational needs is crucial for further research, particularly in efforts to improve employee performance at PT Alton Yogantara Perkasa.

PT Alton Yogantara Perkasa is a construction services company, whose operational activities require intensive coordination across teams and divisions. The complexity of the work, the rapidly changing project dynamics, and the pressure to ensure timely implementation make internal communication a crucial aspect. Communication serves not only as a means of conveying information but also as a means of aligning understanding and goals between superiors and subordinates. Inaccurate communication has the potential to lead to errors in task execution, which can ultimately impact work quality and productivity.

Structured organizational communication plays a crucial role in creating a conducive work environment. This type of communication can minimize the potential for conflict between employees, increase work motivation, and strengthen employees' sense of belonging to the organization. When communication is systematic, each individual receives clear and accurate information, thus preventing misperceptions and miscommunication. This environment supports effective collaboration between individuals and between organizational units.

The implementation of a two-way communication strategy that involves the active participation of all levels of the organization, particularly through direct feedback and the use of internal digital technology, contributes significantly to increased productivity and employee engagement (Sihombing, 2025). The use of digital communication media such as internal email, online workgroups, and instant communication applications accelerates the dissemination of information, strengthens coordination, and fosters more open interactions between leaders and employees. A two-way communication strategy that adapts to technological developments is essential for effective human resource management.

Structural transformations in organizations often present new challenges in workplace relationships, including communication patterns between leaders and employees. In such circumstances, an open, positive, and empathetic interpersonal communication style is required for effective adaptation. One-way and authoritarian communication tends to create emotional distance between superiors and subordinates, thus reducing team morale and effectiveness. An interpersonal approach that emphasizes human relationships is relevant, especially during periods of leadership transition and organizational structural changes.

The interpersonal communication strategy implemented by leaders plays a crucial role in improving employee performance across the company (Mutiah, 2024). Elements such as openness, a positive attitude, empathy, support, and equality are key to building effective communication between superiors and subordinates. Communication relationships built through emotional closeness, shared understanding, and psychological support can reduce resistance to change and create a positive work environment.

The interpersonal aspect of communication is a crucial element in supporting teamwork and achieving shared goals (Laia et al., 2022). Communication is not only related to verbal messages but also encompasses trust, empathy, and respect for each individual's role within the organization. At PT Alton Yogantara Perkasa, the need for effective interpersonal

communication strategies is becoming increasingly urgent. The success of construction projects depends not only on technical accuracy and managerial skills but also on the quality of interactions between personnel. Team cohesion, role clarity, and alignment between departments are crucial aspects in ensuring each stage of the project runs according to plan.

However, in practice, various communication barriers remain, such as limited information, unclear instructions, and a tendentious, authoritarian communication style. These barriers can disrupt work effectiveness and reduce employee motivation. Therefore, an organizational communication model is needed that is not only formal and structural but also accommodates a humanistic and adaptive interpersonal approach. Research into this type of communication strategy is relevant for further development to address the complex communication challenges in construction work environments such as those at PT Alton Yogantara Perkasa.

II. THEORETICAL STUDIES

Strategy

Strategy is a comprehensive set of methods related to the implementation of ideas or plans over a specific period of time (Mutiah, 2024). Strategy implementation is the process of turning formulated strategies into concrete actions. According to Stoner (Mutiah, 2024), the concept of strategy can be understood from two main perspectives:

1. The "What the Organization Wants to Do" Perspective

In this perspective, strategy is understood as a program designed to determine and achieve organizational goals and implement its mission. In other words, strategy is a set of plans or systematic steps to achieve the organization's vision and mission.

2. The "What the Organization Ultimately Does" Perspective

This second perspective views strategy as a pattern of organizational responses to the constantly changing external environment. This means that strategy is not limited to initial plans but also reflects the organization's ability to adapt and react to environmental dynamics.

In general, strategy in an organization serves as a guide that provides direction and clarity for operational steps in achieving common goals. In the context of communication strategy, there are several important aspects that must be considered for effective communication (Stoner in Mutiah, 2024), namely:

1. Credibility

Communication must be based on an atmosphere of mutual trust built sincerely by the communicator. Credibility is crucial for the public to believe and appreciate the message being conveyed.

2. Context

Communication messages need to be tailored to the social environment in which they are received. Communicators must be participatory and adapt the content of the message to the social conditions of the audience.

3. Content

Messages delivered must be relevant to the public interest to provide broad benefits to the community.

4. Clarity

Messages must be written in clear language, easy to understand, and convey a common meaning between the communicator and the recipient so that communication objectives can be achieved.

5. Continuity and Consistency

Communication is continuous and does not stop at one point. Therefore, messages need to be delivered repeatedly with consistent variations in delivery to facilitate the persuasion and learning process.

6. Channel

The choice of communication media must be appropriate, reliable, and aligned with the characteristics and preferences of the audience to ensure the message is conveyed effectively.

7. Audience Capability

The capabilities and characteristics of the audience must be taken into consideration when developing messages. Communication tailored to the recipient's capacities and habits will be more effective.

Organizational Communication

Organizational communication is the process of exchanging messages between interdependent individuals within an organization (Bungin, Mutiah, 2024). This communication is not limited to the exchange of information, but also encompasses complex interactions between individuals who influence each other to achieve common goals. According to Goldhaber (Muhammad, 2024), organizational communication is the process of

creating and exchanging messages within a network of interdependent relationships, addressing dynamic and uncertain environments. Thus, organizational communication plays a crucial role in helping organizations adapt to internal and external changes.

Furthermore, organizational communication also serves as a motivational factor for employees (Rahmawati, 2023). Human relations theory emphasizes the importance of social interaction within organizations. Through effective communication, organizations can increase employee job satisfaction and create a work environment conducive to the development of individual potential (Santoso & Wibowo, 2024). Achieved job satisfaction and self-actualization will increase overall motivation and work productivity.

Kusuma (2025) added that in the modern era, characterized by rapid and complex change, good organizational communication is essential to maintain coordination and the well-being of human resources. Smooth communication between departments ensures clear information delivery, minimizes misunderstandings, and improves work efficiency.

According to Sari & Hadi (2022), organizational communication has several key dimensions that support its effectiveness, namely:

1. Internal Communication

This is the process of exchanging messages between members of the organization, both between leaders and subordinates and among members.

- a. Vertical Communication: flows from superiors to subordinates (instructions, directives) and vice versa (reports, suggestions).
- b. Horizontal Communication: occurs between individuals at the same job level to solve problems, build cooperation, and improve work morale.

2. External Communication

This is communication between the organization and parties outside the organization, generally managed by the public relations department.

- a. From the Organization to the Public: informative in nature to build image and emotional connections through media such as press releases, articles, and press conferences.
- b. From the Public to the Organization: serves as feedback that helps the organization adjust strategies and policies.

3. Forms and Activities of Communication within Organizations

According to Lestari (2022), communication activities within organizations can take the form of verbal messages, gestures, or visual symbols that influence member behavior.

These forms of communication can be categorized as follows:

- a. Internal Operational: communication that supports the achievement of the organization's internal goals.
- b. External Operational: communication that focuses on the organization's interactions with external parties.
- c. Personal: communication that reflects the personal and emotional relationships between individuals within the organization.

Employee performance is a manifestation of an individual's actual behavior in carrying out their duties and responsibilities according to their role within the organization. Rivai (2024) defines performance as the work achievements achieved by employees in carrying out their responsibilities in the work environment. Meanwhile, Wirawan (2019) states that performance is the output produced by a job function within a specific time period, which can be measured quantitatively and qualitatively. According to Mangkunegara (2024), performance reflects the level of achievement of an employee's work results against specific goals or targets within a predetermined time period. Thus, performance illustrates the extent to which an employee is able to carry out tasks in accordance with organizational standards and applicable job descriptions.

Factors Influencing Employee Performance

Employee performance is not formed in a single instance but is influenced by various factors that can be categorized as intrinsic and extrinsic. Winardi (1996) explains that intrinsic factors include motivation, education, abilities, skills, and knowledge. Meanwhile, extrinsic factors include the work environment, leadership style, work relationships, and compensation or salary.

Within the framework of Human Performance theory, Keith Davis (in Mangkunegara, 2024) formulated that human performance is the result of a combination of ability and motivation, which are influenced by attitude and the situation. The explanation of these two main aspects is as follows:

1. Ability

Abilities consist of intellectual potential (intelligence quotient), knowledge, and skills. Employees with adequate levels of intelligence, education, and skills tend to be able to achieve optimal work results.

2. Motivation

Motivation is an individual's attitude toward the work situation. The more positive an employee's attitude toward their work, coworkers, and leadership policies, the greater their drive to achieve maximum performance.

Classification of Factors Influencing Performance

According to Simamora (in Mutiah, 2024), factors influencing human resource performance can be grouped into three main categories:

1. Individual Factors, including abilities, expertise, educational background, and demographic characteristics.
2. Psychological factors, such as perception, attitude, personality, learning, and motivation.
3. Organizational factors, which include leadership, resources, reward systems, organizational structure, and job design.

In addition to the three categories above, these factors can also be grouped into internal and external factors.

1. Internal factors relate to individual characteristics such as abilities, attitudes, and work enthusiasm.
2. External factors include the work environment, relationships with leaders and coworkers, and the organizational climate.

Furthermore, the factors that influence human resource performance can be described as follows:

1. Internal Employee Factors, including talent, personality, physical and mental condition, knowledge, skills, experience, and work motivation.
2. Internal Organizational Environmental Factors, including organizational support, technology, compensation systems, work climate, and management.
3. External Organizational Environmental Factors, namely economic, social, and policy conditions outside the organization that can influence employee performance.

Key Factors Determining Performance

Davis and Newstrom (2002) state that there are two main factors that significantly influence employee performance:

1. Individual Factors, which include:
 - a. Ability, in the form of knowledge (education, experience, training) and skills (technical skills and personality).
 - b. Motivation, which is influenced by individual needs, social conditions, organizational structure, and leadership.
2. Environmental Factors, namely the physical and social conditions in which employees work. A conducive work environment will increase employee enthusiasm, comfort, and productivity.

III. RESEARCH METHODS

This study employed a qualitative approach with descriptive methods, aiming to provide an in-depth description of the organizational communication strategies implemented by PT. Alton Yogantara Perkasa and their impact on improving employee performance. This approach was chosen because it allows researchers to understand phenomena holistically based on the meanings, experiences, and social context surrounding interactions between individuals within the organization. Data were obtained through in-depth interviews, observation, and documentation, then analyzed narratively to uncover how internal communication strategies influence employee motivation, productivity, and work coordination (Creswell & Poth, 2021).

The study was conducted at PT. Alton Yogantara Perkasa's headquarters in South Jakarta, as well as at several of the company's active projects. The stages included initial observation, in-depth interviews, and data analysis. The units of analysis covered two levels: the organizational level (HRD Division and Project Management Office) and the individual level (key and supporting informants). Informants were selected using a purposive sampling technique, with three categories of informants: key informants (HR Managers), primary informants (HR Generalists), and additional informants (communication academics). Triangulation of sources and techniques was employed to enhance the validity of the research findings.

The data obtained were analyzed using thematic analysis (Braun & Clarke, 2021), through interview transcription, open coding, theme categorization, interpretation of

meaning, and validation of results. Thematic analysis was chosen because it is able to identify patterns of meaning emerging from qualitative data and interpret the relationship between organizational communication strategies and improved employee performance. Validation was carried out through triangulation of sources, techniques, and member checking to ensure the validity of the findings. This approach allows the research to produce an in-depth understanding of the role of organizational communication in shaping a productive and effective work climate within PT. Alton Yogantara Perkasa.

IV. RESEARCH RESULTS

Research Objective Overview

PT Alton Yogantara Perkasa, known by its trademark Alton Logistik Indonesia, is a company engaged in cargo, logistics, and distribution services. Established on April 11, 2019, the company is committed to providing reliable, fast, and professional delivery services, with a service coverage spanning all regions of Indonesia. Through air and land delivery, Alton Logistik Indonesia offers flexible logistics solutions tailored to customer needs, prioritizing speed, accuracy, and security throughout the distribution process.

The company's core strength lies in its competent and experienced human resources, capable of providing the best service from the planning stage to operational implementation. Information technology support based on a real-time monitoring system contributes to the effectiveness of delivery management and ensures transparency of service to customers. Currently, Alton Logistik Indonesia has an operational network in 43 major cities in Indonesia, enabling extensive service coverage, even to remote areas, and strengthening the company's position in the national logistics industry.

With the vision of "To be Indonesia's trusted and leading logistics partner," the company is committed to fulfilling its mission to:

1. provide fast, safe, and timely delivery services;
2. Building a broad and efficient operational network;
3. Prioritizing human resource professionalism;
4. Utilizing information technology to improve service efficiency and transparency; and
5. Continuously innovating to address the ever-evolving dynamics of the logistics market.

Commitment to service quality, human resource professionalism, and technological adaptation are the strategic foundations of Alton Logistik Indonesia in strengthening its

competitiveness and maintaining customer trust amidst increasingly fierce competition in the logistics industry.

Internal Communication within the Organization at PT. Alton Yogantara Perkasa

Internal communication is the process of conveying messages between members of an organization with the aim of supporting operational continuity and work coordination (Sari & Hadi, 2022). Based on research results, internal communication at PT. Alton Yogantara Perkasa has been running well, especially in the form of vertical communication between leaders and subordinates. However, its effectiveness still needs to be improved because communication tends to be one-way. In general, internal communication in this company is divided into two main forms: vertical communication and horizontal communication.

a. Vertical Communication within the Organization at PT. Alton Yogantara Perkasa

Vertical communication at PT. Alton Yogantara Perkasa occurs between superiors and subordinates. An interview with HR explained:

"Vertical communication is most often used through direct instructions from management to employees, and feedback from subordinates to superiors. However, we are still working to improve bottom-up feedback." (HR Interview, 2025)

This statement demonstrates management's awareness of the importance of two-way communication. However, from the staff's perspective, vertical communication is not yet fully participatory:

"Sometimes communication is only one-way, so we mostly listen to instructions without much room for input." (Staff Interview, 2025)

This suggests that subordinates still feel less involved in the communication process, which can impact a low sense of ownership over organizational decisions. This view aligns with the opinion of academics:

"Vertical communication will be effective if there is two-way openness, not just instructions from superiors." (Lecturer Interview, 2025)

From these three sources, it can be concluded that vertical communication within the company still needs to be strengthened by creating spaces for employee participation. The effectiveness of vertical communication is determined not only by clear instructions but also by the existence of open feedback channels. As a strategic step, it is recommended that the company establish regular communication forums and digital feedback systems (e.g.,

monthly surveys or online suggestion boxes) to expand two-way communication between leaders and subordinates.

b. Horizontal Communication within the PT. Alton Yogantara Perkasa Organization

Horizontal communication within the company is quite effective, especially in the context of collaboration between colleagues at the same level. The HRD stated:

"We facilitate horizontal communication through teamwork, regular briefings, and informal activities that support collaboration." (HRD Interview, 2025)

This view is reinforced by staff who experience the benefits of open communication between colleagues:

"Communication between colleagues is quite open, especially when completing tasks together." (Staff Interview, 2025)

Meanwhile, from an academic perspective, it was emphasized that:

"Good horizontal communication can strengthen team cohesion and build work morale." (Lecturer Interview, 2025)

Based on the analysis of three sources, horizontal communication in the company is considered effective because it creates collaboration, mutual respect, and a strong team spirit. However, the company needs to continue to maintain this effectiveness through team building activities, the use of real-time communication platforms, and strengthening the value of cooperation within the organizational culture.

c. Barriers to Internal Communication at PT. Alton Yogantara Perkasa

Barriers to internal communication are a common challenge that can disrupt the smooth operation of an organization. The HRD stated that:

"Differences in character and communication styles between employees sometimes lead to misunderstandings." (HRD Interview, 2025)

Meanwhile, the staff added:

"Sometimes there are miscommunications because information isn't always conveyed clearly." (Staff Interview, 2025)

From an academic perspective, barriers also arise due to structural factors:

"Communication barriers can arise from an organizational culture that is too hierarchical and not open to input." (Lecturer Interview, 2025)

Based on these findings, communication barriers at PT. Alton Yogantara Perkasa can be categorized into three main aspects:

1. Psychological barriers, related to differences in individual characteristics.
2. Technical barriers, resulting from unclear message delivery.
3. Structural barriers, due to a hierarchical organizational culture.

To address these issues, the company needs to strengthen interpersonal communication skills, clarify work communication standards, and foster a participatory and inclusive organizational culture. This will enable more effective internal communication and support a healthy and collaborative work climate.

External Communication at PT. Alton Yogantara Perkasa

External communication serves to build relationships between the organization and external parties, including customers, partners, and the general public. At PT. Alton Yogantara Perkasa, external communication is two-way: from the organization to the public, and from the public to the organization.

a. Communication from the Organization to the Public

“Our external communication strategy is implemented through a public relations team that actively manages social media, builds relationships with the public, and participates in exhibitions and CSR activities.” (HR Interview, 2025)

“I know the company is active on social media and often participates in external activities such as exhibitions.” (Staff Interview, 2025)

These efforts demonstrate a planned communication strategy oriented toward a positive image. Structured public relations activities help expand networks and build public trust in the company.

b. Communication from the Public to the Organization

“We receive feedback from customers through surveys and complaint emails, which we then evaluate regularly.” (HR Interview, 2025)

“As far as I know, customer complaints are often discussed in evaluation meetings.” (Staff Interview, 2025)

“Public feedback is crucial as a basis for adjusting the organization's communication strategy.” (Lecturer Interview, 2025)

This two-way communication demonstrates that the company focuses not only on delivering messages, but also on actively receiving and managing public feedback.

c. Impact of External Communication on Employees

“A positive company image can make employees more proud and motivated.” (HR Interview, 2025)

“When we see the company performing well externally, we also feel more enthusiastic about working.” (Staff Interview, 2025)

“Good external communication strengthens the company's identity and increases a sense of belonging among employees.” (Lecturer Interview, 2025)

Thus, external communication not only strengthens relationships with the public but also increases employee internal motivation through pride in the company's positive image.

Forms and Activities of Communication in the Organization

Communication at PT. Alton Yogantara Perkasa consists of two main dimensions: operational communication (internal and external) and personal communication between members of the organization.

Internal Operational Communication

“We hold weekly meetings, project reports, and informal discussions as part of our internal operational communications.” (HR Interview, 2025)

This system ensures effective cross-departmental coordination and supports the achievement of organizational goals.

External Operational Communication

“We maintain external communications through intensive interactions with partners and the public, which are managed by the public relations team.” (HR Interview, 2025)

This approach strengthens the company's external network and reputation.

Personal Communication

“We encourage personal communication through individual coaching and bonding activities.” (HR Interview, 2025)

“The family atmosphere is very pronounced, so personal communication between employees also takes place.” (Staff Interview, 2025)

Personal communication creates a harmonious work environment and strengthens social bonds within the company.

Communication Strategy to Improve Employee Performance

All interviewees agreed that an effective communication strategy plays a crucial role in improving employee performance and loyalty.

“Clear and open communication increases employee efficiency and loyalty.” (HR Interview, 2025)

"If communication is good, work runs more smoothly and is less stressful." (Staff Interview, 2025)

"An organization's communication strategy significantly influences employee productivity and commitment to the company." (Lecturer Interview, 2025)

Therefore, effective communication serves as a key factor in organizational success, as it creates solid coordination, increases work motivation, and strengthens commitment to the company's vision.

Discussion

Analysis of Internal Communication within the Organization at PT. Alton Yogantara Perkasa

Internal communication plays a crucial role in maintaining the smooth running of organizational processes and building strong relationships among members. At PT. Alton Yogantara Perkasa, internal communication is divided into two main forms: vertical and horizontal communication, each of which has a strategic function in supporting work effectiveness.

a. Vertical Communication

Vertical communication at PT. Alton Yogantara Perkasa is considered quite effective in conveying instructions and policies from superiors to subordinates. HR and staff confirmed that leadership directives are conveyed clearly, enabling operational activities to run smoothly. However, it was found that the bottom-up feedback process is still suboptimal. This lack of feedback leads to vertical communication being one-way, thus limiting employee participation in decision-making.

These findings support the view of Sari and Hadi (2022) that the effectiveness of internal communication is determined not only by the clarity of the message but also by the organization's ability to create a two-way dialogue. In line with the perspective of the Communication Science lecturer in this study, openness is a prerequisite for healthy and participatory vertical communication. Therefore, companies need to strengthen feedback systems, such as regular discussion forums or digital internal surveys, to foster more transparent and collaborative communication between leaders and subordinates.

b. Horizontal Communication

Horizontal communication between employees at the same level is quite effective. Based on interviews, this communication plays a crucial role in strengthening collaboration, facilitating the completion of shared tasks, and fostering a positive work atmosphere. Thus, horizontal communication is a crucial foundation for building synergistic work dynamics.

This aligns with the theory of Putra and Lestari (2023), which states that effective horizontal communication contributes to increased job satisfaction, team solidarity, and organizational efficiency. At PT. Alton Yogantara Perkasa, this peer-to-peer communication pattern not only serves as a medium for information exchange but also strengthens interpersonal relationships, resulting in increased work productivity. Therefore, the success of horizontal communication is one indicator of a company's success in building an open and collaborative work culture.

c. Barriers to Internal Communication

Although internal communication generally operates well, barriers still exist in several aspects. These barriers include differences in character and communication styles between individuals (Mutiah, 2024), a lack of clarity in conveying information, and a hierarchical organizational structure. These psychological, technical, and structural barriers have the potential to impede the flow of information and reduce the effectiveness of collaboration in the workplace.

To address these barriers, companies need to strengthen interpersonal communication skills through regular training and coaching. Furthermore, a more inclusive and participatory organizational culture needs to be built so that communication flows not only from the top down but also vice versa. This approach will strengthen employees' sense of ownership of the organization and improve the effectiveness of internal coordination.

Analysis of External Communication within the Organization at PT. Alton Yogantara Perkasa

External communication is an important tool for companies to build relationships with external parties such as customers, business partners, and the public. Based on research findings, PT. Alton Yogantara Perkasa has implemented external communication strategically through the active role of its public relations team.

a. Communication from the Organization to the Public

The company manages external communication in a planned manner through various media and activities, such as social media management, participation in exhibitions, and corporate social responsibility (CSR) programs. These efforts demonstrate the organization's awareness of the importance of building public reputation and credibility.

As stated by Wibowo (2024), external communication serves to build a positive image and strengthen the organization's legitimacy in the eyes of the public. At PT. Alton Yogantara Perkasa, this public communication strategy not only impacts the company's reputation but also fosters a sense of pride among employees, thereby increasing internal work motivation.

b. Communication from the Public to the Organization

In addition to communicating information to the public, the company also demonstrates openness to feedback from the public. Through customer surveys and complaint emails, the organization strives to collect and follow up on external input on a regular basis.

This practice aligns with Nugraha's (2021) view that two-way communication enables organizations to more accurately understand public perceptions and expectations. At PT. Alton Yogantara Perkasa, this type of communication serves as a strategic tool for improving services, strengthening partnerships, and increasing the organization's sensitivity to external dynamics.

c. Impact of External Communication on Employees

Good external communication not only strengthens the company's external image but also increases employee motivation and pride in the organization. Consistent with interview findings and Mutiah's (2024) theory, a positive company image can create a sense of belonging among employees. This demonstrates the close relationship between external reputation and internal loyalty.

Thus, effective external communication creates a positive cycle: a positive company image boosts employee morale, while motivated employees strengthen the company's public reputation.

Analysis of Organizational Communication Forms and Activities at PT. Alton Yogantara Perkasa

Organizational communication at PT. Alton Yogantara Perkasa takes various forms, including operational-internal communication, operational-external communication, and

personal communication, which collectively form a comprehensive organizational communication system.

a. Operational-Internal Communication

This communication is realized through weekly meetings, project reports, and informal discussions between divisions. In accordance with the theory of Sari & Hadi (2022), this form of communication serves to maintain smooth coordination and ensure all members of the organization have a shared understanding of work targets and responsibilities.

The effectiveness of operational-internal communication at PT. Alton Yogantara Perkasa is evident in the high synergy between departments and minimal miscommunication during project implementation. This indicates that the internal communication system is operating in a structured and efficient manner.

b. Operational-External Communication

The company's external communications are managed by a public relations team that maintains relationships with business partners and the public. This strategy supports the company's professional image and public trust (Smith & Taylor, 2021).

Besides being a form of promotion, this communication also serves to strengthen strategic partnerships and ensure the sustainability of long-term business relationships. In line with Lee et al. (2022), good external communication increases stakeholder trust and strengthens the company's competitive position in the market.

c. Personal Communication

In addition to formal communication, the company also develops personal communication through coaching, bonding activities, and a family-like approach among employees. This personal communication plays a role in strengthening social relationships and creating a harmonious work climate (Clampitt, 2012).

By combining operational and personal communication, PT. Alton Yogantara Perkasa is able to build a communication system that is not only functionally efficient but also emotionally and socially healthy.

d. Implications of Holistic Communication

The company's holistic communication approach reflects a balance between formal and informal dimensions. In line with Robbins & Judge (2019), the integration of the two contributes to establishing an open, inclusive, and innovative organizational culture.

Formal communication ensures clear information flow, while informal communication strengthens interpersonal closeness. Both form the basis for creating a collaborative and productive culture that supports organizational sustainability.

Analysis of Communication Strategy in Improving Employee Performance at PT. Alton Yogantara Perkasa

Communication strategy is a strategic instrument that influences work effectiveness, loyalty, and employee satisfaction. Research shows that PT. Alton Yogantara Perkasa has implemented a communication strategy that emphasizes information clarity, openness, and participation.

Clear and open communication helps employees understand the direction of organizational policies, thereby increasing work efficiency and reducing errors (Mutiah, 2024). Furthermore, a participatory and empathetic approach strengthens employees' sense of ownership and engagement with the company.

This is consistent with Wheelen & Hunger's theory in Safi'i and Satlita (2016), which emphasizes that the success of an organization's strategy depends on the effectiveness of communication programs and procedures. Therefore, communication serves not only as an information channel but also as a strategy for building a conducive and productive work culture.

The communication strategy implemented by PT. Alton Yogantara Perkasa successfully strikes a balance between efficient formal communication and warm personal communication. Both are key factors in building organizational synergy and sustainably improving employee performance.

V. CONCLUSION

Based on the research results and discussions conducted, it can be concluded that the organizational communication strategy at PT. Alton Yogantara Perkasa has been quite effective, both internally and externally. This effectiveness plays a crucial role in supporting smooth coordination, increasing work motivation, and building a positive company image.

Internal communication within the company encompasses two main forms: vertical and horizontal communication. Vertical communication has been quite effective in conveying direction and policies from management to employees. However, feedback from subordinates to superiors still needs to be strengthened to create more participatory and open two-way communication. Meanwhile, horizontal communication between employees has been

effective and supports work collaboration, although barriers remain, such as differences in communication styles and a lack of clarity of information in some work situations.

Externally, the communication strategy has been implemented through various media and activities, such as the use of social media, participation in exhibitions, and the implementation of public relations programs. This external communication plays a crucial role in building a positive company image in the public eye, which has resulted in increased employee motivation, pride, and loyalty to the company. Furthermore, the existence of two-way communication channels with the public, such as customer surveys and a complaint mechanism, demonstrates the company's commitment to continuous evaluation and improvement.

Organizational communication activities at PT. Alton Yogantara Perkasa encompass three main aspects: internal operational communication, external operational communication, and personal communication. Internal operational communication is conducted through regular meetings and work reports to ensure smooth coordination between divisions. External operational communication takes the form of interactions with business partners and the public to strengthen collaborative networks, while personal communication is fostered through warm interpersonal relationships and a sense of camaraderie among employees. All three forms of communication contribute to a harmonious and productive work environment.

The communication strategy implemented has been proven to significantly impact employee performance. Clear, open, and two-way communication can increase work efficiency, strengthen coordination, and reduce the potential for conflict and work stress. Furthermore, participatory communication fosters a sense of ownership and loyalty among employees, positively impacting the achievement of overall organizational goals. Therefore, the implementation of an effective communication strategy is a key factor in improving human resource quality and organizational success at PT. Alton Yogantara Perkasa.

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