



Organizational Management Perspective on Teamwork Performance Effectiveness at PT Reksa Rekatama in Relation to Business Communication

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Abstract

This study aims to analyze the role of organizational management in improving the effectiveness of teamwork performance towards business communication at PT. Reksa Rekatama, a growing construction company. The approach used is descriptive qualitative with data collection techniques through in-depth interviews, participatory observation, and internal documentation. The results of the study indicate that the combination of formal communication structures (such as weekly meetings and daily reports) with informal communication (morning briefings and field discussions) creates positive synergy in solving project technical problems quickly. The open feedback culture implemented by field managers increases teamwork trust and motivation. However, the study also identified a number of obstacles, such as lack of documentation on informal communication, technical language gaps between managers and field staff, and the absence of a systematic post-project evaluation forum. Therefore, this study recommends the application of information technology to support communication documentation, the creation of a glossary of technical terms, and the holding of post-project evaluative forums as part of strengthening knowledge management. The results of this study strengthen the theory that the effectiveness of teamwork in construction projects is largely determined by adaptive, integrative, and participatory organizational communication patterns, which ultimately have an impact on the company's professional image in the context of business communication.

Keywords:

Organizational Management,
Team Performance,
Business Communication,
Work Effectiveness.

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INTRODUCTION

Modern organizations heavily rely on the capability of organizational management to effectively manage teamwork and foster business communication to achieve performance efficiency. In this context, PT Reksa Rekatama, as a growing company in the construction sector, faces challenges in optimizing synergy among practitioners and business units to ensure optimal team performance.

Communication plays a crucial role within an organization. Strong and pleasant communication can be established among employees as well as between leaders and subordinates. Moreover, conversations serve as the key to conveying information and directives to all employees, ensuring that work activities run

smoothly. An imbalance in the communication process can hinder the flow of information and instructions, making teamwork essential since individual capabilities also have their limitations (Lara & Lestari, 2024).

According to research, communication and teamwork significantly contribute to enhancing employee performance. Their findings indicate that communication has a positive and significant influence on performance improvement, whereas teamwork contributes as well but is not always dominant (Lawasi & Triatmanto, 2017). These findings offer an important analytical framework: if effective communication is not connected to solid collaboration, work effectiveness remains limited.

In line with this, a study conducted at PT Eka Akar Jati found that teamwork and communication significantly affect employee performance (Saputri, 2024). This reinforces the notion that both elements collectively contribute meaningfully to work outcomes. The study also recommends organizations to strengthen coordination, communication channels, and interpersonal relationships to maximize productivity.

Furthermore, research at PT Musi Hutan Persada showed that the contribution of communication and teamwork to work effectiveness reached over 85% (Fitri et al., 2023). This figure underlines that these two factors not only support each other but also serve as the foundational pillars of team effectiveness. A similar conclusion was drawn from another study at Tridjaya Motor, which found a significant simultaneous effect of teamwork and communication on employee work effectiveness (Paat et al., 2023).

From a theoretical perspective, the concept of Organizational Communication emphasizes the importance of information transformation across organizational structures to achieve common goals. Communication is not only verbal or written but also includes aspects of culture, values, as well as formal and informal channels within the company. Meanwhile, the literature on teamwork highlights the importance of open communication, coordination, trust, and conflict resolution in achieving effective and satisfying results for all parties involved.

With this theoretical foundation, PT Reksa Rekatama must holistically consider how organizational management—including formal structures, communication culture, and teamwork mechanisms—shapes employee performance in business communication. Business communication itself encompasses a broader scope, not limited to internal information exchange among team members, but also including external communication with clients, partners, and other stakeholders. The effectiveness of this communication reflects the professional image of the company and becomes a key indicator in assessing market and customer perceptions.

However, in practice, common obstacles include one-way communication, the lack of feedback channels, and an organizational culture that does not support team collaboration. A study on public institutions in Karawang Regency confirmed that internal communication barriers and weak teamwork significantly reduce employee work effectiveness (Darmawan et al., 2025). These findings are relevant for PT Reksa Rekatama in its efforts to improve coordination mechanisms, information exchange, and collaborative work culture.

Based on this background, the researcher aims to analyze the organizational management perspective on the effectiveness of teamwork performance at PT Reksa Rekatama in relation to business communication.

METHOD

This study adopts a descriptive qualitative approach to gain an in-depth understanding of how organizational management at PT Reksa Rekatama influences team performance effectiveness and business communication. Data were collected through three main techniques: in-depth interviews,

participant observation, and document analysis. Interviews were conducted with project managers, site supervisors, and members of the construction team, enabling the researcher to explore perceptions regarding leadership styles, coordination mechanisms, and communication channels used within the organization.

Participant observation was carried out at project sites to directly capture interactions among team members, project coordination dynamics, and both formal and informal communication practices on the ground. Internal documentation—such as daily project reports, meeting minutes, and the company's communication guidelines—was reviewed to map the organizational communication management structure. This approach aligns with studies in organizational communication that emphasize the analysis of vertical and horizontal communication flows (Syofrin et al., 2024).

Data analysis was conducted through a process of reduction, presentation, and conclusion drawing, following the established procedures in qualitative research as applied in studies of organizational communication. The interpersonal communication skills of leaders are found to be highly influential in fostering team cohesion in the construction sector. This study expands upon existing findings by examining the role of organizational management in shaping an effective business communication culture at PT Reksa Rekatama.

The collected data were analyzed using a thematic approach. All interview transcripts and observation notes were thoroughly read, coded, and developed into core themes representing the variables of organizational management, team performance, and business communication (Riyadi et al., 2023). Data validation was conducted through member checking, which allowed respondents to confirm the interpretation of findings and facilitated cross-referencing between emergent categories from interviews and supporting organizational documentation.

Overall, this method was designed to provide a comprehensive picture of how organizational management at PT Reksa Rekatama, within the construction context, supports or impedes team effectiveness through existing communication structures. Therefore, this qualitative research not only describes current conditions but also offers both practical and theoretical insights into how organizational management can be engineered to optimize team performance effectiveness and business communication.

RESULT AND DISCUSSION

The research findings indicate that organizational management at PT Reksa Rekatama plays a crucial role in shaping the effectiveness of teamwork and business communication, with various dynamics reflecting the realities on the ground. Through in-depth interviews with five informants—including project managers, supervisors, and field staff—it was revealed that formal management structures often serve as the main reference framework for project coordination. Managers acknowledged that weekly meetings and daily reports act as formal channels that form the backbone of progress monitoring; however, they also recognized that informal communication, such as morning briefings and on-site discussions, plays a significant role in swiftly resolving urgent issues.

Field informants stated that:

“Morning briefings help us quickly identify technical constraints before the team starts working under time pressure.”

This result highlights that informal communication channels enabled by the organizational structure enhance teamwork and help prevent miscommunication.

In the leadership and support category, several informants provided positive feedback regarding the managers' openness to input from the field. One supervisor remarked:

"Managers are willing to come directly to the site and listen to feedback if there are technical issues, not just rely on reports."

Such attitudes foster trust and reinforce the sense of ownership among team members toward the project—an invaluable element in organizational management and team communication.

Participant observation also revealed the presence of a culture of direct feedback during coordination meetings. When members voiced criticism of certain work methods, managers responded by discussing potential solutions rather than merely giving directives. This pattern reflects principles of effective motivation and internal communication (Hamiruddin et al., 2019).

Based on analysis of interviews and internal documents—such as meeting notes and progress reports—the researcher identified four key themes characterizing the interaction dynamics between organizational management, teamwork, and business communication: the role of formal structure, informal communication, feedback culture, and communicative technical barriers.

1. Formal Structure

Weekly meetings and daily reports form a clear operational framework. Documentation reflects standard communication channels, such as daily report templates that include progress updates, obstacles, and material needs. However, informants also noted that these standardized formats are often too lengthy and insufficiently flexible for urgent issues, reflecting challenges in team performance areas.

2. Informal Communication

Morning briefings and on-site technical discussions provide space for quick and pragmatic interactions. This communication model allows team members to raise issues and receive solutions without waiting for the next formal meeting. These findings align with previous research, which states that informal communication can bridge communication gaps between departments (Islamiyah & Sukaris, 2021).

3. Feedback Culture

The open-door policy is reinforced by on-site practices, where field managers and supervisors openly receive input during project execution. This is an effective way to build trust and resolve technical problems immediately. Such responsiveness from leadership is seen as the epicenter of team cohesion.

4. Communicative Technical Barriers

While informal communication helps accelerate problem-solving, it sometimes results in critical information going undocumented. A supervisor expressed concern that "when issues are only shared with colleagues informally, they aren't recorded, and sometimes materials arrive late." This highlights the need for a balance between rapid communication and proper formal documentation.

Moreover, differences in language style between managers—who often use technical terminology—and field workers—who tend to speak more practically—have led to communication gaps. The use of technical terms without adapting them into more easily understood language has caused minor miscommunications, such as misunderstandings about materials or work methods. This mirrors organizational communication barriers previously identified in PT Baja Stainless (Islamiyah & Sukaris, 2021).

Quantitatively and qualitatively, most informants stated that responsive and communicative organizational management increases work motivation, team trust, and technical collaboration. One participant noted:

“The team becomes more cohesive because they know that every issue can be discussed directly, not bottled up.”

This finding supports previous research that shows a positive correlation between teamwork, communication, and employee performance (Saputri, 2024).

However, two field informants pointed out that, despite the existence of formal communication structures, there has been no systematic post-project evaluation session. Informal evaluations are usually conducted through final project reports, but there are no shared discussion forums to reflect on work processes. The absence of such forums hinders long-term organizational learning and reveals a gap within the organizational management structure.

The findings of this study emphasize the importance of leadership and retrospective communication. Effective organizational communication must include ongoing feedback and collective evaluation. However, at PT Reksa Rekatama, this aspect remains underdeveloped. Data from internal documentation also reveal that the project report format lacks sections for improvement suggestions. This indicates a lack of emphasis on knowledge management—an issue consistent with communication management challenges commonly faced in the construction sector.

Overall, the research findings demonstrate that an organizational management approach combining formal and informal structures can enhance team performance effectiveness and facilitate business communication at PT Reksa Rekatama. On the positive side, there exists a culture of open feedback and agile situational coordination. However, challenges include undocumented informal communication, terminology gaps, and the lack of retrospective evaluation forums.

These results offer a concrete depiction of how organizational management and project communication theories operate in practice, while also illustrating the discrepancies between the idealized structure and actual field practices.

Discussions

From the perspective of construction project communication management theory, Utama et al. (2024) emphasize that Information and Communication Technology (ICT), communication competence, and teamwork directly influence project outcomes. The case of PT Reksa Rekatama reinforces this, as direct briefings and verbal communication practices help build practical, on-the-spot competence—aligning with the critical role of teamwork in construction projects. Although the ICT model is not yet fully optimized, informal communication channels appear to serve as a fast and effective alternative for conveying critical issues.

Informal communication has also proven effective in accelerating decision-making and resolving technical challenges. However, issues arise when informal practices are not documented, potentially leading to the loss of important information. This highlights the risk of poor communication in construction projects, especially in relation to time performance. Thus, PT Reksa Rekatama must balance the speed of informal communication with the accuracy of formal documentation—for example, by implementing an ICT-based hotline to summarize the outcomes of briefings.

Another recurring theme is the gap in technical language between managers and the team. A study by William and Tirtoatmodjo (2020) in Surabaya found that miscommunication due to incomplete or overly

technical terminology led to rework and delays. At PT Reksa Rekatama, similar issues emerged when managers used technical terms without simplification, causing repeated requests for clarification from team members. Creating a project glossary or using simplified language during briefings could be a practical intervention.

The culture of open feedback—where managers actively accept input from field teams—is a major factor in strengthening trust and team cohesion. According to Hapsari et al. (2019), the distribution of information, reporting, and communication administration significantly influence project performance. If all communication patterns—formal, informal, and feedback-driven—are well-managed, team effectiveness and business communication performance can be greatly enhanced. In terms of organizational management, this is closely related to communication competence, organizational commitment, and project management—each a critical variable.

Research by Jaya et al. (2023) stresses the need for a communication system integrated with technology to overcome information flow barriers, especially during social restrictions. Although PT Reksa Rekatama has not experienced pandemic-level disruption, its responsibility in managing the project's information chain remains comparable. ICT can support fast documentation of informal communications; thus, the company should consider using tablets or mobile apps to input briefing summaries directly into the project system.

The minimal presence of post-project evaluation is a key concern. Without retrospective forums, organizational learning becomes fragmented. Ibdyanti et al. (2023) emphasize that task clarity, competence, strategy, and knowledge sharing are core communication elements that drive project success. If PT Reksa Rekatama includes joint evaluation sessions and adds suggestion fields into its project reports, a culture of collaboration and continuous improvement can be fostered.

This discussion also considers the flow of organizational management, communication planning, channel structures, and feedback follow-up. Communication management planning and the structure of organizational flow are vital bridges to project success. While a formal structure exists at PT Reksa Rekatama, its communication plan has not yet addressed crucial details such as retrospective communication and structured two-way dialogue channels. To close this gap, a comprehensive communication manual could be developed, covering the full cycle: briefing, reporting, evaluation, and feedback.

The interaction between these themes demonstrates that robust organizational management—integrating both formal structures and informal channels—positively impacts collaboration, motivation, and team performance. Implementing ICT for concise documentation and a terminology glossary is a key strategy to bridge gaps in technical communication and organizational learning. Applying project retrospectives will also strengthen knowledge management while improving the company's business communication image when engaging with clients and partners.

From a business communication perspective, providing feedback to clients or internal stakeholders after project completion must be done according to standards that reflect transparency and a culture of accountability. This aligns with the principles of effective communication in construction projects: that clear, structured, and documented information distribution enhances client trust and minimizes dispute risks.

Overall, the findings and discussion illustrate how organizational management practices at PT Reksa Rekatama—particularly in formal structure, open feedback, informal communication, and documentation challenges—are directly linked to team performance effectiveness and business communication outcomes.

CONCLUSION

This study concludes that the effectiveness of team performance at PT Reksa Rekatama is strongly influenced by organizational management, particularly in the implementation of both formal and informal communication structures. Formal structures such as weekly meetings and daily reports serve as the foundation for project coordination, while informal communication—such as morning briefings and short technical discussions—helps resolve operational issues in real time. An open feedback culture, demonstrated by managerial leadership, also significantly enhances trust and team cohesion.

However, challenges remain in documenting informal communication, bridging technical language differences between managers and workers, and the absence of a systematic post-project evaluation forum.

It is recommended that PT Reksa Rekatama develop a more integrated organizational communication system. For example, the use of project-based digital applications could be implemented to record the outcomes of briefings and informal discussions. The company should also create a glossary of technical terms and train managers to communicate more practically with field workers. Additionally, it is essential to regularly conduct joint evaluation forums after project completion to support organizational learning and strengthen sustainable and accountable business communication with partners and clients.

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