



The Role of Organizational Communication in Improving the Performance of State Civil Apparatus

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Abstract

This study aims to determine the role of organizational communication in improving the performance of State Civil Apparatus (ASN) in the Mappakasunggu District, Takalar Regency, and to identify the obstacles that arise in improving the performance of State Civil Apparatus (ASN) in the Mappakasunggu District, Takalar Regency. The approach used in this study was descriptive with a qualitative approach. This study was conducted at the Mappakasunggu District Office, Takalar Regency from November to December 2025. The informants in this study were five. The results of this study indicate that organizational communication plays a very important role in optimizing the duties and responsibilities of State Civil Apparatus (ASN) as public servants. Through the flow of information, direction, and interaction between leaders and subordinates, organizational communication plays several important roles: an informative role, a performance motivation role, a role in building and strengthening cooperative relationships, and a communication role in providing services. Therefore, organizational communication plays an integral role in creating an efficient, collaborative, and creative work environment for Civil Servants (ASN) at the Mappakasunggu District Office. Barriers to the role of organizational communication in improving Civil Servants (ASN) performance include ineffective communication, differences in personality and experience, and inadequate resource constraints. These barriers can hinder the smooth flow of information, reduce Civil Servants' motivation, and hinder the achievement of organizational goals and optimal public service.

Introduction

The role of organizational communication for State Civil Apparatus (ASN) is crucial in carrying out public service functions and implementing policies that directly impact society (Riyanto et al., 2026; Sary et al., 2024; Simamora et al., 2025). State Civil Apparatus (ASN) at the Mappakasunggu District Office, Takalar Regency, are responsible for ensuring good governance and integrity. Organizational communication plays a crucial role in facilitating the effective flow of information, building clear understanding, and improving ASN performance. Organizations or institutions naturally include leadership, heads of divisions/sections, and staff who must support each other in implementing ongoing programs (Jonnedi, 2020; Mangampo, 2025; Rahayu et al., 2025).

Organizational communication is the process of sending and interpreting messages among communication units that form part of a specific organizational entity (Karyatun et al., 2022; Theron et al., 2025; Stranzl & Ruppel, 2025). An organization consists of communication units connected in a hierarchical structure, working together in hierarchical relationships, and

operating within a specific environment (Wayne, P & Faules, 2015; Leino et al., 2022; McClintock & Fainstad, 2022).

Organizational communication is defined as the process of creating and exchanging messages within a series of interdependent interactions in the face of environmental uncertainty or continuous change (Siregar et al., 2021; Oreoluwa et al., 2023; Stingl & McClellan, 2023).

Organizational communication involves the process of sending and receiving messages, both formal and informal (Riadi et al., 2025; Ibrahim et al., 2022; Siregar & Hermawan, 2024). Formal communication emphasizes organizational procedures and processes, conveying information through official channels such as meetings, reports, and memoranda. Formal communication often follows the hierarchical structure and procedures established by the organization. Informal communication, on the other hand, emphasizes social agreements within the work process, which occur spontaneously and are not bound by formal rules. This includes casual conversations, discussions outside of work hours, and other social interactions that help build relationships among organizational members. These two types of communication complement each other and are equally important in ensuring the effective flow of information and achieving organizational goals (Sukrasno & Elmi, 2021; Umoh, 2025; Zerfass & Link, 2024).

Effective organizational communication is key to achieving consensus and shared goals within the organization (Arifandi et al., 2024; Maiwada et al., 2025; Bahand, 2025). By communicating effectively, organizations can mitigate problems, increase work effectiveness, and build a more harmonious work environment. Good and effective communication not only helps in completing daily tasks but also in building a strong organizational culture that is adaptive to change. Therefore, it is crucial for organizations to develop a sound communication strategy, ensure openness and transparency, and involve all members in the communication process to achieve overall organizational success (Sun, 2019). The duties and obligations of State Civil Apparatus (ASN) are regulated in Government Regulation Number 53 of the Republic of Indonesia of 2010 concerning State Civil Service Code of Conduct, namely: Carrying out official duties wholeheartedly, with awareness, and responsibility; Acting with integrity, orderliness, thoroughness, and enthusiasm for the benefit of the nation; Adhering to work hours and obedience in work; Developing established work objectives; Providing optimal service to the public; and Opening opportunities for coworkers to develop their careers.

The performance of State Civil Apparatus (ASN) in Mappakasunggu District, Takalar Regency can be measured by the achievement of organizational goals, which still require improvement. One way to improve this performance is through human resource development through optimal communication. However, in the context of Mappakasunggu District, Takalar Regency, there are challenges in achieving effective organizational communication. This may be due to gaps in information interpretation, unclear understanding of meaning, lack of active interaction, and low discipline among employees (Crewe et al., 2023).

The crucial role of organizational communication is essential in improving the performance of Civil Servants (ASN) in Mappakasunggu District, Takalar Regency. By strengthening the quality of organizational communication, Civil Servants (ASN) can experience a deeper level of involvement in organizational activities, have a sharper understanding of their roles and responsibilities, and are able to contribute to improving the overall performance of the organization.

Methods

Research Approach and Type of Study

This study is designed as a systematic set of steps, principles, and procedures employed to address the research problem and to generate meaningful solutions. In line with the nature of the research problem, this study adopts a qualitative research approach. Qualitative research emphasizes understanding social phenomena from the perspectives of the participants within their natural settings. As explained by Lincoln and Guba, qualitative research is a distinctive approach in the social sciences that is grounded in the observation of individuals in their real-life contexts and in direct interaction with them using their own language and meanings. This approach enables the researcher to capture rich, contextualized, and in-depth data regarding organizational communication practices and their implications for performance.

The research method applied in this study is descriptive qualitative with an inductive approach. The descriptive qualitative method is used to systematically describe and interpret social realities as they occur, while the inductive approach allows patterns, categories, and meanings to emerge from the data rather than being imposed a priori. Through this method, the researcher seeks to portray actual conditions and uncover the underlying meanings behind events, behaviors, and social interactions related to organizational communication. The findings are expected to contribute valuable insights that may support the development or refinement of relevant theoretical concepts.

This study employs a case study design, as it focuses on an in-depth examination of a specific phenomenon within a particular organizational setting. The case study approach is suitable for qualitative inquiry because it enables a comprehensive exploration of the background, context, processes, and interactions associated with the role of organizational communication in improving the performance of Civil Servants (Aparatur Sipil Negara/ASN) at the Mappakasunggu District Office, Takalar Regency. By concentrating on a single case, the researcher is able to generate a holistic and nuanced understanding of the phenomenon under investigation.

Management of the Researcher's Role

In qualitative research, the researcher serves as the primary instrument for data collection and analysis. Therefore, the researcher plays a central role in managing all stages of the research process, from initial planning to the reporting of findings. At the planning stage, the researcher clearly identifies and formulates the research problem and objectives, specifically focusing on the role of organizational communication in enhancing ASN performance at the Mappakasunggu District Office.

The researcher is also responsible for collecting relevant data in accordance with the established research design and methodology. This includes determining appropriate sampling techniques, selecting and recruiting informants who are directly involved in organizational processes within the district office, and ensuring that the data collected are accurate, credible, and representative. Data collection is conducted through interviews, observations, and the use of supporting instruments in order to capture comprehensive information from multiple perspectives.

Furthermore, the researcher conducts qualitative data analysis to address the research questions and achieve the research objectives. This process involves organizing, coding, categorizing, and interpreting the data systematically. The researcher then interprets the findings to draw conclusions, explain their theoretical and practical implications, and formulate recommendations for future actions or policy improvements. Finally, the researcher prepares

the research report by clearly and coherently presenting all components of the study so that the results can be easily understood by readers and relevant stakeholders.

Research Location and Time

The research was conducted at the Mappakasunggu District Office, Takalar Regency, which is located at Jalan Pendidikan No. 2, Cilallang, Takalar Subdistrict. This location was selected because it represents the organizational context in which the phenomenon under study occurs and where relevant actors are directly involved in organizational communication practices. The fieldwork for this study was carried out over a two-month period, from November to December 2025, allowing sufficient time for data collection, observation, and verification.

Types and Sources of Data

This study utilizes both primary and secondary data sources to ensure comprehensive and triangulated findings. Primary data are obtained directly from the main sources through in-depth interviews and field observations. These data provide firsthand information regarding organizational communication processes, interactions among ASN personnel, and their perceived impact on performance.

Secondary data are collected from existing sources that are relevant to the research topic. These include previous research studies, official reports, organizational records, policy documents, academic literature, and regulatory frameworks. Secondary data serve to complement and support the primary data, as well as to strengthen the contextual and theoretical foundation of the analysis.

Research Informants

The informants in this study were purposively selected based on their relevance to the research objectives and their capacity to provide valid and reliable information. A total of five informants participated in the study, all of whom are ASN officials holding strategic positions within the Mappakasunggu District Office. These informants include the District Secretary (Sekcam), the Head of Planning and Finance Subdivision, the Head of General and Personnel Subdivision, the Head of Government Affairs Section, and the Head of Public Order and Security Section. Their diverse roles enable the researcher to capture a broad range of perspectives on organizational communication and performance within the institution.

Data Collection Techniques

Data collection in this study was carried out using several complementary techniques. First, in-depth interviews were conducted to explore issues that required detailed examination and to obtain comprehensive insights into the experiences, perceptions, and interpretations of the informants. Interviews allowed the researcher to engage directly with participants and to probe deeply into aspects of organizational communication that influence performance.

Second, direct observation was employed to examine how organizational communication practices are enacted in daily activities at the Mappakasunggu District Office. During the observation process, the researcher transparently informed all participants about the ongoing research. This ethical approach ensured that informants were fully aware of the research activities from beginning to end.

Third, document analysis was used to review and analyze relevant documents that support the research objectives. According to Sugiyono, documents are records of past events that can provide valuable contextual information. In this study, the analyzed documents include personnel records, administrative data, academic literature, journals, theses, laws, government regulations, regional regulations, and strategic planning documents such as the District Office's

Strategic Plan (Renstra) and Annual Work Plan (Renja). The integration of documentary evidence enhances the credibility of the findings derived from interviews and observations.

Data Analysis Techniques

Data analysis in this qualitative study follows an interactive and systematic process. The first stage is data reduction, which involves selecting, focusing, simplifying, and transforming raw data into meaningful units. As suggested by Miles and Huberman, data reduction is essential for managing large volumes of qualitative data and for ensuring that the information remains aligned with the research objectives.

The second stage is data presentation, in which the reduced data are organized and displayed in a structured and systematic manner. Data are presented in the form of narrative descriptions, thematic groupings, and logical patterns of relationships, allowing the researcher to interpret the information more effectively and to identify emerging themes.

The final stage is conclusion drawing and verification. At this stage, the researcher draws conclusions based on the patterns and relationships identified during data presentation. These conclusions are continuously verified throughout the research process to ensure their consistency and validity. The resulting conclusions form the basis of the research findings and are presented in the concluding section of the report.

Validation of Research Findings

Ensuring the trustworthiness of qualitative research findings is a critical component of this study. Therefore, the validity of the data is established using four criteria: credibility, transferability, dependability, and confirmability.

Credibility refers to the confidence in the truth value of the findings and serves as an alternative to internal validity in quantitative research. In this study, credibility is achieved through systematic data collection, careful data reduction, comprehensive data presentation, and rigorous conclusion drawing.

Transferability relates to the extent to which the research findings can be applied to other contexts or settings. To enhance transferability, the researcher provides detailed and rich descriptions of the research context, informants, and empirical findings. This allows readers to assess the relevance of the findings to similar institutions or organizational environments.

Dependability corresponds to reliability in conventional research and emphasizes the consistency of the research process. To ensure dependability, all stages of the research—including the research design, data collection procedures, analytical processes, and interpretation of findings—are documented and reviewed carefully.

Confirmability focuses on the objectivity of the research findings and ensures that they are grounded in the data rather than the researcher's personal biases. This criterion is fulfilled through the maintenance of an audit trail, including raw data, analytical notes, and documentation of methodological decisions, thereby allowing the findings to be traced back to their original sources.

Results and Discussion

The role of organizational communication among Civil Servants (ASN) at the Mappakasunggu District Office, Takalar Regency

The following are the results of interviews conducted by researchers with informants regarding the role of organizational communication among Civil Servants (ASN) at the Mappakasunggu District Office, Takalar Regency. The researchers focused on the success of an organization,

which is highly dependent on effective communication. This includes several factors, such as: Informative Role, Motivating Performance, Building and Strengthening Collaborative Relationships, and the Role of Communication in Service Delivery. The following are the results of interviews conducted by researchers regarding the informative role of organizational communication on performance, starting with the Sub-district Secretary, Mr. Muhammad Anwar, regarding the role of communication in the informative role.

"In my opinion, informative communication must be able to provide information well so that organizational members can obtain better, more comprehensive and timely information so they know what needs to be done." (Interview with Muhammad Anwar, Monday, December 1, 2025).

The Head of the Planning and Finance Sub-Division expressed a similar sentiment:

"In my opinion, the role of informative communication in an organization is actually when we are able to provide information well to organizational members, that's where interaction arises, so the information is clear and accurate, and they know what needs to be done." (Interview with A. Rahmat Pakaya Idris, Tuesday, December 2, 2025).

The Head of the General Affairs and Personnel Sub-Division of Mappakasunggu District also conveyed the following:

"I think this informative communication is very good, providing targeted information to both civil servants and the public who receive services. This allows them to obtain better information, ensuring the delivery process is carried out effectively and the public is satisfied with the service provided." (Interview with Fitriah, Tuesday, December 2, 2025).

Furthermore, the researcher conducted interviews with the Head of Section within Mappakasunggu District and the Head of the Government Section, as follows:

"Informative communication within the organization, particularly at the Mappakasunggu District Office, provides good information, particularly to sub-district employees and the public. This allows all employees to obtain good information, enabling the organization's goals and objectives to be achieved, and the public to be satisfied." (Interview with Suhaedah Wahab, Thursday, December 4, 2025).

Mr. Wardhana Djamal, Head of the Public Order and Security Section, commented on informative communication as follows:

"The role of informative communication in the Mappakasunggu District Office can be seen when we are able to provide clear information to all employees in the sub-district office, so they can obtain better, more comprehensive, and accurate information that aligns with what is carried out in our work at the sub-district office." (Interview with Wardhana Djamal, Thursday, December 4, 2025).

Observations at the Mappakasunggu District Office indicate that organizational communication has a positive impact on improving employee performance. Organizational communication plays a crucial role in creating an efficient and productive work environment for Civil Servants (ASN). Informative organizational communication encompasses the flow of information from leadership to Civil Servants (ASN), and from Civil Servants back to leadership. Good communication helps clarify the duties and responsibilities of each Civil Servant (ASN), allowing them to focus on priorities and carry out their tasks more effectively. From the various opinions and observations above, the author can conclude that the role of organizational communication as an informative role is the delivery of data, facts, instructions,

and important information so that employees understand the goals, tasks, policies, and developments of the organization, thus enabling smooth information processing to achieve common goals. both between colleagues, to ensure everyone has the same understanding to work effectively.

The Role of Performance Motivation

The following are the results of interviews conducted by researchers with informants regarding the role of organizational communication within the State Civil Apparatus (ASN) at the Mappakasunggu District Office, Takalar Regency, regarding the role of communication in employee performance motivation and creativity. The discussion focuses on the following:

"Proper, correct, and effective communication can provide encouragement and motivation, consciously or unconsciously, to individuals to take action to achieve their goals" (Interview with Muhammad Anwar, Monday, December 1, 2025).

Furthermore, the Head of Planning and Finance for Mappakasunggu District stated:

"Organizational communication plays a crucial role in motivating members. Proper and effective communication can encourage individuals to perform well. For example, good communication, along with encouragement and motivation from Mr. Dody, the Sub-district Head of Mappakasunggu District, and his fellow employees, enabled the Mappakasunggu District Government's performance, which previously received a CC SAKIP score, to rise two levels to a BB rating in 2025. So, in my opinion, communication plays a crucial role in completing tasks." (Interview with A. Rahmat Pakaya Idris, Tuesday, December 2, 2025).

The Head of the General Affairs and Personnel Sub-Division of Mappakasunggu District expressed a similar sentiment:

"This question is very interesting because our leader at the sub-district office, Mr. Dody, as the sub-district head, always provides input and motivation in our work, especially regarding our duties and functions in the General Affairs and Personnel Sub-Division." (Interview with Fitriah, Tuesday, December 2, 2025).

The Head of the Government Section further stated in the interview:

"In our opinion, communication is crucial for motivating performance and creativity within an organization. Through communication between superiors and subordinates, good cooperation can be established. Through this communication, we and our employees can directly increase creativity in completing tasks assigned by our superiors." (Interview with Suhaedah Wahab, Thursday, December 4, 2025)

The Head of the Public Order and Peace Section also conveyed the following regarding informative communication:

"With work motivation from our leadership, we as subordinates can complete assigned tasks with full responsibility. Of course, there is a sense of satisfaction if we carry out our leadership's orders well." (Interview with Wardhana Djamal, Thursday, December 4, 2025).

Observations at the Mappakasunggu District Office indicate that organizational communication plays a role in motivating performance and creativity in completing tasks. Feedback provided by leadership through organizational communication helps Civil Servants (ASN) identify their strengths and weaknesses. Through constructive feedback, Civil Servants (ASN) make improvements and develop themselves to enhance their performance.

Furthermore, awards and recognition for Civil Servants' contributions from their leadership serve as a motivating force for continued achievement.

From various opinions and views regarding the role of organizational communication in motivating performance and creativity in completing tasks, the author concludes that organizational communication functions as a motivational tool and performance driver that ensures resources are allocated appropriately and technical obstacles are immediately addressed through dialogue between superiors and subordinates in completing tasks. As stated by one of the informants above, the relationship between communication and performance motivation plays a very important role in increasing the SAKIP (Government Agency Performance Accountability System) Value of Mappakasunggu District, which previously had a CC predicate, could be upgraded to a BB predicate in 2025 which directly impacted the increase in the amount of TPP (Employee Income Allowance) of Mappakasunggu District in 2026.

The Role of Building and Strengthening Collaborative Relationships

Furthermore, the following are the results of interviews with informants regarding the role of organizational communication among Civil Servants (ASN) at the Mappakasunggu District Office, Takalar Regency, in building and strengthening collaborative relationships. The Sub-district Secretary expressed the following view regarding the role of organizational communication in building and strengthening collaborative relationships (coordination):

"Yes, because it can provide answers and solutions to problems both individually and organizationally, thus creating good relationships both individually and as a group within an organization" (Interview with Muhammad Anwar, Monday, December 1, 2025).

Furthermore, the Head of the Planning and Finance Sub-Division stated:

"Good communication is that which is able to build and strengthen collaboration and can provide answers and solutions to problems both individually and as a team" (Interview with A. Rahmat Pakaya Idris, Tuesday, December 2, 2025).

The Head of the General Affairs and Personnel Sub-District of Mappakasunggu Sub-District further addressed the same question:

"Similar to the previous question, the organizational communication established by our leadership with the structures below them clearly significantly impacts relationships, meaning it becomes more intense. This fosters a sense of belonging and strengthens collaboration to advance the organization, fostering an emotional connection, I believe." (Interview with Fitriah, Tuesday, December 2, 2025).

Echoing the Head of the Government Section's opinion above, she stated:

"With established communication, relationships within the team can indirectly strengthen. This communication can provide answers and solutions to problems within the team, thereby maximizing the achievement of the intended goals, sir." (Interview with Suhaedah Wahab, Thursday, December 4, 2025)

The Head of the Public Order and Peace Section also conveyed the following information regarding informative communication:

"Communication is used to build and strengthen relationships within the sub-district office and between colleagues. By understanding others' perspectives, valuing their opinions, and demonstrating respect for others, this will create a space for open

dialogue and strengthen interpersonal relationships, thus positively impacting the organization." (Interview with Wardhana Djamal, Thursday, December 4, 2025).

Observations at the Mappakasunggu District Office indicate that the role of organizational communication in building and strengthening cooperative relationships is clearly evident in the cohesiveness among employees, sub-sections, and heads of departments, who synergize and collaborate in carrying out their respective duties, thus creating harmony within the Mappakasunggu District Office.

From the above opinion, the author concludes that the role of organizational communication in building and strengthening cooperative relationships is through communication that ensures each coworker understands their respective roles and responsibilities based on their duties and functions, thereby minimizing miscommunication and overlapping tasks. Synergy is created when information flows smoothly, enabling the team to respond to problems and obstacles quickly and collectively.

The Role of Communication in Service Delivery.

The following are the results of interviews conducted by researchers with informants regarding the role of communication within the Civil Service (ASN) organization at the Mappakasunggu District Office, Takalar Regency, specifically regarding the role of communication in service delivery. The following are the results of an interview conducted by the researcher with the Sub-district Secretary, Mr. Muhammad Anwar:

"We provide an example of the service provided by sub-district office staff to the public in processing administrative documents for change of domicile. With clear explanations of the bureaucratic process and standard operating procedures, the public can receive good service, which directly fosters good communication between service providers and recipients. Therefore, we believe communication is crucial in providing services." (Interview with Muhammad Anwar, Monday, December 1, 2025)

The Head of the Planning and Finance Sub-Division expressed a similar sentiment:

"With good communication, the service provider's function at the sub-district office can be achieved by establishing effective communication with the public as service recipients. Good service begins with good communication activities" (Interview with A. Rahmat Pakaya Idris, Tuesday, December 2, 2025).

The Head of General Affairs and Personnel Affairs for Mappakasunggu District also shared the following:

"This question is perhaps particularly interesting because communication plays a crucial role in service delivery. This means that effective communication automatically creates effective and optimal service delivery, resulting in public satisfaction with the services provided." (Interview with Fitriah, Tuesday, December 2, 2025).

Furthermore, the researcher also conducted interviews with the Head of Sections within the Mappakasunggu District and the Head of the Government Section, as follows:

"As public servants, employees should communicate well and speak politely to the people they serve in order to create satisfaction. Therefore, the role of communication in service delivery is crucial for creating good governance in the district." (Interview with Suhaedah Wahab, Thursday, December 4, 2025)

The Head of the Public Order and Security Section also conveyed the following regarding communication in service:

"The role of communication in service at the sub-district office is crucial because good communication ensures optimal service delivery, leading to satisfaction with the performance of the Mappakasunggu District Office." (Interview with Wardhana Djamal, Thursday, December 4, 2025)

The author's observations during research at the Mappakasunggu District Office indicate that organizational communication plays a significant role in providing services, particularly to the public. This is achieved through timely, timely, and convenient service delivery, resulting in satisfaction for the public as service recipients. Based on the various opinions above, the author can conclude that the role of organizational communication at the Mappakasunggu District Office in providing services is that communication serves as a means of conveying information, bureaucratic processes, and standard operating procedures accurately. Good service is characterized by information that is straightforward, transparent, and easily understood by the public. Friendly and courteous communication by sub-district employees aims to instill public trust in the performance of the sub-district government. Transparency regarding completion times and costs (if applicable) is a form of communication that prevents illegal levies and increases public satisfaction.

Barriers to the Role of Organizational Communication in Improving the Performance of Civil Servants (ASN) at the Mappakasunggu District Office, Takalar Regency

The following research findings identify several barriers to the role of organizational communication in improving performance at the Mappakasunggu District Office. These barriers include differences in personality, experience, and information-absorbing abilities between individuals, cultural differences, unclear delivery procedures, limited information and explanations, communication media issues, differences in language used, and situational factors that can influence message comprehension. As explained by the Sub-district Secretary in the following interview excerpt:

"The obstacles we see are more related to differences in personality, experience, and ability to absorb information, as well as cultural differences that shape individuals and are difficult to eliminate, creating individualistic attitudes that can hinder team cohesion in completing tasks." (Interview with Muhammad Anwar, Monday, December 1, 2025).

The Head of the Planning and Finance Sub-District of Mappakasunggu also expressed a similar sentiment:

"The obstacles encountered in communication include differences in personality and ability, continued obstacles related to unclear procedures for conveying information and explanations, and the persistence of individualistic and egotistical attitudes that can hinder team cohesion in carrying out tasks." (Interview with A. Rahmat Pakaya Idris, Tuesday, December 2, 2025).

The Head of General Affairs and Personnel Affairs of Mappakasunggu District further addressed the same question:

"Regarding the obstacles at the Mappakasunggu District Office, I see them as being of a more traditional nature, as each individual has their own unique set of issues. For example, some employees have marital problems that prevent them from focusing on their work. There are also employees whose finances are affected because their salaries have been mortgaged to banks and cooperatives, which reduces their productivity. I think those are the obstacles I've encountered while working at the Mappakasunggu District Office. Hehehe..." (Interview with Fitriah, Tuesday, December 2, 2025).

The Head of the Government Section shared the same view as the informant above:

"In my opinion, sir, perhaps the first obstacle is individual, for example, differences in personality, sometimes differing experiences and abilities. This also affects the role of communication in performance. For example, fresh graduates and senior employees certainly have differences in knowledge and performance in completing such tasks, sir." (Interview with Suhaedah Wahab, Wednesday, December 3, 2025)

The Head of the Public Order and Peace Section echoed this sentiment regarding the Barriers to Organizational Communication in Civil Servant Performance at the Mappakasunggu District Office:

"There are several obstacles encountered in the role of organizational communication in improving the performance of the Mappakasunggu District Office. In my observation, the first is the human barrier, namely differences in personality, experience, and ability to absorb information, as well as cultural influences that shape individuals and are difficult to eliminate or change." (Interview with Wardhana Djamal, Wednesday, December 3, 2025).

The role of organizational communication in improving the performance of Civil Servants (ASN) at the Mappakasunggu District Office is crucial in maintaining the flow of accurate and timely information across all sub-divisions and sections within the Mappakasunggu District Office. Civil Servants (ASN) need to understand their duties and responsibilities, as well as the overall goals of the organization. Clear and structured communication helps avoid confusion or uncertainty that can hinder performance.

Organizational communication plays a crucial role in improving the performance of Civil Servants (ASN) as public servants. Through effective communication, Civil Servants (ASN) can more clearly understand their duties and responsibilities. Information about the organization's vision, mission, and goals is conveyed effectively, so that Civil Servants (ASN) have a shared vision of the direction to take to achieve shared success.

With good organizational communication, Civil Servants (ASN) also gain access to skills development and training opportunities. This support allows them to hone their abilities to better carry out their daily tasks. Open and continuous communication also provides feedback that helps Civil Servants (ASN) identify their strengths and weaknesses, allowing them to continuously improve their performance.

Furthermore, organizational communication helps build collaboration and cooperation among Civil Servants (ASN). Well-shared information allows them to share knowledge and experiences. This collaboration helps improve work efficiency and achieve better results.

Organizational communication is a vital process in improving the performance of Civil Servants (ASN) in carrying out their duties and responsibilities as public servants. The role of organizational communication encompasses several important aspects that contribute to optimizing Civil Servants (ASN) performance and achieving organizational goals.

Barriers to organizational communication that can hinder the performance of Civil Servants (ASN) at the Mappakasunggu District Office are outlined in the following discussion:

Differences in personality, experience, and ability to absorb information, as well as organizational culture.

Individual diversity in terms of personality, experience, and ability to absorb information can pose a serious challenge to effective communication (Singh et al., 2024; Ardi et al., 2024; Biswas & Sarkar, 2026). Each individual brings a unique background, including differences in

communication styles, how they receive information, and how they understand messages. This can lead to communication discrepancies, leading to misunderstandings.

Personality differences can influence how people communicate and understand messages. Some people may be more open and expressive in their communication, while others may be more introverted and tend to hold back their opinions. This can lead to mismatches in perceptions of what is expected in communication.

Individual experience also plays a significant role in how they understand messages. Someone with broader or deeper experience in a field may have deeper knowledge and a different perspective on how they receive information. This can lead to gaps in the interpretation and understanding of messages among organizational members. Individuals' ability to absorb information also varies. Some people may be quicker at processing written information, while others prefer listening or speaking directly. If messages are delivered in only one form of communication, individuals with different preferences may feel uncomfortable or disengaged (Zhang et al., 2026; Troussas et al., 2025; Darnell et al., 2026).

Furthermore, different organizational cultures can also be a barrier. Every organization has its own unique norms, values, and ways of communicating. Individuals newly joining an organization may need time to adapt to this culture, which can impact their ability to communicate effectively.

Resource Limitations

Resource limitations are a factor that can significantly impact organizational communication. For example, a lack of resources for training on effective communication can be a major barrier to the smooth flow of information and impact the quality of communication within the organization.

Training on effective communication plays a crucial role in improving individuals' ability to communicate effectively. Effective communication involves the skills of conveying information clearly, listening carefully, understanding context, and responding appropriately. Without adequate training, individuals may struggle to convey their messages in a way that is understandable to coworkers or management, which can lead to misunderstandings or misinterpretations. Resource limitations, such as a limited budget or time constraints, can also affect the types and number of communication channels available. If an organization lacks sufficient resources to develop effective communication platforms, such as internal information systems or collaboration software, this can hinder the rapid and accurate flow of information throughout the organization.

Furthermore, a lack of resources can impact the frequency and quality of communication. For example, if an organization lacks the resources to hold regular meetings or information-sharing sessions, this can hinder the delivery of important information to all members of the organization. Language differences in a multicultural work environment also complicate effective communication. Civil servants (ASN) from diverse backgrounds may struggle to understand or convey information correctly (Savitri et al., 2026; Al Faruq & Alfirdaus, 2025; Tunani et al., 2025).

Ineffective Communication

Ineffective communication is a major obstacle to overcome. Ineffective communication is a serious problem frequently encountered in organizational environments. When communication is inadequate, it can become a significant barrier to achieving optimal performance. In situations where messages are unclear, untimely, or inaccurate, Civil Servants (ASN) can experience various problems. For example, when instructions or directions are not clearly

communicated, Civil Servants (ASN) may be confused about what is expected of them. This can lead to incorrect or inefficient actions and increase the risk of errors. Furthermore, if communication is not timely, Civil Servants (ASN) may be delayed in responding to urgent situations or tasks, which can ultimately hinder productivity and disrupt workflow.

Inaccurate communication can also result in misperceptions or incomplete perceptions of situations or policies. This can lead to uncertainty and confusion among Civil Servants (ASN), which in turn can lower their motivation and enthusiasm for work (Fithrya & Rahayu, 2025; Civil Servants (ASN) may feel frustrated because they feel they don't have a clear picture of what is happening in the organization. It is important for organizations to address these barriers by improving the quality of communication. This can involve using clearer and more detailed messages, delivering information in a timely manner, and ensuring that all information conveyed is accurate and reliable. In this way, Civil Servants (ASN) will feel more directed, informed, and confident in carrying out their duties, ultimately improving their performance and contribution to the organization.

Conclusion

Organizational communication plays a crucial role in optimizing the duties and responsibilities of Civil Servants (ASN) as public servants. Through the flow of information, direction, and interaction between leaders and subordinates, organizational communication plays several crucial roles: an informative role, a performance motivation role, a role in building and strengthening cooperative relationships, and a communication role in providing services. Therefore, organizational communication plays an integral role in creating an efficient, collaborative, and creative work environment for Civil Servants (ASN) at the Mappakasunggu District Office. Barriers to the role of organizational communication in improving Civil Servants (ASN) performance. These barriers include ineffective communication, differences in personality and experience, and inadequate resource constraints. These barriers can hinder the smooth flow of information, reduce Civil Servants' motivation, and hinder the achievement of organizational goals and optimal public service.

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