Communication Strategy with Efforts to Improve Cooperation Relationships to Create Effective Productivity in the Manufacturing Industry in Tangerang City

Nia Mintari[1*] , Masduki Asbari[2], Niki Auliya[3], Taufiq Kimas[4]

[1,2]Universitas Insan Pembangunan Indonesia, Indonesia
[3]Universitas Pramita Indonesia, Indonesia
[4]Universitas Islam Negeri Syarif Hidayatullah, Indonesia
Corresponding author: niamintari29@gmail.com

Abstract	This study aims to examine effective communication strategies in improving cooperative relationships and creating work productivity in the manufacturing industry of Tangerang City. The results of this study indicate that the implementation of effective communication strategies can strengthen cooperative relationships, increase workforce engagement, and encourage increased work productivity in manufacturing in Tangerang City. This study also recommends the need to improve communication competencies for managers and employees as well as collaboration with related parties for the successful implementation of sustainable communication strategies.
Keywords:	Communication Strategy, Collaborative Relationships, Productivity.

INTRODUCTION

Communication aims to exchange knowledge and experiences between people. Human communication takes many forms, including language, signals, speech, writing, gestures, and radio. The rapid acceleration in telecommunications allows people to easily access information without geographical barriers. The development of mass media technology has also had a major impact on the pattern of business communication among people.

From the perspective of business communication, businesses must have the ability to analyze the situation that occurs both within the internal field and outside the company. Unfortunately, due to lack of awareness and low initiative, many companies still find it difficult to take these steps.
This situation ultimately drives businesses to urgently develop various ways to communicate the business. The concept of communication and marketing is a tactic in determining conditional decisions related to the steps a company takes to achieve its goals. When implementing business communication, a business must identify and develop a business strategy and a suitable target market.

With the times and increasingly diverse needs of the community, the business world has evolved into various business fields, ranging from services, manufacturing, fashion, cars, and many more. Business in the manufacturing sector is an industry related to the production of physical goods through the processing of raw materials into finished products using machines, labor, and structured production processes. As a result, companies working in the manufacturing sector must be innovative in maintaining the sustainability of the company based on their company, mission, and goals.

According to the Trading Economics report, the Indonesian manufacturing industry in 2022 managed to register a stable Spending Managers' Index (PMI). This number exceeds the global average standard of more than 50. This PMI score reached its highest point at 53.7 in January and September 2022.

This positive trend shows that the Indonesian manufacturing sector is valid and tends to be broad. This is also reflected in the growth of the production sector, which reached 5.47% in the first quarter of 2022. This number exceeds the national economic growth, reaching 5.01% at that time. This service shows that this sector plays a key role in the nation's economic growth, and has made a significant contribution thanks to high employment opportunities. In addition, this positive trend is also an indicator for investors that Indonesia is an attractive potential market, especially in the dense sector. Work will feel easy when finished with a clear division of roles. This collaboration has useful benefits for organizations or companies. Collaboration occurs when two or more people use their own thoughts, ideas, and actions to achieve common goals. We often need the help of others to do something, and vice versa we are also needed for the difficulties of others in the workplace. Therefore, working with a team will allow us to put our hands in faster and more efficiently. In an organization or company, the benefits of collaboration are often needed. Collaboration allows people to join forces with different skills to achieve the same goal.

Increased productivity is one of the most visible results of good working relationships. When coworkers feel comfortable working together, they are more likely to share ideas, work together to complete tasks, and help each other. This not only increases efficiency but also encourages creativity and innovation in the organization.

A collaborative environment can greatly increase productivity by eliminating wasted time. For example, surveys show that the average "expert employee" spends about 2.5 hours a day gathering information. Much of this is because the information required for the company's signed data is inaccessible or outdated. Not being able to access the people and software with the necessary knowledge and information makes it easier to waste time. Digital collaboration allows every team member to get information quickly and accurately, but a workplace culture that encourages collaboration ensures that employees work together to find meaningful solutions.

Meanwhile, Salesforce reports that 86% of managers describe ineffective collaboration as a leading cause of business failure. A collaborative environment helps employees learn from each other. Multiple inputs will increase your ability to problem-solve and think creatively, further enhancing your company's ability to adapt to the environment.

A collaborative environment helps employees learn from each other. A variety of inputs will increase your ability for problem-solving and creative thinking, further improving your company's ability to adapt to the changing market environment. Perhaps most importantly, it creates an engaged workforce, and everyone feels like a team member contributing to the unit. Therefore, it is no surprise that the Stanford study shows that people working with as individuals increase their essential motivation more effectively than 50%, helping them to become more engaged in their work.

METHOD

Location and Time of Research
This research was conducted in the Manufacturing Industry in Tangerang City. The determination of this location is based on the daily activities that are the object of research and the subject of data sources at that location. The research was conducted in March 2025.

Research Type
This research uses qualitative methods. For data collection, researchers conducted activities such as interviews with research informants by asking questions tailored to topics around effective communication.

Research Informants
The determination of research informants was carried out through purposive sampling technique, which is a method of selecting samples with specific criteria, namely understanding the problems that the researcher wants to explore. The informants in this study are as follows:
General Manager of PT XXX
Marketing Manager of PT XXX
Logistics Manager of PT XXX
Production Supervisor of PT XXX
QA Supervisor of PT XXX

Types and Sources of Data

Primary Data The main sources of data include:

Individuals, who are sources of information in the form of people who can provide information through oral interviews or provide written responses via questionnaires.

Documents, which function as sources of information that reflect symbols, numbers, letters, or other images.

Locations, which are sources of information by providing context of place, where sources of information describe conditions that are directly related to the problems faced.

Primary data is information obtained from primary sources, either from individuals or groups. In obtaining information, this data is taken directly from the object or primary source, originating from in-depth interviews. In this study, informants came from internal parties in the manufacturing sector. Researchers collected information from informants using in-depth interview methods.

Secondary data in this study were obtained from documents relevant to the focus of the study being investigated. Secondary sources of information come from personal documentation, companies, articles, and other documents sourced from print and online media.

Data Analysis

First, make observations of social phenomena, and identify and re-verify the available data. Before conducting research, researchers first made initial observations and then turned their observations into findings that supported the phenomenon to be studied. Second, grouping the information obtained. Researchers compiled categories based on findings from interviews with informants. Data is grouped based on issues that have been formulated by researchers. Third, exploring and elaborating on the groupings. After the categories are set, the author will explain and explore further the groupings that have been made. Fourth, describe the relationships between categories. These relationships are important for researchers in order to draw general conclusions from the problem formulation that has been set by the researcher. Fifth, drawing general conclusions. Based on the explanation of the categories, the researcher will draw general conclusions related to the existing data. Furthermore, the researcher will explain the theory or develop the existing theory in accordance with the formulation of the problem that has been determined. Finally, developing or elaborating the theory.

Researchers also conducted a systematic literature review of literature studies on communication strategies, collaborative relationships, and effective productivity. Each study focuses on journal publications in Google Scholar.
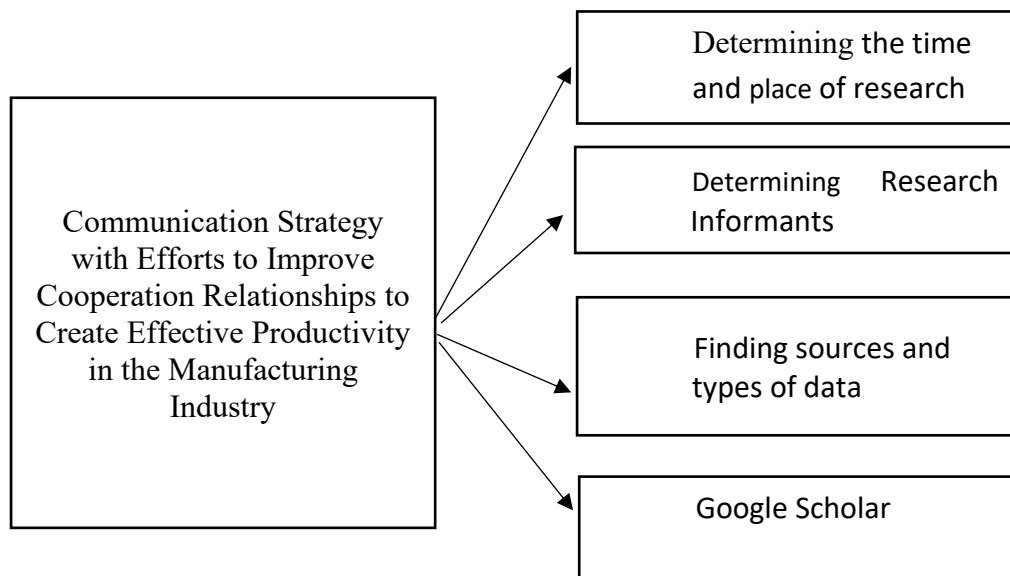
RESULTS AND DISCUSSION

Several manufacturing companies in Tangerang City presented the communication stage and raised several activities that improve cooperative relationships that result in effective productivity. Communication in the manufacturing industry is the exchange of information related to the manufacturing process between two parties who are part of the supply chain of the product being produced, including communicating with suppliers and customers and interactions between departments and employees of manufacturing companies. The use of internal media is inseparable from organizational identity, one of which is related to the company's vision and mission. To achieve this vision, companies engaged in manufacturing need to follow trends in the business world, fulfill regulations, and fulfill existing responsibilities.

Related to this, the manufacturing industry serves as a communication channel that encourages collaboration among employees, which in turn increases work productivity and produces satisfactory results and supports the achievement of the company's vision. The selection of telecommunications, specifically the use of cell phones as an internal medium, has started since 2009. Based on that fact, company X has consistently used mobile phones as their internal tool from year to year. Until now, this internal media remains the main choice for communication between the company and employees. The reason for choosing mobile phones is because in the past period, internet technology has not developed as rapidly as it is now. At that time, people still communicated through regular phones without apps like WhatsApp. With an average age of over 30 years, employees are more familiar with the use of cellphones which are considered more practical (Nia interview, March 2025).

Communication cannot be avoided. All businesses, people need to exchange information to get things done by ordering and sending production plans. Communication is the foundation and lifeblood of any business, but many industry players need to improve the way they communicate. Good information can lead to very tangible benefits such as: lowering the likelihood of workplace accidents, increasing production efficiency, producing better quality products, and increasing satisfaction between customers and employees. Ineffective communication that uses verbal and documentary approaches can result in negative impacts, high inefficiency, low standards, untimely delivery, and dissatisfaction from both customers and staff.

The communication strategies used by the manufacturing industry in Tangerang City can be summarized into a scheme as shown in the figure below.

In communication there are elements in communication including:
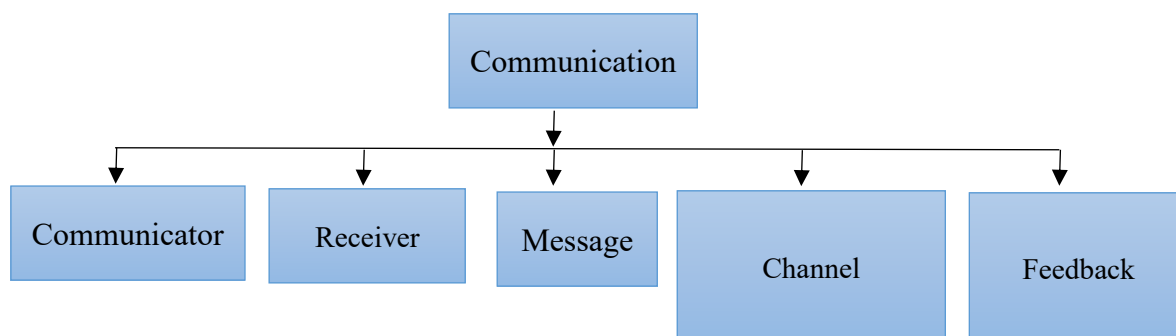
- Communicator (Sender): Individual or entity that initiates the communication process by delivering a message.
- Message: Content or information that the communicator wants to convey.
- Channel (Media): Tool or means used to deliver the message.
- Receiver (Communicant): Individual or group that is the target of the message.
- Feedback: Reaction or response of the recipient to the message delivered.

Communication Strategy in the Manufacturing Industry

The research presented by (Gah et al., 2021) explains the implementation of the Bumdes program in Pantae Village which can be analyzed from two perspectives, namely vertical and horizontal communication. Downward vertical communication is carried out through task and work instructions. In terms of upward vertical communication related to the implementation of

BUMDes in Pantae Village, the process is seen in the form of reporting responsibility for programs that have not been running optimally, where communication between program implementers and their superiors only occurs when reporting on activity accountability.

In contrast to what was expressed by (Fatyandri & Nurhidayati, 2023) producers who participate in high-value negotiations are generally more enthusiastic about digging up detailed and clear information, because uncertainty can harm them financially. As previously stated, without this comprehensive approach, it can carry significant risks. In manufacturing companies involved in low-value negotiations, the cost of defining the contents of the contract is considered unimportant, so the efforts made are limited.

According to research findings by (Misnan & Barizki, 2021), HIPMIKINDO's business communication strategy in combining the resources of MSME actors and academics can be understood through the terms push, pull, and pass. In the early stages of HIPMIKINDO's establishment until the widespread use of new media in marketing, the business communication strategy implemented was the pull model. This model revolves around strengthening the capacity of MSME businesses and increasing their resources, although in terms of technical aspects, technological challenges and demands have not been the main focus in increasing human resource capacity.

From research conducted by (Sholikhah, 2021) regarding "Analysis of Marketing Communication Strategy Based on Vieh's Social Media Business Line for Direct Stock Startups in the COVID-19 Pandemic," it was concluded that this can be considered a potential. This is due to the connectedness of Social Media which consists of seven elements in the framework, namely context, content, community, customization, communication, connection, and commerce. Context plays a role in attracting the attention of followers or potential consumers, while content is a determining factor in the response of the intended target.

Based on the research results presented by (Rahman et al., 2023), it was concluded that Wuling Motors Makassar's business communication strategy is effective in increasing consumer interest in the Wuling Air Ev Electric Vehicle product. With careful planning, good implementation, and structured evaluation, Wuling Makassar is able to overcome various challenges and take advantage of existing market opportunities. The use of various media, including promotions through social media and direct promotional activities, has an important role in introducing and strengthening the image of the Wuling Air Ev electric vehicle among the people of Makassar. In addition, regular evaluation allows for continuous improvement in strategy, so that their business communication campaign is increasingly effective in attracting consumer attention and driving sales of these electric products.

This study emphasizes the importance of creating a communication strategy that can strengthen cooperation. Through analyzing internal and external conditions, companies can develop appropriate strategies to create business goals and improve work efficiency. In this study, a number of successful communication approaches were identified and examined in relation to how companies build good relationships. One important approach that has been highlighted is openness. Openness is a crucial aspect that not only encourages trust but also builds solid connections between companies and stakeholders. Companies that are able to clearly communicate their policies, decisions and challenges tend to get more support. For example, companies that regularly present annual reports that include details on financial results and social responsibility can strengthen their reputation as trusted entities. With transparency, stakeholders feel more included and cared for, which in turn can increase their commitment to the company. In addition to transparency, consistency in messaging also plays a crucial role in creating a strong corporate image.

In this context, companies must ensure that the messages conveyed remain uniform across various communication media. Congruence in communication not only creates clarity, but also strengthens a company's identity in the eyes of the public. When all forms of communication, from advertisements to social media interactions to in-person presentations, are aligned in conveying the message, it helps build deeper trust. In practice, companies that follow this approach can prevent confusion among stakeholders and ensure that they understand the company's vision, mission and values. With the advancement of digital technology, the use of digital media has become one of the most important communication strategies.

Table 1.
Communication Strategy in the Manufacturing

| | Manufacturing Industry | |
	Internal	Eksternal
Communication Strategy	Cloud-based communication tools (retrieve information from remote locations and enable real-time interaction, such as through Zoom and Google Meet Shop Floor Reporting Collect Production-related information such as summarized work hours in manual or digital format, materials used, final products, and analysis results such as equipment efficiency. Effective Training Optimize the training process without spending a lot of time, by focusing on clear and continuous communication. Two-Way Interaction Effective communication between management and employees, and get feedback to improve operations and collaboration.	Client Communication Effective communication channels between manufacturers and clients to understand and meet existing needs. Supplier Communication Send orders clearly, communicate changes in demand clearly if any, and ensure smooth production processes. Client-Oriented Approach Put client needs as top priority and drive product innovation, to increase client satisfaction and loyalty.

Sumber: Apriliani meidiana. (2023)

The Role of Collaborative Relationships in Productivity Improvement The discussion highlights that effective communication is a key foundation in building productive collaborative relationships, which can increase efficiency and productivity in the manufacturing sector. A positive collaborative atmosphere provides opportunities for employees to learn and contribute, which in turn improves overall company performance. Collaboration within a team is an essential element to drive productivity and achieve success in any sector. By understanding and applying the principles of good cooperation, we can create a more effective, innovative and productive work atmosphere.

The development of two-way communication is also an important aspect in building mutually beneficial relationships with stakeholders. With this approach, companies not only act as messengers but also as good listeners. By creating communication channels that provide opportunities for stakeholders to provide feedback, companies can recognize their needs, concerns and expectations. This process may include surveys, forum discussions, or even informal meetings, where stakeholders have the opportunity to share their views. Companies that listen and respond to stakeholder input typically build more resilient and mutually beneficial relationships, and increase stakeholder engagement in company activities.

Barriers and Opportunities in Strategy Implementation This study also examines the challenges faced by companies when implementing communication strategies and the potential that can be utilized to build better relationships. When information is communicated clearly and without obstacles, teams can quickly respond to existing issues or opportunities. Faster decision-making processes are crucial in situations that require quick reactions, so that organizations can remain competitive and responsive to market changes or customer needs.

Table 2.
Barriers and opportunities in implementing strategies in the Manufacturing Industry

Barriers	opportunities
Lack of Commitment and Engagement Without solid support from leaders and staff, strategy implementation will face many obstacles.	**Technological Innovation** Emerging technologies can create opportunities to improve processes, produce innovative products or services, and increase overall efficiency.
Resistance to Change The changes needed to implement a strategy often encounter resistance from employees or even the company's cultural norms.	**Environmental Adaptation** A changing environment also presents opportunities to innovate, design more adaptive strategies, and build competitive advantage.
Resource Constraints Limitations in budget, infrastructure, or qualified workforce can be significant obstacles.	**Increased Collaboration** More collaboration across departments, with partners, or with external ecosystems can accelerate implementation and improve the quality of results.
Communication Problems A strategy that is not clearly articulated or communicated well can lead to misunderstandings and reduced morale.	**Learning from Failure** The knowledge gained from failures in executing a strategy can serve as valuable lessons for future improvement.
Environmental Changes Rapid fluctuations in markets, technology, or regulations can make a strategy less relevant or difficult to implement.	**Strengthening Organizational Culture** Building a culture within the organization that emphasizes innovation, adaptation, and learning can strengthen strategy implementation.
Technology Constraints The absence of technology infrastructure or the lack of ability to adopt new technologies can hinder implementation, especially in the digital age.	**Market Opportunities** Changes in consumer behavior or the emergence of new markets can create opportunities to create products or services that fit market needs.
Organizational Structure	

Barriers	opportunities
A structure that is not adaptive or that does not support collaboration can hinder the implementation of strategies that require cross-departmental cooperation.	Human Resource Training and Development
	Ongoing training and development programs can improve employee skills and strengthen strategy execution.

<div align="center">Sumber: Apriliani meidiana. employers.glints.com (2023)</div>

The influence of Technology and Mass Media The development of communication technology and mass media is discussed as an element that strengthens more efficient business communication, given the easy access to information through the latest technology. Choose the appropriate technology that can meet the needs of the work team.

In this digital age, companies have access to a variety of communication channels, such as social media platforms, websites and other online media, which allow them to interact directly and quickly with stakeholders. Social media, in particular, provides companies with opportunities to communicate directly with their audiences, deliver updates and respond more quickly to public feedback. For example, companies active on social media can immediately address questions or concerns from stakeholders, creating a more interactive and inclusive dialog. This not only increases engagement but also helps create a positive image of the company in the eyes of the public.

<div align="center">Table 3.
Influence of Technology and Mass Media</div>

Technology	Mass Media
	Opinion formation
Changing ways of communicating Technological innovations have given us the ability to interact more quickly and effectively, through channels such as email, text messaging, social media and video calls.	The mass media plays a significant role in shaping public opinion, especially through reporting and analysis of important issues.
	Behavioral influence
Changing ways of accessing information	The mass media can influence people's actions, both constructively and destructively, for example through advertising, television programs, and films.
The internet and digital platforms have opened up wider and easier access to a wide range of information, such as news, articles, books and videos.	
	Cultural change
Changing ways of interacting Social media has enabled us to connect with individuals around the world, share information and build online communities.	The mass media functions to disseminate cultural values, both beneficial and not, while also influencing the advancement of art, music, and fashion trends.
	Impact on industry

Technology	Mass Media
Changing lifestyles	Technological innovation has changed the way the mass media works, marked by the emergence of online media, e-papers, and new digital platforms.
Technological innovations have revolutionised the way we work, learn, shop and interact, with applications and services that make everyday life easier.	

Sumber: Ragam, I. kumparan.com (2023)

Relevance and Urgency of the Study in Tangerang City This study focuses on the manufacturing industry sector in Tangerang City, taking into account the relevance of strengthening cooperation in facing global competition and increasing local productivity.

Benefits of Communication Strategy An effective communication strategy not only strengthens partnerships but also helps in increasing productivity, business continuity, decision-making processes, conflict prevention, increasing team participation and satisfaction, and improving the overall competitiveness of the industrial sector.

Improving Cooperation Relationship and Creating Work Productivity

One of the key approaches to stakeholder engagement is through active policy. Companies should proactively engage in the policy-making process, either through direct lobbying of policymakers or by participating in multi-stakeholder discussion forums. In this regard, it is important for companies to understand the issues faced by political stakeholders and develop a clear stance on policies that impact their industry. In this way, companies can convey helpful views and constructive recommendations, and build credibility with policymakers. For example, a company that actively provides input into discussions on environmental regulations can be seen as a partner that supports sustainability, which in turn can strengthen relations with the government.

Aspects of transparency and accountability are also very important in building relationships with political parties. Companies need to commit to clearly communicating their actions and decisions, as well as explaining the impact of proposed policies on society and the environment. By providing relevant and open information, companies can increase trust and reduce the likelihood of conflict with political stakeholders. For example, companies that regularly report on their social responsibility initiatives and the positive impact of their projects on the community can demonstrate their commitment to public welfare.

Building solid relationships with political stakeholders is also crucial. Good relationships with government officials, legislators and other relevant parties can give companies access to decision-making processes. To achieve this, companies need to actively communicate and establish relationships with key individuals in the political world. Participation in public events, seminars and meetings involving political stakeholders can help companies expand their networks. Through these networks, companies can more easily communicate their policies and gain support for their initiatives.

In addition, companies need to realize how important it is for them to understand the local political dynamics and policy context. Each country or region has different challenges and opportunities related to regulations and policies. Therefore, companies are required to conduct an in-depth evaluation of the political situation in their operational areas. An in-depth understanding of local issues can help companies create more targeted and relevant communication strategies, so that they are better able to build relationships with interested political parties.

To develop sustainable relationships, companies should also prioritize two-way communication. In an age where the public is increasingly critical and informed, it is crucial to listen to input from political parties. By providing channels for feedback, companies can better understand existing concerns and adjust their strategies accordingly. For example, companies can organize forums or open discussions involving political parties to discuss important issues and get varied views.

By taking a holistic approach, companies can not only increase their presence in the decision-making process, but also strengthen their position in a competitive industry. Through transparent, proactive and inclusive communication, companies can forge mutually beneficial partnerships with political parties, which will contribute to the long-term success of the company.

CONCLUSION

Based on the analysis in this study, it can be concluded that the implementation of an efficient communication strategy is crucial to improve cooperation in the manufacturing sector in Tangerang City. Good communication can strengthen cooperation between parties, overcome challenges, and maximize available opportunities, thus contributing to effective productivity improvements. The development of an appropriate communication strategy, supported by technology and media, is a vital element in achieving the success and sustainability of the manufacturing sector in the region. Thus, the implementation of an optimal communication strategy has the potential to create balanced collaboration and improve the overall competitiveness of the industry.

suggestions

First, Manufacturing companies in Tangerang City are recommended to further strengthen and develop communication strategies that are responsive and flexible to changes in technology and the market so that cooperation can take place more effectively. This is essential to ensure that communication can reduce various obstacles and take advantage of existing opportunities. Second, a training program and skills development in business communication are needed for managers and employees, so that they can manage communication efficiently and effectively when building productive cooperation. This will help overcome obstacles that may arise both from within and outside the organization. Third, Companies are also advised to maximize the use of modern communication media and technology so that communication can reach wider and more effectively, so that cooperation can be better established and productivity increases. The use of information technology and digital platforms is very important in the current era of globalization. Fourth, related agencies in Tangerang City need to provide support and facilitate training and development of communication strategies for the manufacturing industry so that they can compete competitively and increase productivity. Cooperation between the government and the industrial sector is needed to support the successful implementation of this strategy. Finally, further research is recommended to evaluate the effectiveness of the communication strategy implemented and investigate other factors that influence cooperation and productivity in the manufacturing industry specifically.

By implementing these recommendations, it is hoped that the manufacturing industry in Tangerang City can strengthen cooperation networks, increase productivity levels, and compete more effectively both at the national and global levels.

Research Implications

Based on various sources in this report, the research implications on communication strategies in the manufacturing industry in Tangerang include several important aspects. First, the implementation of effective communication strategies can strengthen cooperative relationships between internal and external parties of the company, which ultimately increases productivity and business sustainability. By utilizing technological developments and mass media, companies are able to overcome communication barriers and create an environment conducive to harmonious collaboration. Second, the development of communication competencies for managers and employees is crucial to ensure that the messages conveyed can be well understood and can inspire active participation from all related parties. This is important considering the importance of communication in decision making, coordination, and effective conflict resolution. Third, this study emphasizes the need for ongoing and adaptive collaboration with various parties, including suppliers and customers, in order to face the challenges of global competition and increase the competitiveness of the regional manufacturing industry.

Overall, the implications of this study encourage companies to further strengthen their communication capacity through training, utilization of technology, and development of adaptive strategies in order to strengthen cooperation and increase productivity sustainably.

REFERENCES

Apriliani meidiana. (2023). *Kenali Industri Manufaktur: 7 Contoh dan Perkembangannya*. employers.glints.com. https://employers.glints.com/id-id/blog/industri-manufaktur/

Fatyandri, A. N., & Nurhidayati, M. (2023). Hubungan antara Manajemen Konflik dan Kinerja Organisasi melalui Negosiasi pada Industri Manufaktur. *ULIL ALBAB: Jurnal Ilmiah Multidisiplin*, *2*(2), 534–540.

Gah, M. Z., Liliwery, A., & Adang Djaha, A. S. (2021). Implementasi Komunikasi Pelaksanaan Program BUMDES di Desa Pantae Kecamatan Biboki Selatan Kabupaten Timor Tengah Utara. *Jurnal EBI*, *3*(1), 1–8. https://doi.org/10.52061/ebi.v3i1.28

Gradianto Rheza Aditya. (2022). *Manfaat Kerja Sama dalam Tim, Meningkatkan Produktivitas Bersama*. www.bola.com. https://www.bola.com/ragam/read/5046162/manfaat-kerja-sama-dalam-tim-meningkatkan-produktivitas-bersama

Karunia, V. (2021). *7 Unsur Komunikasi beserta Penjelasannya*. kompas.com. https://www.kompas.com/skola/read/2021/12/31/090000269/7-unsur-komunikasi-beserta-penjelasannya

Misnan, M., & Barizki, R. N. N. (2021). Strategi Komunikasi Bisnis Hipmikindo Dalam Mensinergikan Sumberdaya Akademisi Dan Pelaku Umkm. *WACANA: Jurnal Ilmiah Ilmu Komunikasi*, *20*(2), 226–241. https://doi.org/10.32509/wacana.v20i2.1722

Natalia. (2020). *Arti Produktivitas: Pengertian Menurut Ahli dan Cara Menghitungnya*. Accurate. https://accurate.id/bisnis-ukm/arti-produktivitas/

Ragam, I. (2023). *Proses Komunikasi Bisnis beserta Tujuan dan Contohnya*. kumparan.com. https://kumparan.com/ragam-info/proses-komunikasi-bisnis-beserta-tujuan-dan-contohnya-21p7IdmaqdQ/full

Rahman, D., Rizal, S., & Yunus, M. (2023). Strategi komunikasi bisnis dalam upaya meningkatkan minat. *Jurnal Komunikasi*, *16*(1), 1–14. http://journal.unifa.ac.id/index.php/jku/article/view/476%0Ahttp://journal.unifa.ac.id/index.php/jku/article/download/476/338

rosa nikita. (2021). *Apa yang Dimaksud Kerja Sama? Ini Pengertian, Tujuan, dan Bentuknya Baca artikel detikedu, "Apa yang Dimaksud Kerja Sama? Ini Pengertian, Tujuan, dan Bentuknya" selengkapnya https://www.detik.com/edu/detikpedia/d-5867133/apa-yang-dimaksud-kerja-sama-ini-p*. detik.com. https://www.detik.com/edu/detikpedia/d-5867133/apa-yang-dimaksud-kerja-sama-ini-pengertian-tujuan-dan-bentuknya

Shield on service, T. (2025). *10 Strategi Komunikasi Efektif yang Harus Diterapkan di Kantor*. sos.co.id. https://www.sos.co.id/id/news/10-effective-communication-strategies-to-implement-in-the-office

Sholikhah, L. M. (2021). Analisis Strategi Komunikasi Pemasaran Berbasis Media Sosial Lini Bisnis Ternak Mart Pada Startup Ternaknesia Di Masa Pandemi Covid-19. *Commercium*, *4*, 132–145. https://ejournal.unesa.ac.id/index.php/Commercium/article/view/41803/35965

vitasek kate. (2022). *Mengapa Kolaborasi Menghasilkan Peningkatan Produktivitas*. www-forbes-com. https://www-forbes-com.translate.goog/sites/katevitasek/2022/03/08/why-collaboration-yields-improved-productivity-and-the-science-behind-it/?_x_tr_sl=en&_x_tr_tl=id&_x_tr_hl=id&_x_tr_pto=rq&_x_tr_hist=true

Wahyudi, A., & dkk. (2023). Keterampilan yang Dimiliki oleh Tenaga Kerja dengan Tuntutan Teknologi. *Jurnal Bintang Manajemen (JUBIMA)* , *1*(4), 99–111.