

Organizational experience, social media utilization, and interpersonal communication among members of Student Press Institute at UNS

Mia Puspita Normawati*

Office Administration Education, Sebelas Maret University, Surakarta, Indonesia

Email: miapuspita@student.uns.ac.id

Abstrak

Komunikasi dalam organisasi membutuhkan pemahaman dari setiap individu dengan tujuan yang jelas dan pemilihan kosa kata yang benar dari pemberi pesan kepada penerima pesan agar tidak terjadi kesalahpahaman. Penelitian ini bertujuan untuk mengetahui (1) pengaruh pengalaman organisasi terhadap komunikasi interpersonal, (2) pengaruh penggunaan media sosial WhatsApp terhadap komunikasi interpersonal, dan (3) pengaruh pengalaman organisasi dan penggunaan media sosial secara bersama-sama terhadap komunikasi interpersonal. Penelitian ini menggunakan pendekatan kuantitatif dengan survey explanatory. Sampel yang digunakan yaitu 98 anggota aktif organisasi Lembaga Pers Mahasiswa (LPM) UNS tahun 2024 dengan metode simple random sampling dan menggunakan teknik analisis data regresi linier berganda. Pengumpulan data dilakukan dengan kuesioner penelitian. Hasil penelitian menunjukkan: (1) terdapat pengaruh positif signifikan antara pengalaman organisasi terhadap komunikasi interpersonal ($t_{hitung} 9,93 > 1,66 t_{tabel}$); (2) terdapat pengaruh positif signifikan antara penggunaan media sosial WhatsApp terhadap komunikasi interpersonal ($t_{hitung} 3,89 > 1,66 t_{tabel}$); (3) terdapat pengaruh positif signifikan antara pengalaman organisasi dan penggunaan media sosial secara bersama-sama terhadap komunikasi interpersonal ($f_{hitung} 73,95 > 3,94 f_{tabel}$). Hal ini menunjukkan bahwa mahasiswa yang aktif mengikuti organisasi akan memiliki pengalaman berorganisasi dan pengalaman penggunaan media sosial dalam organisasi yang kemudian membantu meningkatkan kemampuan komunikasi interpersonal mahasiswa.

Kata kunci : aktivitas organisasi; interaksi sosial; komunikasi mahasiswa, sosial media

* Corresponding author

Citation in APA style: Normawati, M. P. (2025). Organizational experience, social media utilization, and interpersonal communication among members of Student Press Institute at UNS. *Jurnal Informasi dan Komunikasi Administrasi Perkantoran*, 9(3), 231-239.
<https://dx.doi.org/10.20961/jikap.v9i3.101010>

Abstract

Communication within organizations requires each individual to have a clear understanding of the objectives, along with the use of appropriate vocabulary by the message sender to avoid misunderstandings with the recipient. This study aims to examine (1) the influence of organizational experience on interpersonal communication, (2) the effect of WhatsApp social media utilization on interpersonal communication, and (3) the combined effect of organizational experience and the social media utilization on interpersonal communication. This research employs a quantitative approach with an explanatory survey method. The sample consists of 98 active members of the Student Press Institute at Universitas Sebelas Maret in 2024, selected using simple random sampling. Data were collected through a research questionnaire and analyzed using multiple linear regression techniques. The results showed that: (1) there is a significant positive influence between organizational experience on interpersonal communication ($t_{\text{count}} 9,93 > 1,66 t_{\text{table}}$); (2) WhatsApp social media utilization had a significant positive influence on interpersonal communication ($t_{\text{count}} 3,89 > 1,66 t_{\text{table}}$); (3) organizational experience and social media utilization jointly had a significant positive influence on interpersonal communication ($F_{\text{count}} 73,95 > 3,94 F_{\text{table}}$). These results suggest that students who are actively involved in organizations tend to gain both organizational and social media experience, which in turn enhances their interpersonal communication skills.

Keywords: organizational involvement; social interaction; social media; student communication

Received April 10, 2025; Revised April 11, 2025; Accepted May 05, 2025;
Published Online May 02, 2025

<https://dx.doi.org/10.20961/jikap.v9i3.101010>

Introduction

Communication is the delivery of information or ideas directly or indirectly from the message giver to the message receiver (Yuliana & Rahadi, 2021). In the communication process, it requires an understanding from each individual whose content is adjusted to a clear purpose and the correct selection of vocabulary from the messenger or communicator. In every activity that occurs in society, it always uses a variety of communication. One of the most frequently used is interpersonal communication. Interpersonal communication is a communication process involving at least two people directly characterized by a reaction or response to each other (Rashuan et al., 2020). In interpersonal communication, message delivery is not only done through words, but also involves body language, facial expressions, voice intonation, and other nonverbal communication elements (Kartini et al., 2024). Components in interpersonal communication include the messenger or communicator, the recipient of the message or communicant, the message conveyed, the media or channel, and the effects that occur to the communicant after receiving the message (Harahap & Kurniawati, 2018). In the research of Wicaksana et al. (2023) there are findings of the main indicators in interpersonal communication, namely openness between communicants and communicators, empathy, mutual support, giving a positive feeling, and applying equality in communication.

In higher education institutions, student organizations are one of the suggestions that have an important role in developing student's soft skills and interpersonal competencies, especially in terms of communication. Student participation in student organizations not only provides

opportunities to expand networks, but also develops critical thinking skills, learn leadership, and interpersonal communication. One of the student organizations is campus journalism under the auspices of the Student Press Institute. The Student Press Institute (LPM) is a press organization whose role is to disseminate information to the public and specifically focuses on providing information related to the campus and all activities that take place on campus (Prasetya, 2021). The student press is a student-run press, despite the intervention of the campus bureaucracy. The requirements and functions of the student press lie in the student nature which is reflected in the editorial field. By becoming a member of a student organization, it provides organizational experience to students. Organizational experience can foster improvement in communication skills, teamwork, leadership, adding relationships, and conflict management (Praja et al., 2023). The Kentingan UNS Student Press Institute (LPM) holds a new member registration every year and once accepted as a member of the organization can last up to three years after the year. Every year there is always miscommunication from new members and members who have only joined for one year during the preparation of the organization's work program. For example, obstacles such as not daring to express opinions during forums, not daring to conduct interviews during coverage, not understanding how to contact other parties to work together, and so on. If left unchecked, this can interfere with the continuity of other organizational work programs.

In the continuity of communication, there are various types of media or channels used. One of them is social media. According to Yulvia et al. (2021) social media is a platform on the internet that allows users to present themselves online, interact, collaborate, share, and communicate with other users virtually. In today's digital era, social media is an important part of everyday life, including in the student organization environment. Social media utilization among students has become a significant trend, where platforms such as WhatsApp and Instagram are used not only as a means of communication, but also to build branding, disseminate information, and coordinate between members. The advantages of social media compared to conventional media are simplicity in use, easy to build relationships, global reach, and measurability (Rahman, 2017). The presence of social media has changed the way of interacting and communicating in organizations, where communication is not only in face-to-face meetings, but has expanded to digital spaces that allow faster and more efficient interaction. Research conducted by Rakhmaniar (2024) proves that frequent social media utilization can improve interpersonal communication skills and have a positive effect.

One example of poor communication in the organization is when there is a miscommunication, it is not immediately discussed with the party responsible for handling in the organization. This poor communication often results in the preparation of activities that are not in accordance with the plan and even delays the implementation of activities. It is not uncommon for activities to change their implementation from the original plan due to poor communication. This often happens when LPM Kentingan goes through the preparation period of the work program. For example, the preparation of the annual magazine publication which consists of two large teams, namely the contributor or writer team and the launching committee team. The results of research conducted by Laviyona & Yuliana (2023) show that online communication via WhatsApp carried out in organizations is considered less effective for coordinating between members. Because when something is written wrong, it will cause misunderstanding or misinterpretation which in turn causes miscommunication. According to Manurung & Yuliana (2024) miscommunication in organizations can lead to a series of adverse events such as misunderstandings, affecting relationships between individuals as well as team performance and overall organizational efficiency to major conflicts that affect productivity and damage to organizational reputation.

Based on the description above, the researcher wants to conduct research with the aim of knowing (1) the effect of organizational experience on interpersonal communication, (2) the effect of social media utilization on interpersonal communication, and (3) the effect of organizational experience and social media utilization together on interpersonal communication among member of Student Press Institute (LPM) Kentingan at the UNS.

Research Methods

This study uses an explanatory survey research method. An explanatory survey is a technique used to determine or predict the cause-and-effect relationship between variables (Sari et al., 2022). The analysis of explanatory survey research methods uses a quantitative approach through a cause-and-effect causal relationship with simple correlation analysis techniques to test the magnitude of the correlation effect between variables (Sari et al., 2022). This method is used with the aim of explaining the reciprocal relationship and testing the influence of the independent variable on the dependent variable. This research was conducted on members of the Kentingan Student Press Institute (LPM) organization, Sebelas Maret University, active period 2024, which became the research population of 134 people based on the Decree of the UNS Rector Decree in 2024. The number of samples was determined using the Slovin formula with an error rate of 5% resulting in $N = 98$ people. The sampling technique used in this study was simple random sampling and the data collection technique used a closed questionnaire with a Likert scale of 4, namely "Strongly Disagree", "Disagree", "Agree", and "Strongly Agree"

The research instrument used is a new development instrument based on the theory of several previous researchers. Examples of questionnaire items for the interpersonal communication variable (Y) include "I am able to convey my ideas at LPM Kentingan." And "I am able to listen to other people's opinions when discussing with members of LPM Kentingan". And "I am able to listen to other people's opinions when discussing with LPM Kentingan members". Examples of questionnaire items for the organizational experience variable (X_1) are "I am often involved in journalistic activities at LPM Kentingan." An example of a questionnaire item for the WhatsApp social media usage variable (X_2) is "I feel comfortable communicating using the WhatsApp application". The total instrument items amounted to 20 statements distributed using Google forms.

Researchers conducted a trial of the research instrument on 31 respondents who were then tested for validity and reliability. The validity test is seen from Correlations with the results of Sig. (2-tailed) less than 0.05. While the reliability test uses the Cronbach's Alpha formula and is said to be reliable if the results are more than 0.60. The research instrument was then distributed to 98 respondents. The data that has been collected is tested prerequisite analysis using normality test, linearity test, and multicollinearity test. Meanwhile, to test the hypothesis, multiple linear regression analysis of the equation model $Y = b_0 + b_1x_1 + b_2x_2$, t test, f test, and coefficient of determination test with the help of SPSS. The variables in this study are Organizational Experience (X_1) and Social Media Utilization (X_2) as independent variables and Interpersonal Communication (Y) as the dependent variable.

Data collection was carried out using Google Forms containing statements according to the research variables. Respondents will be asked to fill in their identity and fill out the questionnaire in accordance with the instructions listed. The identity of the respondent and the answers that have been given will be kept confidential and will only be used in this study. The length of time for collecting this data is one week until it meets the required sample size.

Result and Discussion

Research results

The instrument validity test resulted in 9 valid statements of interpersonal communication variables, 5 valid statements of organizational experience variables, and 6 valid statements of WhatsApp social media usage variables. Reliability tests using Cronbach's Alpha with the help of SPSS for 5% significance get the following results in the Table 1.

The reliability test results show that all statements on each variable are reliable or can be research measuring tool. The normality test conducted using the Kolmogorov Smirnov Test shows a Sig value. (2 tailed) of 0.200. These results indicate that the significance value is > 0.05 so that the data is normally distributed. Linearity test using Test for Linearity by looking at the Linearity significance value < 0.05 and the Deviation from Linearity significance value > 0.05 . Linearity test gets the following results in the Table 2.

Table1*Instrument Reliability Test Results*

Variables	Significance
Interpersonal Communication (Y)	0,80
Organizational Experience (X ₁)	0,75
Social Media Utilization (X ₂)	0,76

Table 2*Linearity Test Results*

Variables	Linearity	Deviation from Linearity
Interpersonal Communication (Y)	0,00	0,152
* Organizational Experience (X ₁)		
Interpersonal Communication (Y)	0,00	0,494
* Social Media Utilization (X ₂)		

The linearity test results show that the Linearity and Deviation from Linearity values for each variable have met the test requirements. So, it can be concluded that there is a significant linear relationship between the independent variable and the dependent variable. Multicollinearity testing on the research data shows the VIF value for the relationship between the independent variables is <10 ($X_1 = 1.08$ $X_2 = 1.08$) with a tolerance value of more than 0.1 ($X_1 = 0.919$ $X_2 = 0.919$). Therefore, this indicates that there is no multicollinearity in the regression model.

The results of the multicollinearity test that have been carried out show the tolerance value of each independent variable is 0.919 and the VIF value of each independent variable is 1.08. From these results it can be said that there is no multicollinearity between the independent variables in the regression model. The t test results by looking at the coefficients table show the following results in the Table 3:

Table 3*Result of the t-test*

Variables	t	Sig
Organizational Experience (X ₁)	9,93	0,000
Social Media Utilization (X ₂)	3,89	0,000

The $t_{(table)}$ value for $N = 98$ with a significance level of 0.05 is 1.66. Based on the table of t test results that have been carried out, it can be concluded that all independent variables have a significant effect on the dependent variable. Then to determine the effect of all independent variables together on the dependent variable, an f test was conducted with the results of $F = 73.95$ with a significance of 0.000. The $f_{(table)}$ value for $N = 98$ with a significance of 0.05 is 3.94. Based on the results of the f test that has been carried out, it can be concluded that the independent variables together have a significant positive effect on the dependent variable. The amount of influence can be measured using the determination test or r square, which is 60%.

Multiple linear regression test is performed to determine how much influence the independent variable has on the dependent variable through the formula $Y = b_0 + b_1x_1 + b_2x_2$, namely $Y = 3.58 + 1.08x_1 + 0.42x_2$. Based on this formula, it can be said that there is an increase or decrease of 1.08 for the variable (X₁) and 0.42 for the variable (X₂).

Discussion

Based on the results of the t test for the Organizational Experience variable (X₁) on the Interpersonal Communication variable with a significance level of 5%, it is obtained $t_{(count)} (9.93) > t_{(table)} (1.66)$ with a significance result <0.05 , namely 0.00, indicating a significant positive effect of the effect of organizational experience on interpersonal communication. The statement "I was given free space to express my opinion at LPM Kentingan." shows that when members of the organization are given free space to express their opinions, it can be one way to train the interpersonal

communication of each individual. This is in line with research conducted by Suranto & Rusdianti (2018) who concluded in their research that organizational experience can shape students' soft skills, one of which helps improve interpersonal communication skills. The more often organizational members are given space to express their opinions, the more interpersonal communication skills they will have. Meanwhile, the statement "I feel that the journalistic training provided has an impact on my abilities." shows that the training provided by the organization to its members. Indicates that the training provided by the organization to its members has proven to help increase the accountability of each member. Accountability reflects the extent to which a person's performance is in accordance with the external measures of the organization (Azizah et al., 2019). Organizational experience can improve communication skills, teamwork, leadership, adding relationships, and conflict management (Praja et al., 2023). This is also in accordance with research conducted by Sumantika & Susanti (2021) that the training provided by the organization, in addition to increasing abilities, also increases understanding of the importance of developing soft skills and hard skills for each individual.

The results of the t test for the variable and the variable Social Media Utilization (X_2) on the Interpersonal Communication variable (Y) with a significance level of 5% obtained $t_{(count)}$ (3.89) $> t_{(table)}$ (1.66) with a significance result <0.05 , namely 0.00, indicating a significant positive effect of the effect of using WhatsApp social media on interpersonal communication. In the statement "Communication using WhatsApp helps facilitate coordination between members of LPM Kentingan". This is in accordance with the theoretical findings of Kartini et al. (2024) on the relationship between social media and interpersonal communication, namely media adaptation theory and social exchange theory. In media adaptation theory, individuals and communities adapt to the presence of new media that changes the way of communicating faster. Meanwhile, in social exchange theory, it explains that individuals exchange information and interact through social media, in this case, WhatsApp. Then in the statement "The use of WhatsApp as a communication media at LPM Kentingan helps in delivering information effectively." shows that the existence of WhatsApp can help deliver information and communicate between members of the organization effectively. This is in line with research conducted by Hidayat & Lubis (2019) that the use of WhatsApp has a significant effect on the delivery of information in an agency or organization, especially when there are no communication barriers in the physical environment and time dimension.

The results of the f test that have been carried out on the independent variables on the dependent variable with a significance value of 5% and the number of independent variables as many as two obtained $f_{(table)}$ of 3.94 obtained a result of 73.95 with a significance of 0.00 which means that $f_{(count)} > f_{(table)}$, it can be said that there is an influence between the organizational experience variable (X_1) and the variable social media utilization (X_2) together on the interpersonal communication variable (Y). Based on the results of the coefficient of determination (r square) test that has been carried out by researchers, the R square value is 0.609 and the Adjusted R Square value is 0.601. This means that organizational experience and social media utilization together contribute to interpersonal communication by 60%, while the other 40% is influenced by other variables not examined in this study. The statement "I am able to listen to other people's opinions when discussing with members of LPM Kentingan" indicates that joining and becoming a member of the organization can train the ability to hear other people's opinions when discussing, whether they agree or disagree. In line with research conducted by Manurung & Yuliana (2024) concluded that to be able to build and maintain strong relationships with others, must have good listening skills in interpersonal communication to avoid miscommunication. Then this is reinforced by the statement "I feel more confident communicating with LPM Kentingan members after joining as a member for one year" which shows that the length of time that has been passed when becoming a member of the organization affects members' confidence in communicating. This is in accordance with the results of research by Aulia et al. (2023) which states that the most improvement experienced by respondents after joining the organization is in the form of increased communication in the form of openness that encourages students to communicate. In the statement "Communication using WhatsApp helps facilitate coordination between members of LPM Kentingan." shows the great benefits of WhatsApp which is used to facilitate coordination between members when carrying out

activities or work programs in the organization. In line with Erlinawati & Sinduwiatmo (2024) 's research which concluded that WhatsApp as a communication medium can help interpersonal communication get more reciprocity quickly and make a person connect with one another, build solidarity through good interpersonal interactions, and fulfill any activity so that social needs are met even though it is virtual.

Based on the results of the multiple linear regression equation using the formula $Y = b_0 + b_1x_1 + b_2x_2$, the formula $Y = 3.58 + 1.08x_1 + 0.42x_2$ is obtained. The constant value of 3.58 means that if the Organizational Experience (X_1) and Social Media Utilization (X_2) are at 0, then Interpersonal Communication (Y) will be at 3.58. Based on this formula, it can be said that there is an increase or decrease of 1.08 for (X_1) and 0.42 for (X_2). The regression coefficient value is positive, meaning that the effect of organizational experience and social media use is positive on interpersonal communication, so that if the organizational experience variable and social media utilization are increased, the interpersonal communication variable will also increase. This shows that the higher the organizational experience and social media utilization, the higher the interpersonal communication skills.

Conclusion

Based on the research and test results that have been carried out, it can be concluded that there is a positive and significant influence between organizational experience and interpersonal communication skills of members of the LPM Kentingan UNS student organization for the active period of 2024. This is evidenced by the results of the t test with a significance level of 0.05, namely obtained $t_{(count)} (9.93) > t_{(table)} (1.66)$. This shows that the more often members participate in organizational activities, the better their interpersonal communication skills. There is a positive and significant influence between social media utilization, namely the WhatsApp utilization on interpersonal communication of members of the LPM Kentingan UNS student organization for the active period of 2024. This is evidenced by the results of the t test with a significance level of 0.05, namely obtained $t_{(count)} (3.89) > t_{(table)} (1.66)$. There is a positive and significant influence between organizational experience and WhatsApp social media utilization together on interpersonal communication of members of the LPM Kentingan UNS student organization for the active period of 2024. This is based on the f test that has been carried out by researchers for $N = 98$ with a significance value of 5% and the number of independent variables as many as two obtained $f_{(table)}$ of 3.94 obtained a result of 73.95 which means $f_{(count)} > f_{(table)}$. The magnitude of the influence of the independent variable on the dependent variable is 60% obtained from the determination test. The regression equation of the influence of the independent variables on the dependent variable is $Y = 3.58 + 1.08x_1 + 0.42x_2$. This shows that, the more organizational experience and social media utilization in this case WhatsApp a person has, the higher the interpersonal communication skills that are mastered. The more frequent participation in organizational activities and the more frequent use of WhatsApp social media for organizational activities can improve interpersonal communication skills.

The theoretical implications of the findings of this study require mutual trust and respect between communicants and communicators so that interpersonal communication can run smoothly. This strengthens the theory of interpersonal communication indicators Wicaksana et al. (2023) about the main indicators of interpersonal communication, it is necessary to have openness between communicants and communicators, empathy, mutual support, giving a positive feeling, and applying equality in communication. In addition, this study also strengthens the results of research conducted by Manurung & Yuliana (2024) which concluded that to be able to build and maintain strong relationships with others, good listening skills are needed. The practical implications of this research can be a reference in the development of communication training programs for student organizations, especially student organizations located at Sebelas Maret University.

For future research, further research is needed in determining more specific indicators of organizational experience. The results of this study can be developed by future researchers to improve or refine this research as well as examine and examine other variables that may be related to interpersonal communication of student organization members.

References

- Aulia, F., Dwianggraeni, P. R., & Ishak, A. R. (2023). Peran organisasi mahasiswa dalam meningkatkan kemampuan komunikasi interpersonal yang efektif. *Jurnal Mahasiswa Komunikasi Cantrik*, 3(2), 141–150. <https://doi.org/10.20885/cantrik.vol3.iss2.art5>
- Azizah, N., Santoso, S., & Sumaryati, S. (2019). Pengaruh persepsi magang dunia usaha/dunia industri dan pengalaman organisasi terhadap kesiapan kerja mahasiswa. *Tata Arta" UNS*, 5(1), 95–106.
- Erlinawati, E., & Sinduwiatmo, K. (2024). Peran WhatsApp dalam komunikasi interpersonal remaja desa Soki. *Journal of Technology and System Information*, 1(3), 13. <https://doi.org/10.47134/jtsi.v1i3.2515>
- Harahap, H., & Kurniawati, D. (2018). Whatsapp sebagai media strategi komunikasi ustadzah dalam menyampaikan dakwah. *DiMCC Conference Proceeding*, 1, 141.
- Hidayat, S., & Lubis, M. S. I. (2019). Pengaruh aplikasi WhatsApp terhadap penyebaran informasi kepada pegawai dinas pekerjaan umum kecamatan Medan kota. *Jurnal Network Media*, 2(2), 74–113.
- Kartini, K., Damayanti, E., Ananda, N., Zharifa, S., Nabila, N., Zuraida, L., & Mansyur, H. (2024). Memahami dampak media sosial terhadap komunikasi interpersonal: Pendekatan teori komunikasi. *Da'watuna: Journal of Communication and Islamic Broadcasting*, 4(1), 52–59. <https://doi.org/10.47467/dawatuna.v4i1.1423>
- Laviyona, B. R., & Yuliana, N. (2023). Hambatan komunikasi organisasi lembaga pers mahasiswa dalam pengkaderan periode 2021–2022. *Jurnal Multidisiplin Ilmu Sosial*, 2(6), 31–40.
- Manurung, K., & Yuliana, N. (2024). Komunikasi interpersonal: Misskomunikasi dalam organisasi. *Sindoro Cendikia Pendidikan*, 5(3), 1–10.
- Praja, P. N. L. S., Wiradendi, C., & Adha, M. A. (2023). Pengaruh praktik kerja lapangan (magang) dan pengalaman organisasi kemahasiswaan terhadap pengembangan soft skill mahasiswa fe unj angkatan 2019. *Jurnal Pendidikan: SEROJA*, 2(3), 1–10. <http://jurnal.anfa.co.id/index.php/seroja/article/view/767/752>
- Prasetya, A. (2021). Komunikasi pemasaran iklan di produk cetak dan produk online lembaga pers mahasiswa Dinamika UIN Sumut. *Ilmu Komunikasi*, 17(2), 31–41.
- Rahman, J. (2017). Pengaruh media sosial bagi proses belajar siswa. *Sub Bagian Informasi Dan Humas Banjarmasin Kalimantan Selatan*, 123(10), 2176–2181. <https://cursa.ihmc.us/rid=1R440PDZR-13G3T80-2W50/4.%20Pautas-para-evaluar-Estilos-de-Aprendizajes.pdf>
- Rakhmaniar, A. (2024). Pengaruh media sosial terhadap keterampilan komunikasi interpersonal pada remaja kota Bandung. *Jurnal Komunikasi Interpersonal*, 2(1), 239–249. <https://doi.org/10.24167/jik.v1i4.244>
- Rashuan, H., Sawiji, H., & Susantiningrum. (2020). Pengaruh gaya kepemimpinan dan komunikasi interpersonal terhadap kinerja karyawan FKIP UNS. *Jurnal Informasi Dan Komunikasi Administrasi Perkantoran*, 1(2), 1–10.
- Sari, M., Rachman, H., Juli Astuti, N., Win Afgani, M., & Abdullah Siroj, R. (2022). Explanatory survey dalam metode penelitian deskriptif kuantitatif. *Jurnal Pendidikan Sains Dan Komputer*, 3(01), 10–16. <https://doi.org/10.47709/jpsk.v3i01.1953>
- Sumantika, A., & Susanti, E. (2021). Peningkatan hard skills dan soft skills pada lingkup organisasi. *Jurnal Abdidas*, 2(6), 1449–1455. <https://doi.org/10.31004/abdidas.v2i6.507>
- Suranto, S., & Rusdianti, F. (2018). Pengalaman berorganisasi dalam membentuk soft skill mahasiswa. *Jurnal Pendidikan Ilmu Sosial*, 28(1), 58–65.
- Wicaksana, A. H., Rakhmad, W. N., & Lestari, S. B. (2023). Hambatan komunikasi dalam organisasi ikatan mahasiswa berprestasi Wonogiri. *Interaksi Online*, 11(4), 73–83.
- Yuliana, R., & Rahadi, D. R. (2021). Komunikasi interpersonal dalam meningkatkan motivasi karyawan di masa pandemi covid-19. *Magisma: Jurnal Ilmiah Ekonomi Dan Bisnis*, 9(1), 27–35. <https://doi.org/10.35829/magisma.v9i1.133>

Yulvia, T., Sawiji, H., & Ninghardjanti, P. (2021). Pengelolaan media sosial untuk mendukung aktivitas humas pemerintah kota Surakarta. *JIKAP (Jurnal Informasi Dan Komunikasi Administrasi Perkantoran)*, 4(4), 107. <https://doi.org/10.20961/jikap.v4i4.47803>