



Organizational Communication Strategy In Improving Production Team Performance (Study on the Rafa Television Community of UIN Raden Fatah Palembang)

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ABSTRACT

T This research is entitled "Organizational Communication Strategies in Improving Production Team Performance (Case Study on the Rafa Television Community of UIN Raden Fatah Palembang)" which aims to analyze how organizational communication strategies are applied in improving the performance of the production team and what are the organizational communication obstacles in improving the performance of the production team. The focus of the research is directed at internal, external, formal, and informal communication strategies carried out by the management and members of the Rafa Television Community. The theory used is Elton Mayo's theory of human relations which emphasizes that the success of an organization depends on satisfaction, motivation, and interaction between members. The research method used is descriptive qualitative with data collection techniques in the form of in-depth interviews, observations, and documentation. Data analysis is carried out through data reduction, data presentation, and conclusion drawn. The results of the study show that the organizational communication strategy in the Rafa Television Community is carried out through several steps, including regular meetings, clear division of jobdesks, production briefings, the use of digital media (WhatsApp, Google Meet), and informal communication outside production hours. These strategies are able to improve coordination, strengthen a sense of community, and motivate team members. However, this study also found obstacles in the form of limited human resources, miscommunication between members, and tight production schedules that have the potential to reduce communication effectiveness. The conclusion of this study is that consistent, adaptive, and participatory organizational communication strategies have been proven to be able to improve the performance of the production team, both in terms of output quality, timeliness, and cooperation between members. Thus, organizational communication not only serves as a means of conveying information, but also becomes an important factor in creating a collaborative and professional work culture in the campus broadcasting community.

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INTRODUCTION

In today's fast-paced digital age, organizations are required to not only have a strong vision, but also an effective communication strategy to move the team towards achieving common goals. The success of an organization or community in achieving its goals is largely determined by the effectiveness of communication, both internally and externally. In general, communication takes place through verbal or verbal means, which is when the message conveyed by the sender (communicator) can be understood well and equally by the recipient (communicator).

Communication in an organization is an essential element that can affect all aspects of operations, from day-to-day interactions to strategic decision-making. In the context of an organization, communication plays a role not only in conveying information, but also as a medium to build relationships, organize task coordination, and support the decision-making process (Tourish & Hargie, 2017).

Without communication, a The organization will not be able to function properly. Through communication, each member can understand each other's personalities. Therefore, communication has a very crucial role in the organization, both between management and members, members and administrators, and between fellow members. According to Robbins and Judge (2019), good organizational communication can increase team trust, strengthen collaboration, and minimize internal conflicts that can hinder the achievement of work goals. In a media production environment, synergistic teamwork is a must because the production process involves many technical and creative elements that must run in an integrated manner within strict time limits.

This also applies to community-based organizations, including the campus media community which is now transformed into an alternative learning space for students to hone practical skills, especially in the field of broadcasting. One of the communities that consistently carries out this role is the Rafa Televisi community, a campus television that operates under UIN Raden Fatah Palembang and is managed directly by the Faculty of Da'wah and Communication.

Rafa Television, as a campus television community that is a forum for developing students' interests and talents in the world of broadcasting. In practice, this community faces challenges in maintaining optimal production team performance. Differences in members' backgrounds, varying levels of experience, and community-based organizational dynamics become communication strategies implemented by management that have a direct impact on the effectiveness of the work team.

Based on the initial observations made by the researcher and the description of the research background above, the Rafa Television Community of UIN Raden Fatah Palembang has several problems that occur within the scope of the organization based on the results of the author's initial observations and several articles, including that the crew in the community has different backgrounds, limited human resources, frequent production strikes, there is a lack of communication between the producer and the crew, the program director of the division with the crew members and fellow crew members, delays in the editing process and so on. Thus, Rafa Televisi producers and other administrators must implement several communication strategies to improve the performance of the crew in the process of fulfilling and achieving the vision and mission of the community, both in the form of the right organizational communication strategy and other strategies.

Therefore, based on the previous explanation, the researcher felt the need to conduct more in-depth research related to the title "Organizational Communication Strategy in Improving the Performance of the Production Team (Study on the Rafa Television Community of UIN Raden Fatah Palembang)" is expected to improve the quality of organizational communication relations between management and crew Rafa Televisi which can ultimately strengthen and improve the performance of the Rafa Television community production team. With good community management, it is hoped that more effective cooperation, closer and stronger communication relationships, and improved production teams can also increase airplay on several platforms as a result of several strategies applied to the Rafa Television community.

RESEARCH METHODOLOGY

This study applies a qualitative descriptive method, with descriptive data in the form of words, pictures, and books. The results of the research are presented in the form of excerpts describing the content of the report. This data comes from notes or memos, interview transcripts, and other official documents. Using a qualitative approach, researchers can capture their understanding of subjects as well as their experiences in daily activities. The descriptive method was chosen mainly to describe the conditions that occurred during the study as well as to analyze the factors that influence the appearance of a symptom (Farhan, 2022).

RESULTS AND DISCUSSION

This chapter presents in depth the results of research that has been conducted on the Rafa Television Community of UIN Raden Fatah Palembang, which focuses on the study of organizational communication strategies in an effort to improve the performance of the production team. The results of this study are presented regularly by following the formulation of the problem that has been previously determined. The formulation of the problem includes two main aspects, namely first, how the organizational communication strategy applied by the Rafa Television Community in improving the performance of the production team, and second, the organizational communication obstacles that arise in the process of improving the performance of the production team in the Rafa Television community.

This research uses the perspective of the theory of human relations from Elton Mayo, which emphasizes that the effectiveness of work and performance of an organization is not only determined by technical factors or formal structures, but also by social relationships, motivation, communication, and

emotional involvement between team members. Elton Mayo's experiment confirmed that attention, recognition, and social interaction can increase group productivity and performance (Aryani, 2025).

In the context of in-depth interview data as well as observations and documentation on the Rafa Television Community of UIN Raden Fatah Palembang, the main assumption is that a well-designed organizational communication strategy is able to improve the performance of the production team. This strategy includes effective internal communication, the use of diverse communication media, and participatory two-way communication patterns. Thus, communication is not only to convey information, but also as a tool to create good cooperation, reduce miscommunication, strengthen coordination, and create a collaborative and familial work culture. This theory is applied to understand how communication patterns, interactions, and relationships between production team members contribute to improving production team performance.

The results of in-depth interviews, observations, and documentation support these assumptions. It was found that the implementation of regular briefings, group discussions, and open communication between leaders and team members was able to foster a sense of belonging, increase work morale, and improve productivity. However, there are also obstacles in the form of limited human resources, differences in perceptions, and lack of periodic evaluations that hinder the effectiveness of communication.

The theory that is a reference is also strengthened by the assumption of this study that organizational communication that is carried out consistently, adaptively, and participatory will have a direct impact on improving performance, both in terms of production quality, timeliness, and cooperation between team members (Suryani & Warmana, 2024).

Organizational Communication Strategy in Improving the Performance of the Rafa Television Community Production Team

Organizational communication strategy is an important element that maintains unity in an organization. Through communication strategies, members can achieve personal goals as well as organizational goals, respond to and implement changes, coordinate activities, and play a role in almost all relevant organizational actions. However, effective communication skills are not easy to achieve.

Organizational Communication Obstacles in Improving the Performance of Rafa Televisi's Production Team

Obstacles from the implementation of organizational communication strategies in improving the performance of the production team in the Rafa Television Community, there are several factors such as in terms of communication that often occurs miscommunication, limited Human Resources (crew members) and short production time or tight content deadlines causing briefings and coordination to be short and missed.

Based on the author's findings in the field, organizational communication barriers in improving the performance of the production team in the Rafa Television Community are caused by several main factors. First, there is miscommunication between team members that occurs due to lack of clarity of information and lack of effective message delivery during the production process. Second, limited human resources or the number of crew members that are not proportional to the workload cause the implementation of tasks to be less than optimal. Third, the tight production schedule and short deadline have an impact on the lack of time to conduct briefings and coordination, thus causing a communication gap in the team.

These obstacles show that the success of an organization's communication strategy is highly dependent on the effectiveness of internal communication, good time management, and the adequacy of human resources. Therefore, to improve the performance of the production team, the Rafa Television Community needs to conduct periodic evaluations of communication patterns, strengthen coordination between members, and organize a more structured workflow so that these obstacles can be minimized (Nasikhah et al., 2025).

CONCLUSION

Organizational Communication in the Rafa Television Community of UIN Raden Fatah Palembang implements various communication strategies to be able to improve the performance of its production team such as Internal Communication (regular meetings, open communication between coordinators and team members, equal jobdesk, briefing), Leadership Communication (participatory leadership, providing suggestions, motivation and appreciation), Educational Communication (carrying out learning classes), Evaluative Communication (post-production evaluation), and Informal Communication (creating an agenda outside of production hours). This strategy aims to improve the performance of the production team while also maintaining harmonious relationships and a comfortable work environment.

Organizational communication obstacles in improving the performance of the production team are greatly influenced by internal factors such as obstacles that occur due to lack of clarity of information conveyed, misunderstanding in the implementation of tasks (miscommunication), and limited human resources (HR). The right decisions, organizational communication strategies above in accordance with the needs of the crew, and continuous evaluation have proven to be effective in maintaining and improving the

performance of the Rafa Televisi community production team in overcoming the obstacles that occur.

Thus, organizational communication strategies that are carried out consistently and adaptively are able to encourage improvement in the performance of the production team, both in terms of content quality, timeliness of production completion and collaboration between members.

SUGGESTION

It is hoped that Rafa Televisi will continue to innovate and must strive to improve the performance of its production team, starting from strengthening coordination between members, improving technical skills through regular training, maintaining discipline with production schedules, to improving the communication system so that miscommunication does not occur, so that the quality of the shows produced can be better and more professional.

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