

TEAMWORK STRATEGIES IN BUILDING INTERPERSONAL RELATIONSHIPS AT THE MINISTRY OF RELIGION OF WEST ACEH

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Abstract

Teamwork is a crucial element in public service organizations as it is not only task-oriented but also plays a strategic role in building healthy interpersonal relationships among employees. The quality of interpersonal relationships, such as trust, empathy, and openness, greatly influences the effectiveness of communication and work coordination. This study aims to analyze the forms and strategies of teamwork implemented at the Ministry of Religious Affairs of West Aceh, examine its impact on the quality of interpersonal relationships among employees, and identify the supporting and inhibiting factors in its implementation. This research employed a descriptive qualitative approach, with data collected through interviews and documentation. Key informants included organizational leaders and structural officials. Data analysis was conducted using content analysis through data reduction, data display, and conclusion drawing stages. The findings indicate that teamwork is manifested through open and active leadership, continuous coordination mechanisms, collective accountability, and a work culture that emphasizes togetherness and mutual respect. The implementation of teamwork has a positive impact on interpersonal relationships by increasing communication intensity, strengthening mutual trust and empathy, and fostering emotional support and solidarity among employees. Supporting factors include effective communication, clear task distribution, and responsive leadership, while inhibiting factors arise from differences in personality, background, perceptions, and work pressure. This study concludes that teamwork plays a significant role in fostering harmonious interpersonal relationships and contributes to improving the quality of public services.

Keywords: teamwork, interpersonal relationships, public service, leadership, government organization

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INTRODUCTION

Teamwork is understood as a collaborative work process that is not only oriented toward task achievement, but also toward the development of healthy interpersonal relationships within an organization. Interpersonal relationships are reciprocal interactions characterized by trust, openness, empathy, and psychological connectedness among individuals (Devito, 2019). The quality of interpersonal relationships influences the effectiveness of communication and work coordination. Various studies show that effective teamwork is able to increase employee work engagement, motivation, and commitment, thereby strengthening sustainable working relationships and supporting the achievement of organizational goals (Zarlianty et al., 2025).

The need for teamwork is becoming increasingly pronounced in the public service sector, which requires cross-unit coordination and collective work. Bureaucratic complexity and demands for rapid service place interpersonal relationships as a key factor in the success of government organizations. Empirical evidence shows that weak cooperation and internal communication have a direct impact on service quality. A survey by the Ministry of Administrative and Bureaucratic Reform (KemenPAN-RB) in 2023 recorded that more than 60% of public service obstacles stem from a lack of coordination and communication among employees. This condition underscores that teamwork is not only a managerial necessity but also a relational necessity within the bureaucracy (Hutapeya, 2024).

This condition is also relevant to the implementation of duties at the Ministry of Religious Affairs of West Aceh, which requires continuous involvement and collaboration among service units. Teamwork is an essential element in supporting effective coordination and the execution of institutional tasks. In practice, differences in work styles and communication patterns are part of the collaborative process and require ongoing adjustment. Through strengthening interactions and creating spaces for dialogue among employees, harmonious and mutually understanding working relationships can be developed. These efforts contribute to improved work integration and the quality of services provided to the community.

A number of previous studies have investigated teamwork in relation to organizational performance and effectiveness. Tambunan et al. (2025) serta Hidayah & Nuvriasari (2024) These studies emphasize that teamwork has a significant influence on the performance and work engagement of public sector employees. However, the majority of these studies still position teamwork as an instrumental variable for productivity rather than as a strategy for fostering interpersonal relationships. Research that specifically explores how teamwork strategies build trust, empathy, and emotional closeness within religious-based governmental institutions remains very limited.

Based on these conditions, this study is important to address the research gap concerning the strategic role of teamwork in building interpersonal relationships at the Ministry of Religious Affairs of West Aceh. This study aims to identify the forms and strategies of teamwork implemented, analyze their influence on the quality of interpersonal relationships among employees, and reveal the supporting and inhibiting factors affecting their implementation. The findings are expected to provide a theoretical contribution to the development of teamwork studies in the religious-based government sector, as well as serve as a practical foundation for designing more harmonious and effective teamwork patterns.

METHOD

This study employs a descriptive qualitative approach aimed at analyzing teamwork strategies in building interpersonal relationships at the Ministry of Religious Affairs of West Aceh. This approach was chosen because it allows the researcher to gain an in-depth, holistic, and contextual understanding of the phenomenon based on the perspectives of the research subjects (Supandi, 2025). Through a qualitative approach, the researcher is able to explore meanings, interaction patterns, and the dynamics of teamwork that occur within the organizational environment in a real-world context. Data collection techniques include in-depth interviews and documentation studies. Primary data were obtained through interviews with the Head of the Subdivision as the key informant, as well as several employees directly involved in teamwork activities. Meanwhile, secondary data were derived from books, academic journals, and official documents relevant to the research focus. Data analysis was conducted using content analysis through the stages of data reduction, data display, and conclusion drawing, referring to the Miles and Huberman

model. Data validity was strengthened through source triangulation to ensure the consistency, credibility, and accuracy of the research findings.

RESULT

Teamwork Strategies

The term strategy originates from the Greek word *Stratēgos*, which was originally used to refer to a leader or military commander who had the authority to organize troops and determine the direction of warfare (Julia Mela, 2022). Strategy is understood as the ability to formulate plans and make appropriate decisions in order to win a battle. Along with the development of the times, the meaning of strategy has expanded and is no longer limited to the military field. Strategy is now interpreted as a long-term plan that is systematically designed and accompanied by directed actions to achieve specific goals, particularly those related to the effectiveness, success, and sustainability of an organization or activity.

Strategy can be defined as a set of tools, plans, or methods used to accomplish a task or achieve predetermined objectives. Hasriadi explains that the term strategy originally developed in a military context as a way of mobilizing all available forces to achieve victory in warfare (Hasriadi, 2022). However, over time, the concept of strategy has been adopted in various fields, such as education, management, and organizational studies. Strategy functions as a guide for action that helps individuals or groups determine priorities, manage resources, and anticipate various challenges that may arise during the process of achieving objectives.

Thus, strategy can be concluded as an effort or art of organizing steps, plans, and specific techniques in a planned and measurable manner to achieve the expected goals. The presence of strategy becomes a crucial element in every planning process because it provides clear direction for the implementation of activities. Without a well-formulated strategy, a program or activity is likely to run ineffectively and inefficiently. Therefore, strategy helps ensure that every action taken has a clear purpose, minimizes the risk of failure, and increases the likelihood of success through optimal and coordinated resource management.

The term teamwork is composed of two words, namely team and work. Team refers to a group of individuals consisting of two to approximately twenty people who possess thinking abilities and meet certain criteria. Within a team, alignment of understanding is required in order to create synergy in carrying out various activities. Meanwhile, work refers to a series of activities performed by each individual after a shared understanding has been established within the team. Thus, work is not merely individual in nature, but becomes part of an organized collective effort (Suharjo, Tabrani, 2022).

Teamwork is a very important aspect of an institution or organization. This is because there are various fields and tasks that cannot be accomplished by only one person. Every institution has specific goals that can only be achieved through cooperation among its internal components. Lukitasari's research explains that through teamwork, tasks and responsibilities can be distributed according to the skills and competencies of each employee. In addition, teamwork encourages leadership abilities and strengthens the collective spirit in achieving organizational goals. Solid teamwork has been proven to produce more optimal achievements (Lukitasari & Nugraha, 2023).

Teamwork or group work is a form of collaboration that emphasizes the complementary skills and roles among team members. Each individual does not work separately, but contributes according to their capacity to complete the tasks that have been mutually agreed upon. Zulna explains that effective teamwork is characterized by shared commitment, good communication, and an awareness of collective responsibility. Thus, teamwork enables tasks to be completed more efficiently and effectively, while also

creating a conducive and mutually supportive work environment in achieving common goals (Zulna, 2023).

Katzenbach & Smith, *The Wisdom of Teams* The steps for establishing teamwork represent an overview of the team-building process that encompasses the knowledge, skills, and behaviors required for a team to work effectively. The establishment of teamwork does not occur instantly, but rather through planned and continuous stages. These stages include:

1. Clear purpose means that every team member has a shared understanding of the direction and objectives to be achieved. Each individual knows their specific tasks and roles in supporting teamwork. For example, one member may be responsible as a timekeeper, while others act as motivators or technical implementers. Establishing clear goals helps the team work in a focused and coordinated manner. Well-defined objectives enhance the effectiveness of activity implementation because each member understands their contribution to the overall success of the team (Bantam et al., 2024).
2. Common commitment refers to the collective willingness of all team members to accept, support, and carry out the agreed-upon goals and values. Shared commitment is reflected in active involvement, loyalty, and the consistency of members in performing their responsibilities (Lubis et al., 2024). A high level of shared commitment has a significant influence on improving team performance and achieving organizational outcomes, as each member feels a sense of responsibility for collective success (Arifin, 2024).
3. Complementary skills refer to the ability of each individual within a team to optimize their respective expertise so that they can support one another. Differences in background, experience, and competence become strengths when they are managed effectively. Complementary skills encourage the development of effective social relationships, increase a sense of responsibility, and strengthen trust among team members (Irawan & Mukhlis, 2023).
4. Common approach in teamwork emphasizes mutual agreement on working methods, communication patterns, and coordination mechanisms among team members. A shared approach helps create structured interactions and minimizes misunderstandings in task implementation. Through a common approach, team members who previously interacted less become more connected and develop better mutual understanding. This encourages effective coordination and closer working relationships, enabling the team to work harmoniously and remain focused on achieving shared goals (Aris Kastori Frawarna et al., 2025).
5. Mutual Accountability is the collective responsibility of the team to account for their performance and actions to the authorities based on shared goals, clear division of roles, and mutually agreed work commitments. Through mutual accountability, members are not only responsible for their individual tasks, but also monitor, support, and ensure that the team's goals are achieved together (Jonner, 2024)

Interpersonal Relationships

Interpersonal relationships are a form of interaction involving two or more individuals who are interdependent with one another and are built through patterns of interaction that occur continuously (Nurrachmah, 2024). This relationship is not temporary, but develops in line with the intensity and quality of communication established between individuals. Effective interpersonal relationships play an important role in human life, whether in personal, social, or professional contexts. Through healthy interpersonal relationships, individuals can develop mutual understanding, build trust, and create harmonious cooperation. Therefore, the quality of interpersonal relationships often

becomes a determining factor in an individual's success in interacting and adapting within social and organizational environments.

The term interpersonal refers to a communication process that takes place directly between two or more individuals and is characterized by face-to-face interaction. Interpersonal communication allows for the exchange of messages both verbally and nonverbally, such as facial expressions, voice intonation, and body language. This process provides individuals with the opportunity to convey thoughts, feelings, and responses directly. Face-to-face interaction also enables rapid feedback, allowing messages to be understood more accurately (Shalma & Nisa, 2025).

Interpersonal relationships are one of the fundamental human needs, as reflected in individuals' dependence on the presence of others to support their survival (Ikhwanarropiq, 2022). Humans, as social beings, cannot live separately from their social environment; therefore, they require interaction with others to fulfill emotional, social, and professional needs. In the legal and administrative context, the definition of personal is also regulated in Law No. 34 of 2018, which states that personal refers to an individual who acts on their own behalf and is related to the verification of competence (Wulansari, 2024).

Coleman and Hammen explain that there are four models of interpersonal relationships that are grounded in theory. These four models provide a conceptual framework for understanding how relationships between individuals are formed, maintained, and developed. Each model emphasizes different aspects, ranging from the exchange of interests and social roles to personality dynamics and mutually influencing interaction systems. The following are the four models of interpersonal relationships:

1. Social exchange model views interpersonal relationships as an exchange process based on the principles of gains and losses. In this model, individuals engage in relationships with the expectation of obtaining certain benefits, whether material, emotional, or social in nature. Interpersonal relationships tend to be maintained when the exchange is perceived as fair and beneficial by both parties. Conversely, if one party feels disadvantaged, the relationship may experience tension or even come to an end.
2. Role model views interpersonal relationships as a process of performing individual roles in accordance with prevailing social norms, values, and expectations. In this context, each individual has a specific role to fulfill, such as a leader, subordinate, coworker, or family member. Interpersonal relationships develop harmoniously when each individual is able to perform their role well and in line with social expectations. Inconsistency or failure in fulfilling these roles may lead to conflict or tension within the relationship.
3. The Games People Play model views interpersonal relationships as interactions involving three ego states: Parent, Adult, and Child. The Parent state reflects values, norms, and rules internalized from the environment, while the Adult state is oriented toward rational, objective, and logical thinking. Meanwhile, the Child state relates to emotional aspects, spontaneity, creativity, and the expression of feelings. Healthy interpersonal relationships occur when individuals are able to balance these three ego states appropriately according to the situation and context of the interaction.
4. Interactional model views interpersonal relationships as a system consisting of interrelated and integrated subsystems. In this model, relationships are understood as dynamic processes that continuously undergo change. Interpersonal relationship systems tend to maintain balance or equilibrium, but will make adjustments when disturbances or conflicts occur. These adjustments are carried out through ongoing communication and interaction so that the relationship can return to a stable state (Dewi et al., 2024).

These four models of interpersonal relationships provide diverse perspectives for understanding the dynamics of relationships between individuals. Interpersonal relationships are ongoing relations that are built through interactions between communicators and communicants. These relationships are not processed solely at the cognitive level, but are also emotionally embedded within each party. The emotional experiences formed through repeated interactions influence the quality of the relationship, the level of trust, and the closeness between individuals (Beebe & Redmond, 2023).

DISCUSSION

Forms and Strategies of Teamwork at the Ministry of Religious Affairs of West Aceh

Teamwork is one of the essential elements in supporting organizational work effectiveness, particularly in building harmonious working relationships among employees. The implementation of teamwork at the Ministry of Religious Affairs of West Aceh is not only focused on achieving work targets, but is also directed toward strengthening interpersonal relationships in the work environment. In addition to clear objectives and shared commitment, the results of interviews with the Head of the Administrative Subdivision indicate that leadership plays an important role in directing and reinforcing teamwork practices at the Ministry of Religious Affairs of West Aceh. Leaders do not only function as decision makers, but also as drivers of teamwork. In daily practice, leaders actively provide guidance, facilitate communication, and encourage employees to be actively involved in completing tasks collectively. This open leadership style creates a conducive work atmosphere and fosters the development of solidarity among employees (Azhar, 2025).

The results of interviews with the Junior Expert Human Resources Analyst revealed that coordination mechanisms are an important part of teamwork strategy. Coordination is carried out through routine meetings, both at the leadership level and among divisions, to ensure that every employee understands their respective roles. In addition to formal coordination, informal communication—such as brief discussions during work activities—also helps strengthen teamwork. Through continuous coordination, potential misunderstandings can be minimized, and task implementation becomes more focused and efficient (Zulkarnaini, 2025).

The teamwork strategy at the Ministry of Religious Affairs of West Aceh is also reflected in efforts to build a sense of shared responsibility or collective accountability. Interview results indicate that each employee is not only responsible for individual tasks but also for the overall outcomes of team performance. Employees are accustomed to reminding one another and providing constructive feedback when there are shortcomings in task implementation. This pattern reflects a shared awareness that organizational success is the result of collective contributions rather than individual efforts alone (Furqan, 2025).

The implementation of teamwork is also supported by a work culture that emphasizes togetherness and mutual respect. Interview results show that employees tend to appreciate differences in opinions and backgrounds among their colleagues. These differences are not viewed as obstacles, but rather as sources of strength within the team. Such a work culture helps create a positive work climate and encourages employees to collaborate more optimally in achieving organizational goals (Zulkarnaini, 2025).

Based on the explanation above, the forms and strategies of teamwork at the Ministry of Religious Affairs of West Aceh include the role of active and open leadership in directing team collaboration, coordination mechanisms carried out both formally and informally, and the application of collective accountability in task implementation. Teamwork is also supported by a work culture that emphasizes togetherness, mutual respect, and the utilization of differences as team strengths. These strategies foster solid

and effective teamwork that is oriented not only toward achieving organizational goals, but also toward strengthening working relationships among employees.

The Influence of Teamwork on the Quality of Interpersonal Relationships among Employees of the Ministry of Religious Affairs of West Aceh

Good interpersonal relationships among employees are one of the indicators of a healthy and productive work environment. Teamwork plays a very important role in shaping and improving the quality of interpersonal relationships. The interview results indicate that through teamwork, employees become more accustomed to interacting openly and informally, both in formal and informal contexts. The interactions that develop are not only related to task completion, but also include more personal social relationships, such as understanding colleagues' personalities and work habits. This condition encourages the formation of closer and more harmonious interpersonal relationships in the workplace (Azhar, 2025).

The interview results also reveal that teamwork helps employees manage differences of opinion in a more mature and constructive manner. In teamwork, differing viewpoints often emerge; however, through communication and collective discussion, these differences can be resolved without leading to prolonged conflict. Employees learn to respect others' perspectives and seek mutually agreed-upon solutions. This process contributes to building healthy interpersonal relationships and reducing potential friction among employees. Teamwork provides employees with space to support one another emotionally in dealing with work-related pressures. Interview results show that employees feel more supported when working in teams because the workload is not perceived individually. Support from colleagues, whether in the form of direct assistance or motivation, creates a sense of togetherness and solidarity. This condition strengthens interpersonal bonds among employees and creates a more comfortable and conducive work environment (Zulkarnaini, 2025).

Teamwork juga berpengaruh dalam membentuk sikap empati dan kepedulian antarpegawai. Melalui kerja sama yang berkelanjutan, pegawai menjadi lebih peka terhadap kondisi dan kesulitan yang dialami rekan kerja. Hasil wawancara menunjukkan bahwa sikap saling peduli ini mendorong pegawai untuk membantu tanpa harus diminta, sehingga hubungan interpersonal tidak hanya bersifat profesional, tetapi juga dilandasi rasa kemanusiaan dan kebersamaan dalam lingkungan kerja (Furqan, 2025).

Berdasarkan penjelasan di atas, pengaruh *teamwork* terhadap kualitas hubungan interpersonal antarpegawai di Kementerian Agama Aceh Barat terlihat dari meningkatnya interaksi yang terbuka dan harmonis, kemampuan pegawai dalam mengelola perbedaan pendapat secara konstruktif, serta tumbuhnya rasa saling percaya, empati, dan kepedulian antarpegawai. Melalui kerja tim, pegawai tidak hanya bekerja sama dalam penyelesaian tugas, tetapi juga saling mendukung secara emosional, sehingga tercipta solidaritas dan kebersamaan dalam lingkungan kerja. Dengan demikian, *teamwork* berperan penting dalam menciptakan hubungan interpersonal yang sehat, nyaman, dan kondusif di Kementerian Agama Aceh Barat.

Faktor Pendukung dan Penghambat Hubungan Interpersonal Antarpegawai di Kementerian Agama Aceh Barat

Hubungan interpersonal antarpegawai tidak terlepas dari berbagai faktor yang memengaruhinya, baik faktor pendukung maupun faktor penghambat. Hasil wawancara menunjukkan bahwa kejelasan pembagian tugas juga menjadi faktor pendukung penting dalam membangun hubungan interpersonal antarpegawai. Ketika setiap pegawai memahami tugas dan tanggung jawabnya masing-masing, potensi terjadinya tumpang tindih pekerjaan dapat diminimalkan. Kejelasan tugas ini membantu pegawai bekerja dengan lebih fokus dan mengurangi kesalahpahaman yang dapat memicu konflik. Dengan

pembagian tugas yang jelas, hubungan kerja antarpegawai menjadi lebih tertata dan profesional, sehingga tercipta suasana kerja yang harmonis (Furqan, 2025).

Faktor pendukung lainnya adalah adanya dukungan organisasi terhadap pelaksanaan kerja sama tim. Hasil wawancara mengungkapkan bahwa dukungan tersebut dapat berupa kebijakan pimpinan, fasilitas kerja, maupun kesempatan untuk melakukan koordinasi dan diskusi bersama. Dukungan organisasi memberikan rasa aman dan nyaman bagi pegawai dalam menjalankan tugasnya. Ketika pegawai merasa didukung oleh organisasi, mereka cenderung lebih terbuka dalam berinteraksi dan bekerja sama dengan rekan kerja, yang pada akhirnya memperkuat hubungan interpersonal di lingkungan kerja (Zulkarnaini, 2025).

Faktor penghambat hubungan interpersonal juga dipengaruhi oleh perbedaan karakter dan latar belakang pegawai. Hasil wawancara menunjukkan bahwa perbedaan usia, pengalaman kerja, serta cara pandang terhadap pekerjaan terkadang memunculkan perbedaan sikap dan pola komunikasi. Apabila tidak dikelola dengan baik, perbedaan ini dapat menimbulkan kesalahpahaman dan mengganggu keharmonisan hubungan kerja. Oleh karena itu, dibutuhkan sikap saling memahami dan toleransi agar perbedaan tersebut tidak berkembang menjadi konflik.

Selain perbedaan persepsi, tekanan beban kerja juga menjadi salah satu faktor penghambat hubungan interpersonal. Hasil wawancara menunjukkan bahwa pada kondisi tertentu, tingginya beban kerja dapat memicu kelelahan dan emosi pegawai, yang berdampak pada cara berinteraksi dengan rekan kerja. Dalam situasi seperti ini, komunikasi menjadi kurang efektif dan potensi terjadinya gesekan antarpegawai meningkat. Namun demikian, dukungan tim dan perhatian pimpinan dapat membantu meredakan dampak negatif dari tekanan kerja tersebut (Azhar, 2025).

Berdasarkan penjelasan di atas, faktor pendukung dan penghambat hubungan interpersonal antarpegawai di Kementerian Agama Aceh Barat dipengaruhi oleh berbagai aspek internal organisasi. Faktor pendukung meliputi kejelasan pembagian tugas dan dukungan organisasi yang mampu menciptakan suasana kerja yang tertata, aman, dan nyaman bagi pegawai. Sementara itu, faktor penghambat berasal dari perbedaan karakter, latar belakang, dan persepsi pegawai, serta tekanan beban kerja yang tinggi. Dengan adanya sikap saling memahami, toleransi, dukungan tim, dan peran aktif pimpinan, faktor penghambat tersebut dapat diminimalkan sehingga hubungan interpersonal antarpegawai tetap terjaga secara harmonis.

CONCLUSION

Berdasarkan hasil penelitian dan pembahasan yang telah dilakukan, dapat disimpulkan bahwa bentuk dan strategi *teamwork* di Kementerian Agama Aceh Barat diwujudkan melalui kepemimpinan yang aktif dan terbuka, mekanisme koordinasi yang berkesinambungan, akuntabilitas kolektif, serta budaya kerja yang menekankan nilai kebersamaan dan saling menghargai. Pimpinan berperan sebagai penggerak kerja sama tim dengan memberikan arahan, memfasilitasi komunikasi, dan mendorong keterlibatan pegawai dalam penyelesaian tugas bersama. Strategi tersebut mendorong terciptanya kerja tim yang solid dan terarah dalam mencapai tujuan organisasi.

Penerapan *teamwork* terbukti memberikan pengaruh positif terhadap kualitas hubungan interpersonal antarpegawai di Kementerian Agama Aceh Barat. Melalui kerja tim, intensitas komunikasi antarpegawai meningkat, rasa saling percaya dan empati berkembang, serta kemampuan dalam mengelola perbedaan pendapat menjadi lebih konstruktif. Selain itu, kerja tim juga menciptakan dukungan emosional dan solidaritas dalam menghadapi tekanan kerja. Kondisi ini membentuk hubungan interpersonal yang harmonis dan menciptakan lingkungan kerja yang nyaman serta produktif.

Adapun hubungan interpersonal antarpegawai dipengaruhi oleh berbagai faktor pendukung dan penghambat. Faktor pendukung meliputi komunikasi yang efektif, kejelasan pembagian tugas, kepemimpinan yang baik, serta dukungan organisasi terhadap kerja sama tim. Sementara itu, faktor penghambat berasal dari perbedaan karakter, latar belakang, persepsi, serta tekanan beban kerja. Dengan komunikasi yang terbuka, sikap saling memahami, dan peran aktif pimpinan, faktor penghambat tersebut dapat diminimalkan sehingga hubungan interpersonal tetap terjaga dengan baik.

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