

Strengthening Rescue Operations: How Teamwork and Communication Shape Employee Performance at BASARNAS Palangka Raya

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Abstract

The Effect of Job Involvement and Job Satisfaction on the Performance of Employees at the Mentawa Baru Ketapang District Office. Thesis Management Department/Study Program, concentration in Human Resource Management, Faculty of Economics and Business. Under the guidance of Prof. Dr. Yunikewaty, MM and Dra. Anike Retawati, MM. This study aims to determine the effect of job involvement (X1) and job satisfaction (X2) on employee performance (Y) in the Mentawa Baru Ketapang District Office. The research method used in this research is quantitative research. The population and sample in this study were employees of the Mentawa Baru Ketapang sub-district office, totaling 31 respondents. The collected data were analyzed using the SPSS (Statistical Product and Service Solution) statistical program, and using the IBS SPSS 26 software. The results of the study show that the work involvement variable has a positive and significant effect on employee performance. Job satisfaction variable has a positive and significant influence on employee performance. And simultaneously work involvement and job satisfaction have a positive and significant effect on employee performance at the Mentawa Baru Ketapang sub-district office.

Keywords: Job Involvement, Job Satisfaction, Employee Performance

Article history:

Received : September 25th, 2025

Revised : October 20th, 2025

Accepted : November 8th, 2025

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Magister Management

Faculty of Economics and Business, Palangka Raya University

Journal homepage: <https://e-journal.upr.ac.id/index.php/JSM/index>

1. INTRODUCTION

Human resources have always been recognized as the foundation of organizational success, especially in institutions that operate within high-risk, time-sensitive, and mission-critical environments. In such settings, communication becomes a central determinant of employee productivity and performance because it reduces uncertainty, clarifies task execution, and minimizes operational errors that may jeopardize both personnel and public safety (Lestari & Wibowo, 2020). Effective communication is equally essential in public service agencies, where the speed and accuracy of information flow directly affect the timeliness and quality of operations. Alongside communication, teamwork represents another crucial component of organizational effectiveness, as employees who collaborate cohesively, share expertise, and build mutual trust consistently outperform those who work in fragmented or poorly coordinated teams (Putra & Dewi, 2021). This aligns with earlier findings by Pandelaki (2018), who emphasized that teamwork exerts a significant and positive influence on employee performance, particularly in organizations that require strong interdependence and synchronization among members.

The importance of teamwork and communication becomes even more urgent in emergency response agencies such as the National Search and Rescue Agency (BASARNAS). Internationally, regions without

structured rescue organizations have been referred to as “Black Areas,” reflecting the absence of formal Search and Rescue (SAR) systems capable of protecting citizens during emergencies. This global gap motivated Indonesia to establish BASARNAS as a centralized agency responsible for directing, coordinating, and supervising SAR operations involving missing persons, disaster victims, and emergency assistance across the nation (Rahman, 2019). As public expectations for fast and effective SAR services continued to rise, the government expanded its operational reach by opening the BASARNAS office in Palangka Raya in 2020. Being a relatively new office with increasing operational demands, BASARNAS Palangka Raya requires strong teamwork, precise communication, and disciplined coordination among its personnel to ensure that rescue missions are executed safely, promptly, and in accordance with established standards.

Organizational theory highlights that institutions function as coordinated social systems in which members must communicate effectively and work collaboratively to achieve shared goals (Tahir & Yusuf, 2022). Employee performance, therefore, becomes a primary indicator of how efficiently an organization transforms resources into meaningful outcomes. Nevertheless, previous studies have shown that employee performance in many public service institutions is often disrupted by weak interpersonal relationships, communication breakdowns, and inadequate coordination between units (Hamiruddin et al., 2019; Sari & Nugroho, 2021). Similar challenges are observable within BASARNAS Palangka Raya, where some employees have reported inconsistencies in teamwork during administrative preparations and operational deployments. Communication issues have occasionally hindered the smooth execution of field activities, demonstrating that organizational performance cannot be optimized without strengthening both teamwork and communication structures.

Despite the abundance of studies examining teamwork and communication in educational, corporate, and governmental institutions (Mahfudz et al., 2021; Wulandari, 2023), there remains a significant gap in research focusing on emergency response organizations in Indonesia. Much of the existing literature generalizes findings from public administrative settings and does not account for the unique operational pressures, real-time decision-making challenges, and life-saving responsibilities inherent in SAR organizations. Empirical evidence specifically addressing BASARNAS is still limited, and studies centered on BASARNAS Palangka Raya are nearly absent, particularly given that the office was established only recently. This absence of context-specific research forms a clear academic gap that necessitates further investigation.

The novelty of this study lies in its exploration of teamwork and communication within a high-risk rescue organization that has not been extensively studied in Indonesian literature. Unlike previous studies conducted in routine bureaucratic settings, this research focuses on a SAR environment where teamwork intensity and communication precision bear direct consequences on public safety, operational success, and response time. Moreover, the inclusion of BASARNAS Palangka Raya as a research site introduces new empirical insights from a region that faces unique geographic challenges—such as river-based settlements, peatland terrain, and dispersed populations—making collaborative coordination even more crucial for successful SAR deployment.

The urgency of this research is strengthened by the increasing frequency of flood events, forest fires, transportation accidents, and other emergency incidents in Central Kalimantan over the past decade (Widodo, 2022; Karim, 2024). As public expectations for rapid and reliable SAR services grow, BASARNAS Palangka Raya must strengthen its internal human resource capacity through improved teamwork practices and communication systems. The findings of this study are therefore expected to provide strategic recommendations for leadership and personnel to enhance operational readiness, foster collaborative work culture, and improve overall performance within the organization. Ultimately, this research contributes not only to academic discourse in the field of human resource management but also to the practical development of SAR operations in Indonesia.

2. LITERATURE REVIEW

Teamwork

Teamwork is generally understood as a collaborative effort among individuals who coordinate their skills and actions to achieve shared objectives more effectively than when working independently. According to Hamiruddin et al. (2019), teamwork enhances goal achievement because coordinated tasks produce more

efficient outcomes than those performed individually. This view aligns with contemporary organizational theory, which stresses that teamwork enables members to pool their capabilities, harmonize responsibilities, and strengthen accountability within the group. In performance-driven institutions, teams are formed not merely to divide tasks but to ensure synergy, mutual support, and shared responsibility.

Furthermore, Lawasi and Triatmanto (2017) describe teamwork as a structured grouping of individuals who synchronize their activities and align their behaviors to attain specific organizational goals. Their perspective emphasizes that teamwork involves not only collaboration but also coherent interaction patterns, role clarity, and collective decision-making. Effective teamwork requires each member to understand their tasks, maintain open communication, and contribute meaningfully to the group's function. This theoretical view highlights the importance of coordination mechanisms that help teams operate efficiently in complex environments.

Similarly, Putri and Sariyathi (2017) argue that teamwork supports the integration of diverse perspectives and creativity, enabling teams to generate innovative and competitive solutions. Masyithah (2018) adds that teamwork involves individuals who work collectively toward common goals, and the presence of clear operational standards can significantly enhance employee performance. These interpretations collectively demonstrate that teamwork is not merely working together but a dynamic process of interaction, shared responsibility, and continuous cooperation. In practice, teamwork strengthens problem-solving capabilities, accelerates organizational processes, and enhances performance outcomes.

Communication

Communication is widely regarded as the process through which information, ideas, and perspectives are exchanged among individuals within an organization. Arifin (2012) explains that communication facilitates the sharing of messages between parties, allowing them to reach common understanding. Even though this definition has existed for years, recent studies still affirm its relevance, emphasizing that effective communication remains a foundational element of organizational performance (Sari & Nugroho, 2021). Clear communication ensures that employees understand their duties, expectations, and strategies, reducing errors and fostering operational clarity.

Hamiruddin et al. (2019) further assert that communication plays a crucial role in building shared knowledge, especially in dynamic organizational environments. When both the sender and receiver share identical interpretations of messages, operational processes can run smoothly and accurately. This shared understanding is essential in organizations where coordination and precision are required for successful task execution. Miscommunication, on the other hand, often results in delays, misunderstandings, and operational inefficiencies that hinder overall performance.

The perspectives above suggest that communication is not merely a transfer of messages but a continuous, interactive process involving interpretation, feedback, and adjustment. Effective communication allows employees to articulate concerns, clarify responsibilities, and align their goals with organizational priorities (Wulandari, 2023). It becomes particularly significant in environments that demand real-time coordination and rapid decision-making. Thus, fostering effective communication within organizations can reduce conflict, improve work relationships, and strengthen employees' ability to perform tasks accurately.

Employee Performance

Employee performance is broadly defined as the measurable output of an employee's behavior and efforts in completing organizational tasks. Lawasi and Triatmanto (2017) describe the term "performance" as originating from "work achievement" or "actual performance," which reflects the degree to which an individual fulfills job responsibilities. Performance encompasses not only the results achieved but also the behavioral processes involved in completing work. In this sense, performance becomes an essential indicator of how employees contribute to organizational goals.

Contemporary literature highlights that employee performance involves various dimensions such as quality of work, efficiency, consistency, and adherence to organizational standards (Tahir & Yusuf, 2022). Performance cannot be separated from contextual factors, including work environment, leadership, teamwork, and communication practices. These factors shape employees' ability to perform tasks

effectively and influence their level of motivation and commitment. In public service institutions, performance is closely tied to accountability, service quality, and operational effectiveness.

Based on these theoretical views, employee performance can be interpreted as the culmination of individual competencies, organizational support, and behavioral contributions demonstrated during a specific period. High performance reflects not only technical proficiency but also employees' capacity to collaborate, communicate, and adapt to organizational demands. Understanding the determinants of performance is crucial for evaluating the effectiveness of human resource strategies and identifying areas requiring improvement (Mahfudz et al., 2021). Thus, performance becomes a multidimensional concept that integrates both outcomes and work processes.

The Relationship Between Teamwork, Communication, and Employee Performance

Teamwork and communication have consistently been identified as important predictors of employee performance in various organizational settings. Putri and Sariyathi (2017), in their study on transformational leadership, teamwork, and communication, found that open communication channels and strong teamwork practices significantly enhance employee performance. Employees who collaborate effectively and share information are more likely to produce high-quality work results. These findings underscore the interconnectedness of communication and teamwork in shaping workplace productivity.

Setia and Hendry (2018) support this perspective by noting that open communication reduces misunderstandings and conflicts between coworkers, thereby enhancing task execution. When communication flows smoothly, employees are better able to coordinate tasks, clarify expectations, and synchronize their actions with team members. This leads to faster decision-making, improved cooperation, and higher performance outcomes. Communication acts as the foundation upon which teamwork functions effectively, enabling team members to share ideas and solve problems collaboratively.

Overall, previous research indicates that teamwork and communication function as mutually reinforcing factors that significantly influence employee performance. Effective teamwork encourages information sharing, mutual support, and joint problem-solving, while strong communication ensures clarity, reduces conflict, and aligns employees toward organizational objectives. Organizations that strengthen both aspects are therefore more likely to achieve higher levels of performance and operational excellence (Wulandari, 2023). These findings provide theoretical justification for examining teamwork and communication as key determinants of employee performance in BASARNAS Palangka Raya.

3. METHOD

The analytical method employed in this study is a descriptive approach integrated with a quantitative design to examine the extent to which teamwork (X1) and communication (X2) influence employee performance (Y). Although the broader descriptive framework provides an overview of organizational conditions at the BASARNAS Office of Palangka Raya, the quantitative approach is used specifically to measure relationships among the variables and determine their statistical impact. The study was conducted at the BASARNAS Office located in Palangka Raya, Central Kalimantan, Indonesia, situated at Jl. Adonis Samad – Jl. Perjuangan, Panarung, Pahandut District, with the aim of capturing accurate and contextualized data from employees directly involved in search and rescue operations.

The data used in this study comprise both primary and secondary sources. Primary data were obtained directly from respondents through structured questionnaires administered to employees, allowing the researcher to capture firsthand perspectives regarding teamwork, communication, and performance. Meanwhile, secondary data were collected from scientific publications, official documents, and other supporting literature that form the theoretical foundation of the research. These secondary sources serve to strengthen analysis and contextual interpretation by situating the findings within existing scholarly discussions on organizational behavior, communication, and performance management.

The population of this study includes all 33 employees working at the BASARNAS Office in Palangka Raya. Following Sugiyono as cited in Siyoto and Sodik (2015), a population is defined as a generalization area consisting of objects or subjects with certain characteristics determined by researchers for study and conclusion. Because the number of employees is relatively small and manageable, the researcher applied a census or saturated sampling technique, which means that the entire population was also used as the sample. This method ensures complete representation and eliminates sampling bias, as

every individual in the population contributes to the dataset. In line with Sugiyono (2018), a saturated sample is appropriate when the entire population is deemed necessary to reflect its characteristics accurately.

The research instrument used to collect quantitative data consists of structured questionnaire items developed using a Likert scale. The Likert scale allows respondents to express their level of agreement or disagreement with statements related to teamwork, communication, and employee performance. Each item was constructed based on established indicators from the measured variables, ensuring that the instrument captures both behavioral and perceptual dimensions relevant to the study. Responses obtained from the Likert scale provide measurable data that can be analyzed statistically to determine the influence of the independent variables on the dependent variable. This structured approach ensures reliability in measurement and facilitates objective evaluation of the relationships among the variables under investigation.

4. RESULT AND DISCUSSION

Results

A total of 33 questionnaires were distributed to employees of the BASARNAS Office in Palangka Raya, all of which were returned and analyzed. Based on gender, respondents consisted of 25 males (76%) and 8 females (24%), reflecting the male-dominated nature of rescue operational units. Regarding educational background, 20 respondents (61%) held a senior high school degree, 7 respondents (21%) held a diploma, 5 respondents (15%) held a bachelor's degree, and 1 respondent (3%) held a master's degree. In terms of tenure, 3 employees (9%) had worked for one year, 25 employees (76%) had worked between 1–5 years, 1 employee (3%) had worked for 6–10 years, 3 employees (9%) had worked for 11–15 years, and 1 employee (3%) had been employed for 16–20 years. These characteristics indicate a relatively young workforce with short to medium tenure, which is typical for operational emergency response institutions.

A descriptive analysis was performed to determine the average response for each variable based on Likert-scale measurements. The mean scores demonstrate positive perceptions across all variables, particularly communication, which obtained the highest mean.

Table 1. Average Variable Scores

No	Variable	Mean Score	Category
1	Teamwork (X1)	3.86	Agree
2	Communication (X2)	4.70	Strongly Agree
3	Employee Performance (Y)	3.87	Agree

Source: Processed Data (2023)

An outer loading analysis was also conducted to identify the strongest indicators for each construct. For teamwork, the highest outer loading was found on indicator X1.8 (4.00), representing the statement “*I do not leave the office during working hours except for job-related purposes.*” For communication, the highest outer loading was found on indicator X2.7 (4.79), namely “*I am assigned tasks based on trust in my ability.*” Meanwhile, for employee performance, indicator Y.7 (4.03), “*I attend work according to the predetermined schedule,*” showed the largest contribution to the construct. The structural model was assessed using SmartPLS 3.0 through several statistical indicators including path coefficients, *t-statistics*, and *p-values*. The results confirm the influence of teamwork and communication on employee performance.

Table 2. Path Coefficient and Significance Testing (SmartPLS)

Relationship	Path Coefficient	t-Statistic	p-Value	Result
Teamwork (X1) → Employee Performance (Y)	0.652	11.389	0.000	Significant
Communication (X2) → Employee Performance (Y)	0.214	2.324	0.021	Significant
Teamwork & Communication (Simultaneous) → Employee Performance (Y)	–	–	<0.05	Significant

Source: SmartPLS Output (2023)

The R^2 value for the employee performance variable shows that teamwork and communication jointly explain a substantial proportion of the variance in performance.

Table 3. R-Square Value

Variable	R^2	Category
Employee Performance (Y)	0.712	Strong

This implies that 71.2% of performance variation is explained by teamwork and communication, while the remaining 28.8% is influenced by other factors outside the model.

Discussion

The findings of this study indicate that teamwork and communication play a fundamental role in shaping employee performance at BASARNAS Palangka Raya, a search-and-rescue organization where operational success directly influences public safety. The high mean scores of teamwork and communication reflect that employees perceive strong collaboration and clear information flow within the organization. These results align with organizational behavior theory asserting that human interaction, coordination, and information exchange represent the core determinants of performance, especially within high-risk, mission-critical environments (Robbins & Judge, 2019). In SAR operations—where decisions must be immediate and precise—team cohesion and communication clarity become non-negotiable factors for ensuring both the effectiveness and safety of rescue activities.

From a theoretical standpoint, the results reinforce the Input–Process–Output (IPO) Model, which posits that team processes such as coordination, trust, role clarity, and shared responsibility directly influence team outputs, including performance and reliability (Mathieu et al., 2019). The highest outer loading indicator for teamwork—employees not leaving the office during work hours unless assigned a task—demonstrates a strong sense of responsibility and shared commitment. These behavioral indicators echo the characteristics of high-performing teams, which prioritize organizational goals above personal convenience (Kozlowski & Ilgen, 2018). Moreover, the findings align with Social Exchange Theory, suggesting that when employees perceive fairness, trust, and mutual support, they reciprocate through enhanced work contribution and greater adherence to organizational expectations (Blau, 2018; Cropanzano et al., 2017).

The communication variable also revealed significant influence on performance, reinforcing research asserting that accurate, timely, and trust-based information channels are essential for organizational effectiveness. The highest indicator—task delegation based on trust in individual capability—illustrates that communication at BASARNAS functions not only as a mechanism for instruction but also as a tool for empowerment. Similar findings were reported by Xu and Wang (2020), who observed that communication anchored in mutual trust enhances employee confidence and accelerates task execution in public service institutions. Effective communication also reduces misunderstandings, strengthens coordination, and minimizes operational errors—elements crucial in emergency response settings (Purwanto et al., 2020; Men et al., 2022). In the context of SAR, communication failures can escalate into critical operational delays, making these findings particularly relevant (Liu et al., 2021; Hardy et al., 2023).

The combined effect of teamwork and communication creates a synergistic impact on performance. The results reflect the principles of Team Climate Theory, which states that organizational performance improves when teams share clear goals, psychological safety, and supportive communication patterns (Anderson & West, 1998; Martin et al., 2021). High mean values for teamwork and communication suggest that BASARNAS employees operate within an environment characterized by mutual respect and coordinated collaboration. This supports prior studies demonstrating that teams with strong communication structures exhibit higher productivity and faster task completion rates (Olanrewaju et al., 2020; Alshaabani et al., 2021). Research across emergency-response organizations similarly confirms that teamwork quality and communication accuracy significantly increase mission success rates (Mahdi et al., 2020; Triana et al., 2021; Rosyid, 2023).

Comparative literature further reinforces these results. Studies show that teamwork strongly predicts performance in high-pressure and safety-critical sectors (Hakim, 2022; Mahdi et al., 2020). Equally, communication has been identified as a major determinant of execution speed, decision accuracy, and employee reliability (Setia & Hendry, 2018; Prasetyo, 2022). In SAR organizations, the chain of

communication directly correlates with responder safety and victim survival likelihood, highlighting the operational relevance of the findings (Liu et al., 2021; Rosyid, 2023). The alignment between this study and existing research suggests strong empirical consistency.

From a gap analysis perspective, this study fills an important void in Indonesian literature regarding teamwork and communication within a SAR organization. Previous studies have largely focused on corporate offices, manufacturing, or general public service institutions. Meanwhile, SAR units like BASARNAS present unique operational characteristics—high physical risk, rapid decision cycles, and strict coordination demands—making them significantly different from conventional workplaces. This research offers one of the few empirical examinations of how teamwork and communication interact to shape employee performance in such a high-stakes setting.

The novelty of this study lies in its focus on BASARNAS Palangka Raya, a relatively new office established in 2020, where team dynamics and communication structures are still evolving. Investigating an early-stage SAR office provides valuable insights into how foundational organizational behaviors—collaboration and communication—develop and influence performance in emerging operational environments.

The urgency of this research is also evident. Kalimantan Tengah faces recurring floods, forest fires, river transportation accidents, and other emergencies requiring rapid and coordinated rescue operations. In such contexts, a minor breakdown in teamwork or communication can lead to delayed response times, increased casualties, or compromised personnel safety. Reports from BNPB (2024) and regional preparedness studies (Suryani et al., 2023) highlight that the region's emergency-response capacity remains heavily dependent on the operational readiness of BASARNAS. Therefore, understanding the behavioral factors that strengthen team performance is not only academically valuable but also critical for regional disaster preparedness.

Overall, the findings confirm that strengthening teamwork and communication can significantly enhance employee performance at BASARNAS Palangka Raya. Encouraging open communication, reinforcing trust, promoting shared responsibility, and investing in team-based coordination strategies may serve as effective approaches to optimizing organizational performance. These behavioral improvements will support BASARNAS in sustaining efficient, rapid, and safe rescue operations—ultimately contributing to greater public safety and operational excellence.

5. CONCLUSION

The findings of this study indicate that teamwork and communication both exert a positive and significant influence on employee performance at BASARNAS Palangka Raya. The analysis reveals that strong teamwork enhances coordination, shared responsibility, and mutual support among employees, which in turn improves their ability to execute tasks effectively. Similarly, effective communication facilitates clarity, trust, and timely information flow, enabling employees to perform their duties with greater accuracy and efficiency. When combined, teamwork and communication create a mutually reinforcing dynamic that supports operational cohesion and strengthens overall performance outcomes. Collectively, these results demonstrate that employees at BASARNAS Palangka Raya achieve higher levels of performance when collaborative interactions and clear communication channels are well-established and consistently practiced within the organization.

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