



THE EFFECTIVENESS OF WHATSAPP GROUPS AS A COMMUNICATION MEDIA IN THE DIVISION OF WORK AT PT. SATUNADA

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Abstract

This study aims to analyze the utilization of WhatsApp as an organizational communication medium for work distribution at PT. Satunada. WhatsApp was chosen due to its practical features, cost efficiency, and accessibility to all employee levels. This research employed a descriptive qualitative approach through in-depth interviews with key informants, including the manager, administrative staff, and field operators at PT. Satunada. The findings revealed that WhatsApp plays a significant role in accelerating information delivery, facilitating cross-division coordination, and supporting real-time documentation of work distribution. The group feature in WhatsApp enables all team members to receive messages simultaneously, thereby reducing the risk of miscommunication and enhancing transparency in task assignments. Nevertheless, the study identified challenges such as potential disruption of employees' rest time due to messages sent outside working hours, as well as the blending of personal and work-related messages. Therefore, it is recommended that the company establish clear and structured digital communication policies to optimize WhatsApp usage without creating additional psychological burdens for employees.

Keywords: WhatsApp, organizational communication, work distribution, new media, digital communication

Abstrak

Penelitian ini bertujuan untuk menganalisis pemanfaatan aplikasi WhatsApp sebagai media komunikasi dalam pembagian kerja di PT. Satunada. WhatsApp dipilih karena memiliki keunggulan praktis, hemat biaya, serta mudah diakses oleh seluruh lapisan karyawan. Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan metode wawancara mendalam terhadap informan kunci, yaitu manajer, admin, dan operator di PT. Satunada. Hasil penelitian menunjukkan bahwa WhatsApp berperan signifikan dalam mempercepat penyampaian informasi, mempermudah koordinasi lintas divisi, dan mendukung dokumentasi pembagian tugas secara real time. Fitur grup pada WhatsApp memungkinkan seluruh anggota tim menerima pesan secara serempak, sehingga mengurangi risiko miskomunikasi dan meningkatkan transparansi dalam pembagian kerja. Namun demikian, penelitian ini juga menemukan adanya tantangan berupa potensi gangguan waktu istirahat karyawan akibat pesan di luar jam kerja, serta tercampurnya pesan pribadi dan pesan pekerjaan. Oleh karena itu, direkomendasikan agar perusahaan menetapkan kebijakan komunikasi digital yang jelas dan terstruktur agar penggunaan WhatsApp semakin optimal tanpa menimbulkan beban psikologis berlebih bagi karyawan.

Kata Kunci: WhatsApp, komunikasi organisasi, pembagian kerja, media baru, komunikasi digital



I. INTRODUCTION

In an organization or company, the division of labor is a fundamental element that determines the success of daily operations. Division of labor refers to the process of allocating specific tasks to individuals or groups based on their expertise, capacity, and role within the organizational structure. According to Pangastuti et al. (2013), an organization contains various types of work. The larger and more complex an organization, the more numerous and varied the types of work. Not all work can be done by one person alone; rather, a group of two or more people working together cooperatively and in a well-coordinated manner can achieve optimal results. Therefore, a division of labor is necessary among these individuals.

According to Lengkong et al. (2015), the division of labor in an organization or company requires placing the right people for the right jobs. This division of labor is intended to produce good production or work results and facilitate employees in carrying out their tasks. Hartono et al. (2015) state that communication is a basic human activity. Communication helps organizational members achieve individual and organizational goals, respond to and implement organizational change, and play a role in almost all relevant organizational actions.

Jati (2016) in the journal Isnaini et al. (2023) showed that WhatsApp usage does indeed affect employee performance, suggesting that its use can improve employee performance. Therefore, based on the available data, WhatsApp can also be used as a tool for employees to perform optimally if they utilize it in all their work activities.

PT. Satunada is a company engaged in event organizer services and audio sound system rentals. In carrying out its services, the company is committed to providing excellent service with fast operational standards while maintaining quality.

High, often urgent, customer demand demands dynamic work processes, including the precise allocation of employee and equipment work, tailored to the event's timeline and needs. Previously, work allocation was conducted through face-to-face meetings in the office, with direct appointments and assignments from management to employees. However, this method was often ineffective because not all employees were able to attend, especially those working in the field. Information was then passed on solely by colleagues present, often leading to miscommunication, equipment mismatches, and errors in bringing or preparing equipment, which impacted work efficiency.

Another issue occurred in May 2018, when a large event requiring rapid coordination and equipment requirements occurred. However, miscommunication between the operational and warehouse divisions led to duplicate work and inefficiencies in time and operational costs. This occurred due to mishandling of equipment and shortages, as PT. Satunada's warehouse is located in Bogor, West Java, while the event location is in Central Jakarta. This issue highlighted the need for a communication system that could bridge time and space constraints and enable the rapid, real-time, and equitable delivery of information to all team members. In this way, companies can increase the effectiveness of the division of labor and reduce the potential for operational errors in the field. One of the newest methods now widely used in organizational communication is the use of instant messaging applications, such as WhatsApp.

This application falls into the category of new digital media, providing fast and multifunctional communication features, from sending text messages and sharing documents, images, and videos, as well as supporting group conversations in a single chat room. These features are well-suited to the needs of companies with high workloads and dynamic employee mobility, such as PT. Satunada.

II. THEORETICAL STUDIES

Communication is a process of interaction between humans that involves the exchange of information, both intentional and unintentional. Wheaver (1949) in Isnaini et al., (2023) emphasized that communication is not limited to verbal language but also includes facial expressions, artwork, paintings, and technology as a medium for conveying messages. This approach demonstrates that communication is a multidimensional phenomenon involving symbols, signs, and media to achieve shared understanding. In line with this, Onong U Effendy (1997) explains that communication is the process of conveying a statement from one person to another, so that the interaction is reciprocal and requires understanding from both parties.

Lasswell's communication model, as cited in (Kurniawan, 2018), presents five essential elements of effective communication: Who (communicator), Say What (message), In Which Channel (media), To Whom (recipient), and With What Effect (impact of the message). These five elements reflect a systematic communication system that ensures the message reaches the recipient accurately and results in change or understanding as intended. Thus,

communication is not merely the conveyance of information, but also an interactive process that influences the behavior and thinking of the recipient.

Communication can be differentiated based on the context and purpose of the interaction. Intrapersonal communication occurs within individuals and forms the basis of interpersonal and group communication. This process includes reflection, thinking, and processing the meaning of messages, which influence the effectiveness of interactions with others. Furthermore, interpersonal communication involves face-to-face interaction, allowing for the direct exchange of verbal and nonverbal messages, allowing participants' reactions to be received in real time.

Furthermore, group communication occurs in interactions between members of small groups with a shared purpose, while public communication emphasizes conveying messages to a wider audience through speeches, lectures, or lectures. Organizational communication occurs within both formal and informal structures, encompassing interactions between individuals and between departments, as well as mass communication using media to reach large and heterogeneous audiences (Mulyana, 2007). These diverse forms of communication demonstrate that each interaction requires an appropriate message delivery strategy to be effective.

Organizational communication is the complex process of exchanging information within an organization. Wati et al., (2023) emphasize that this communication includes interactions between individuals, between departments, and from superiors to subordinates and vice versa. This process ensures that information is conveyed accurately and can be used for decision-making, task coordination, and managing the organization's internal and external relationships. According to Musliamin (2018) in Safitri & Mujahid (2024), the dimensions of organizational communication are divided into vertical, horizontal, and external. Vertical communication flows between superiors and subordinates, horizontal communication occurs between equal officials for coordination, while external communication involves external parties such as customers and business partners. These three dimensions ensure the organization operates effectively, maintains continuity of internal and external interactions, and improves productivity and the quality of organizational decisions (Safitri & Mujahid, 2024).

The division of labor is an integral part of organizational communication and effectiveness. According to Priyatna et al., 2020, the division of labor is the process of

grouping and detailing tasks so that each individual or group is responsible for specific activities. This allows for specialization, accelerates work completion, and improves coordination among organizational members. The division of labor process includes job breakdown, activity allocation, logical integration of member work, establishing coordination mechanisms, and evaluating the effectiveness of organizational performance. With an appropriate division of labor, organizations can achieve goals efficiently, balance workloads, and minimize errors in message delivery and task execution.

Communication media also influences the effectiveness of message delivery. Vera (2016) classifies media into traditional media, such as newspapers, magazines, radio, television, and film, and new digital-based media, such as online media and social media. Traditional media is one-way and limited by traditional print or electronic technology, while new media enables interactive, real-time, and cross-platform communication (Nasrullah, in Fauzi, 2019). The development of new media has given rise to applications like WhatsApp, which have become popular communication tools. WhatsApp allows the exchange of text, voice, video, images, and documents, both individually and in groups (Pranajaya, 2018). Its features, including group chat, location sharing, multimedia, and cross-platform collaboration, support effective personal and organizational communication (Gon & Rawekar, in Firmansyah et al., 2021).

Communication effectiveness, according to Ulber Silalahi in Sunandar et al. (2020), is determined by an organization's ability to select appropriate targets and achieve established goals. In the context of WhatsApp, effectiveness is seen in the application's ability to reach a large number of users, facilitate rapid information exchange, and support internal and external organizational coordination. Thus, this application is not only a communication medium but also a strategic tool for optimally achieving organizational goals.

The framework for this research is structured starting from the background of the problem, then formulated into a problem statement, and then analyzed based on the theories presented in the literature review. Therefore, the framework for this research can be described as follows:



III. RESEARCH METHODS

This study uses a qualitative approach with descriptive methods to understand the effectiveness of using WhatsApp groups as a communication medium in the division of labor at PT. Satunada. Data were collected through in-depth interviews with management and employees, direct on-site observations, and documentation of WhatsApp conversations and supporting documents. Informants were selected purposively, consisting of company leaders, administrative staff, and operators, to obtain a comprehensive perspective. Data analysis was conducted using the Miles and Huberman technique, which includes data collection, reduction, presentation, and verification, so that the study can provide a comprehensive picture of the interaction, coordination, and effectiveness of communication via WhatsApp in an organizational context.

IV. RESEARCH RESULTS

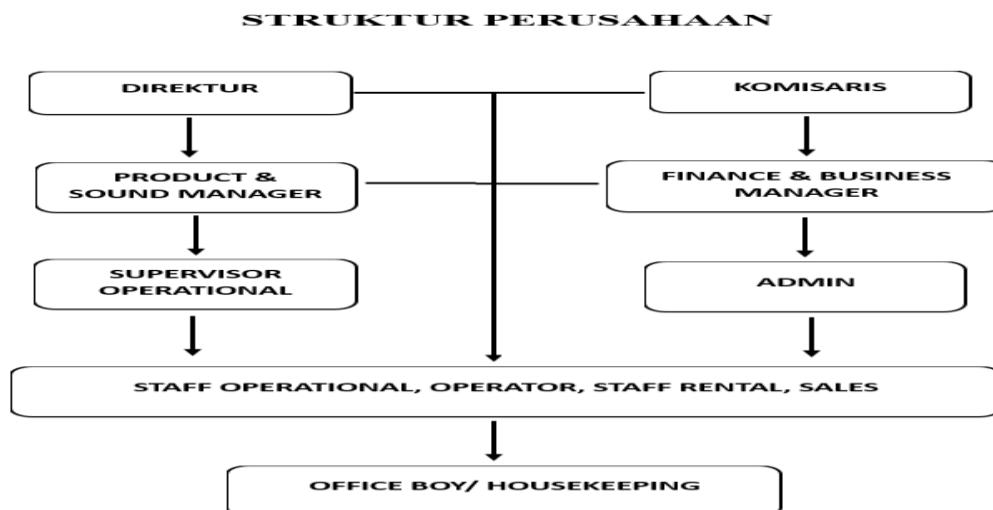


Figure 4.1 Organizational Structure of PT. Satunada

This research took place at PT. Satunada, a company providing audio and event support services in Bogor. Data collection took place on June 20, 2025, using in-depth interviews with three key informants: the Director, who determines organizational communication policy; the Operations Administrator, who acts as a communication intermediary and information provider; and the Operator, who directly carries out tasks in the field.

Prior to the interviews, researchers conducted initial observations at PT. Satunada's office. This observation aimed to gain a comprehensive understanding of operational dynamics, particularly how communication patterns and daily task allocation are carried out via WhatsApp. Observations indicated that WhatsApp was predominantly used as a means of work communication, including sending event rundowns, assigning shifts, distributing equipment, and submitting work reports by operators.

The atmosphere at PT. Satunada's office during the research period was quite dynamic. Admins were actively monitoring notifications from WhatsApp groups while simultaneously archiving important documents in cloud-based storage. Meanwhile, operators only occasionally came to the office for technical preparations before heading to the event location, and spent the rest of their time in the workshop where tools and supplies were stored, as generally all work instructions were received in advance via WhatsApp messages.

During further observations, researchers noted how administrators followed up on incoming messages from management, coordinated schedule changes when project updates arose, and ensured that all group members had read and understood the task assignments. WhatsApp confirmations were crucial for administrators to verify that messages were read by team members.

In addition to structured interviews, researchers also conducted informal discussions with several other support staff. These discussions revealed that WhatsApp had become a communication medium considered very practical and efficient by the majority of employees. They felt they did not need to gather in the office as often, as various instructions could be received directly from their respective positions. However, some staff also expressed complaints, including work messages being sent late at night and the perceived overload of digital communication due to overlapping personal and work messages within the group.

Overall, this on-site research activity successfully provided a comprehensive overview of the use of WhatsApp as the primary medium for the division of labor within PT. Satunada. The field findings also strengthen the validity of the application of new media theory in an

organizational context, where digital media such as WhatsApp can provide speed, efficiency, and flexibility in the coordination and division of labor (Sitepu et al., 2021). Thus, this study confirms WhatsApp's position as a modern communication platform that is relevant and adaptive to organizational needs in the digital era.

This study attempts to analyze how WhatsApp is utilized as an organizational communication medium at PT. Satunada in practice, particularly in supporting the division of labor, information delivery, and coordination between departments. Based on in-depth interviews with managers, administrators, and operators, it emerged that WhatsApp has become one of the most vital and practical communication tools, well-received by all elements of the organization.

Conceptually, as stated by Pranajaya (2018), WhatsApp is an internet-based application utilized as a communication medium with the advantages of being practical, cost-effective, and accessible to all levels of employees.

Field findings indicate that at PT. According to Satunada, this application facilitates cross-functional communication, regardless of position level or structural status, making the task allocation process more transparent, expeditious, and equitable. In this context, WhatsApp plays a role in facilitating more open and accountable organizational interactions, as emphasized by Sulistyanti (Yuwafik & Muhid, 2020), who stated that modern organizational communication demands an intensive, coordinated, and continuously maintained communication structure to support the achievement of shared goals.

WhatsApp can replace conventional communication patterns that tend to be slow, rigid, and inefficient, such as impromptu face-to-face meetings or time-consuming one-on-one phone calls. Through WhatsApp groups, managers can send assignment instructions, revise event rundowns, or schedule changes directly, all of which are received simultaneously by all team members. This aligns with the conceptual definition that WhatsApp as an organizational communication medium helps streamline the flow of internal information within a company, especially in the context of a dynamic division of labor.

In terms of communication effectiveness, this study demonstrates that WhatsApp can deliver messages in a timely, clear, and understandable manner to recipients without causing significant distortion. Information written in the group can be reread at any time, minimizing the risk of misperception or misinterpretation. This aligns with the conceptual framework that defines communication effectiveness as the ability of a medium to ensure information is

received as needed, accurately, and minimizes interference (noise) that can distort the message. In practice, at PT. Satunada, WhatsApp is relied upon to shorten coordination time and reduce the opportunity for miscommunication among technical, administrative, and management divisions.

Furthermore, according to (Sa'diyah et al., 2022), WhatsApp is an internet-based messenger application that allows the exchange of information in text, images, documents, and audio formats, either privately or within a group. At PT. Satunada, this convenience is optimized to expedite the allocation of daily tasks, the distribution of work reports, and the sharing of documentation of work results in the field. Operators, for example, find it helpful because they no longer need to physically attend the office for work briefings; they can simply read messages in the WhatsApp group anytime and anywhere.

In line with (Isnaini et al., 2023), WhatsApp does share characteristics similar to SMS, but is far superior because it can be used across platforms and doesn't rely on phone credit, but rather on relatively cheaper data packages. This creates significant cost efficiencies in organizational communication processes. In this study, the administrator also stated that using WhatsApp reduces the need to print rundown documents or consume phone credit to call technicians individually.

However, the study also found potential psychological burdens if messages are continuously sent outside of working hours, such as at night or on holidays, which can disrupt the balance between work and rest time for employees. Therefore, the use of WhatsApp needs to be accompanied by clear organizational policies, such as the development of standard operating procedures (SOPs) for communication times, to avoid undue stress for employees in the future.

Thus, this discussion confirms that WhatsApp at PT. Satunada has proven to support the concept of modern organizational communication, which demands speed, openness, efficiency, and facilitates effective two-way communication. WhatsApp is not just a messenger application, but also an organizational coordination instrument that adapts to the dynamics of project work. This aligns with the needs of today's organizations, which must be responsive, flexible, and oriented toward cross-departmental collaboration without the constraints of space or time. This study concludes that the use of WhatsApp at PT. Satunada has achieved:

1. Faster and more synchronous information delivery

2. Efficient and transparent coordination
3. Reduced risk of miscommunication
4. Savings on communication costs
5. Increased responsiveness between departments

With a strong theoretical foundation and in-depth understanding of field findings, WhatsApp can be considered a highly strategic digital communication innovation to support task allocation in modern organizations.

V. CONCLUSION

Based on the research results, it can be concluded that the use of the WhatsApp application at PT. Satunada plays a significant role in facilitating faster, more efficient, and transparent division of labor. WhatsApp simplifies the process of delivering instructions, cross-division coordination, and documenting work activities without the need for direct face-to-face meetings. This supports a faster response to project needs, including sudden changes in the field. The group feature in WhatsApp allows simultaneous message delivery to all team members, thereby minimizing the risk of miscommunication. In addition, the use of various formats of text messages, photos, documents, and voice notes further supports the explanation of complex tasks. However, there are challenges such as excessive messaging, mixing personal and work messages, and communication disruptions outside of working hours that need to be anticipated. Overall, the use of WhatsApp can improve the effectiveness of the division of labor at PT. Satunada, although further regulation is needed with a clear communication policy to optimize its benefits without causing excessive burden on employees.

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