

## The Role of Group Communication Patterns in Toko Kecil Futsal Teams in Improving Sports Performance

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### ABSTRACT

This study examines group communication issues within the Toko Kecil Futsal Team, which hinder team performance. The purpose of this study is to analyze the role of group communication patterns in improving athletic performance, identify communication barriers, and determine efforts to overcome these barriers based on Michael Burgoon's group communication theory. The study uses a descriptive qualitative approach, with data collection techniques including in-depth interviews, observation, and documentation. Data validity was ensured through triangulation. The results showed that group communication patterns involving managers, coaches, and players—through face-to-face interactions before training, before matches, and during evaluations—were effective in increasing strategic awareness, discipline, and team cohesion. Communication barriers, such as player indiscipline, were minimized through the application of educational sanctions, personal advice, and repetition of training material. The study concludes that structured group communication patterns play an important role in improving team performance, as evidenced by the team's success in winning the 2023 Kuningan Futsal League, the 2024 KIFFA Futsal Competition, and representing Kuningan Regency in the West Java Premier League.

**Keywords:** communication; communication patterns; groups; futsal teams; sports achievements.

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### INTRODUCTION

Futsal is a rapidly growing sport in Indonesia. This can be seen from the number of futsal competitions at the general, student, and even professional league levels (Raibowo et al., 2021) In Kuningan Regency, the growth of futsal is evident through the increasing availability of sports facilities throughout the regency. Various indoor futsal fields are now available in almost all areas of Kuningan Regency, making this sport more accessible to the community. The frequent holding of local tournaments at various levels, including school, club, and university competitions, further demonstrates the growing enthusiasm and participation of the community in futsal. Another factor driving the development of futsal in Kuningan is the existence of local teams such as Rahayu Putra, Proton FC, JNE Futsal, Kalismaya, Darma Putra, Bayuning Futsal, Zidni Futsal, Budi Bakti Futsal, including Toko Kecil Futsal itself. The existence of these teams certainly adds to the competition in the world of futsal in Kuningan Regency. As futsal continues to grow rapidly in Kuningan District, discipline has emerged as a crucial element determining the overall performance and achievements of teams. The Toko Kecil Futsal Team is a futsal team that was formed by a group of young people who share a common interest in futsal. The Toko Kecil Futsal Team was established in 2016, starting as a recreational sports activity that later developed into a more organized team consisting of a manager, coaches, and players. Over time, the Toko Kecil Futsal Team began actively participating in futsal competitions in Kuningan Regency, such as the Kuningan Futsal League, Gempita Futsal Independence Cup, and Kiffa Futsal Cup.

Team structure, which includes managers, coaches, and players, group communication is an important element in maintaining team cohesion. In the world of sports, especially futsal, communication not only serves as a means of exchanging information, but also as a process for building understanding, coordination, and trust among team members. Group communication refers to the process of exchanging information, ideas, and messages between a communicator and several individuals in a collective environment, which usually involves more than two people. This form of communication emphasizes interaction between members who have common goals or objectives.

The urgency of this research is therefore underscored by the need to move beyond a dyadic perspective and explore group communication as a multi-actor phenomenon. For teams like Toko Kecil Futsal, which operate with limited professional structures, the alignment between the manager's vision, the coach's tactics, and the players' execution is paramount. Failure to achieve this alignment can perpetuate cycles of indiscipline and underachievement. By investigating this specific case, the research can provide actionable insights for community-based sports clubs facing similar challenges, contributing to the broader development of futsal at the grassroots level in Indonesia.

This study highlights the main problem of low discipline in the Toko Kecil futsal team, particularly in relation to player attendance during training. This lack of discipline hinders the communication of information, strategies, and game tactics, leading to misunderstandings between players, which ultimately has a negative impact on the team's performance and achievements. This condition indicates a disruption in the group communication process between management, coaches, and players.

This study aims to conduct a more comprehensive group communication study involving managers, coaches, and players of the Toko Kecil Futsal Team in improving player discipline. By examining the communication process between managers, coaches, and players, this study aims to analyze group communication patterns in improving discipline in the Toko Kecil Futsal Team in order to improve athletic performance, identify obstacles that occur in group communication patterns in the Toko Kecil Futsal team, and determine the efforts of group communication patterns in improving the athletic performance of the Toko Kecil team.

Communication can be understood as a dynamic process in which information such as messages, ideas, or concepts are conveyed from one individual or group to another individual or group, resulting in mutual understanding and influence among the parties involved (Nurhanifah, 2022)

According to J.A. Devito in (Studies, 2021) This means that communication is an action by one or more people who send and receive messages that are distorted by interference occurring in a particular context, have a certain influence, and provide an opportunity for feedback.

The meaning of communication is, first, the exchange of symbols; second, the commonality between sender and receiver; communication is oriented towards the commonality between sender and receiver. (Suherman Ansar, 2020)

According to Wilbur Scramm and Harold D. Laswell in (Nurhanifah, 2022) Communication

can be considered effective when the message conveyed by the communicator is in line with the recipient's frame of reference, namely, their background experience, knowledge, and shared interpretations developed through interaction.

According to Courtland L. Boove and John V. Thill in (Luthfiana & Rianto, 2023) Communication can be understood as a dynamic process involving the act of receiving and conveying messages between individuals or groups.

Group communication refers to the exchange of information that occurs among several individuals in a relatively small group, such as during meetings, discussions, gatherings, or conferences (Rachmawati, 2023)

According to Goldberg in (Banunaek & Aloysius, 2021) Group communication is a field of study, research, and application that focuses not only on the group process in general, but also on the communication behavior of individuals in small face-to-face discussion groups.

According to Michael Burgoon in (Tauhid et al., 2023) Defining group communication as face-to-face interaction between three or more people, with a known purpose, such as sharing information, self-preservation, problem solving, in which members can accurately remember the personal characteristics of other members. Indicators of Michael Burgoon's Group Communication

Research conducted by (Siwi et al., 2021) entitled Communication Strategies of Coaches in Building the Image of the Tifosi AMFC Women's Futsal Team reveals that the communication strategies implemented by coaches play an important role in forming a cohesive, disciplined, and achievement-oriented team environment. These findings reinforce the idea that effective group communication serves as a fundamental element in developing strong team discipline and optimal performance in the context of futsal.

Next, research from (Fauzi & Aryadi, 2023) entitled “The Relationship Between Discipline and Motivation of Futsal Athletes from the Jawara Cipanas Cianjur Futsal Club.” These results emphasize that discipline is not only a behavioral trait but also a key factor that influences the development of motivation, character, and overall performance of athletes in futsal.

Similar research was conducted by (Bryan & Loisa, 2023) The study entitled “Communication Between Coaches and Players in Building Sports Team Performance” emphasizes the importance of interpersonal communication between coaches and players in determining the performance of sports teams. Using a phenomenological qualitative approach, this study explores the experiences of coaches and players in building effective communication relationships during training and competition.

Another research (Pranata, 2025) entitled “Group Communication in Improving the Cohesiveness of the Valupi Dehasen Bengkulu Futsal Team.” These findings highlight the importance of communication as a unifying force that fosters understanding, trust, and shared commitment among members. These insights can also be applied to futsal teams formed within small business communities

Overall, previous studies highlight that group communication plays an important role in fostering discipline, motivation, and technical competence among futsal players. Well-structured and consistent communication patterns, especially between coaches and players, have been proven

to foster a constructive training environment, encourage teamwork, and ultimately improve team performance. This communication between coaches and players is vertical communication. Vertical communication generally moves in two directions, both upward and downward, rather than following the traditional one-way flow of information. (Andriany, 2021)

The distinguishing aspect of this study compared to previous studies lies in its broader scope of group communication analysis, which emphasizes the collaborative synergy between the three core elements of the team, namely the coach, players, and manager, in developing effective communication patterns that enhance the overall success of the team in futsal.

## **METHOD**

This study employed a qualitative approach with a descriptive research design. The subjects consisted of individuals directly involved in the group communication process in the *Toko Kecil Futsal Team*, including the team manager, coach, and players. The study focused on group communication patterns and their role in improving athletic performance. Informants were divided into primary and secondary categories: primary informants included team managers, coaches, and players, while secondary informants were reserve players.

Data were collected using observation, in-depth interviews, and documentation. The analysis followed the interactive model proposed by Miles and Huberman, which consisted of three interrelated stages: data reduction, data presentation, and conclusion drawing and verification. Data reduction involved summarizing and classifying the collected data into specific conceptual units, categories, and themes (Millah et al., 2023). Data presentation organized the information in a way that allowed for analysis and interpretation in accordance with the study's objectives (Millah et al., 2023). Conclusions were drawn from field data, requiring researchers to interpret the meaning behind the information obtained (Spradley & Huberman, 2024). In the final stage, researchers formulated conclusions based on the analysis and interpretation, and verification was conducted to ensure that the conclusions accurately reflected the dynamics of communication and its influence on the team's discipline and athletic performance.

The credibility and accuracy of the data were strengthened through triangulation, combining multiple sources, methods, or perspectives to reduce uncertainty in the research findings (Nurfajriani et al., 2024).

## **RESULTS AND DISCUSSION**

Based on observations and interviews, communication within the Toko Kecil futsal team takes place through regular face-to-face conversations, especially before training and before and after matches. These interactions are used to convey strategies, evaluate performance, and boost team motivation. The relatively small number of members allows all players to be actively involved. Each player has the opportunity to express their opinions and respond to the coach and manager's instructions, resulting in two-way, dialogical communication.

The results of the study indicate that the main barriers to group communication within the Toko Kecil Futsal Team are player tardiness and absenteeism during training sessions. This

situation results in information and instructions not being conveyed directly to all players.

Players who are absent from training must rely on explanations from teammates, which can potentially lead to differences in understanding of game strategies and formations. These obstacles result in reduced face-to-face communication, tactical misunderstandings, and suboptimal team coordination during matches

To overcome communication barriers, the management and coaches of the Toko Kecil Futsal Team implemented several measures, including imposing sanctions for disciplinary violations, using a personal persuasive communication approach, repeating training material for players who were late or absent, and utilizing digital communication media as a means of conveying additional information.

Toko Kecil Futsal is a community-based futsal team located in Kuningan Regency. Starting out as a small group of futsal enthusiasts, the team has transformed into a training center capable of developing skilled players who are ready to compete in various regional events. In addition to serving as a sports venue, Toko Kecil Futsal also functions as an educational space where athletes practice teamwork, hone their strategic thinking, and build discipline.

Futsal requires effective communication because it forms the foundation of teamwork and plays an important role in achieving collective success (Sutirta & Sukendro, 2020) . Therefore, both coaches and players play an important role in a futsal team. A coach relies on communication to convey instructions, strategies, and expectations to players, building continuous interactions that shape the overall coordination and performance of the team.

### **The Role of Group Communication Patterns in Improving the Performance and Achievement of the Toko Kecil Futsal Team**

According to (Rosantika et al., 2023) Communication patterns refer to the form or structure of relationships between two or more individuals in the process of sending and receiving messages. Through established communication patterns, it is possible to see the direction of information flow, the level of openness between individuals, and the effectiveness of communication in achieving common goals, whether in the context of groups, organizations, or social communities.

Based on Townsend in (Suratani Bangko, Mikke Setiawati, 2021) explains that group communication patterns can be identified through the way messages are sent and received among group members, such as in a wheel pattern or all-channel pattern. In the context of the Toko Kecil Futsal Team, it plays a fundamental role in determining their overall performance and achievements. In (Studies, 2021) Burgoon defines group communication as being evaluable through four important indicators: face-to-face interaction, number of participants, shared goals, and members' awareness of each other's individual characteristics.

Face to face interaction is the most important communication component in a team. According to (Fahrizand, 2021) Direct interaction refers to face-to-face communication between individuals that occurs during direct meetings, where messages are conveyed through verbal and nonverbal cues such as facial expressions, eye contact, and body movements. According to interviews with coaches, teams consistently hold face-to-face interaction sessions before training sessions, before competitions, and after matches. These discussions serve as a place to convey

strategies to provide tactical guidance and evaluate the strengths and weaknesses of opponents.



**Figure 1.** The team holds a discussion before the match

These results are consistent with studies (Oh, 2023) which found that good team communication can improve performance on the field because all the material presented is understood. These forms of interaction are in line with Burgoon's argument that direct communication reduces the risk of message distortion and supports clearer and more accurate instructions. Group communication, which involves management, coaches, and players, also plays an important role. According to interviews with the manager of the Toko Kecil Futsal Team, this communication is organized systematically, occurring before the game through motivational messages and after the game through individual and collective performance evaluations. According to interviews with players, direct management involvement on the field represents moral support, increases players' feelings of appreciation, and boosts their confidence. In this case, the manager is not only physically present but also deliberately fosters an open atmosphere for communication.

The communication patterns applied show that group communication is the foundation of an effective team. Face-to-face interaction is essential for aligning strategies, defining roles, and reducing potential miscommunication, while communication from managers increases player motivation and responds to the psychological needs of the team.

moreover, total participant which is relatively small, increases member engagement and strengthens cohesion during communication. According to (Anwar et al., 2024) The number of participants in group communication refers to the involvement of at least three individuals. This criterion distinguishes group communication from interpersonal communication, which involves two people, as well as from communication in larger groups. Having a minimum of three members allows group dynamics to emerge, including role shifts, coordinated tasks, and more complex communication patterns, thereby supporting collaborative decision-making and problem-solving.

According to interviews with the coach, each team member is given the same opportunity to express their opinions and provide input during discussions. The active involvement of all participants shows that communication is not controlled by one party, but rather operates as a two-way dialogue. Team management emphasizes the importance of two-way communication by ensuring that all players have the same opportunity to voice their perspectives, participate actively, and evaluate the strategies being discussed. From the players' perspective, team discussions are seen as an open platform that encourages the involvement of each member. Players feel they have an active role in decision-making, both during strategic planning sessions and post-match evaluations

This condition illustrates the application of participation indicators in Burgoon's group communication theory, which emphasizes that communication becomes more effective when members are actively involved in sharing information. Burgoon argues that smaller groups tend to encourage more balanced participation because each individual can contribute without being overshadowed by others.

In general, the number of participants actively involved will foster a democratic and collaborative communication environment. By ensuring equal participation, teams are able to build mutual understanding, increase their sense of responsibility, and generate synergies that support effectiveness and sustainable performance.

Shared communication goals also play an important role in teams. According to (Dewi & Aesthetika, 2025) The common goal of group communication refers to the collective understanding among members that their interactions are directed toward achieving specific results, such as sharing information, solving problems, making decisions, or completing tasks together. Based on the interview findings, coaches consider communication an important tool for ensuring that players clearly understand the team's strategic direction, overcome mistakes, and remain focused on the team's goals. According to the manager, technical and tactical concepts are aligned so that their implementation on the field remains consistent with the jointly established plan. This is in line with Burgoon's group communication theory, which asserts that successful groups operate based on clear and mutually understood communication goals. According to interviews with players, clearly formulated goals allow players to concentrate on tactical execution and competitive goals, which ultimately drives more consistent and better performance.

Overall, shared communication goals are the main link between various team components. A clear understanding of these goals allows communication to be more focused, efficient, and responsive to situational demands. In the context of sports teams, well-defined communication goals help players recognize their roles, consistently execute strategies, and maintain stable performance.

The team also demonstrated a strong ability to understand each other's personal characteristics. (Anwar et al., 2024) stated that, The ability to identify the personal characteristics of other group members refers to each individual's capacity to recognize and remember the traits, skills, tendencies, and communication styles of others. This indicates a high level of interpersonal familiarity and mutual understanding, enabling more responsive attention to individual needs and

more effective coordination in carrying out group tasks.

According to the results of interviews with communication coaches, good communication between team members plays an important role in shaping team dynamics. Effective communication is not limited to the delivery of information, but also involves an environment that feels safe, supportive, and psychologically comfortable. Interviews with the manager of the Toko Kecil Futsal team revealed that understanding the unique characteristics of each team member is very important, as individuals respond differently to guidance, pressure, and competitive conditions. From the players' perspective, recognizing the skills, playing tendencies, and personal traits of each player is a key element in building effective teamwork on the field, especially in high-intensity contact sports such as futsal. Awareness of individual strengths and personality differences enhances team cohesion, enabling players to perform their roles and responsibilities more effectively. This shared understanding also supports the smooth implementation of game strategies, as each team member is able to optimize their performance while providing support to others.

The above discussion, when viewed according to Townsend's definition of communication patterns, shows that the dominant communication pattern in the Futsal Toko Kecil team is a combination of the wheel pattern and all channels. The wheel pattern emerges when the manager and coach function as central nodes, conveying training directions, tactical plans, and disciplinary guidelines. This pattern supports clear message delivery and consistent regulation. Meanwhile, the all-channel communication pattern is also reflected in open group interactions, such as briefings during training and post-match evaluations, where all team members are encouraged to share their views and provide feedback.

The effectiveness of the Toko Kecil Futsal team's communication clearly played a direct role in their success. This was marked by the Toko Kecil Futsal team winning first place in the 2023 Kuningan Futsal League and the 2024 KIFFA Futsal Competition. The achievements attained by the Toko Kecil Futsal team have provided an opportunity for the team to represent Kuningan Regency in the West Java Premier League competition.



**Figure 2.** The Toko Kecil Futsal Team wins the Kuningan Futsal League

## Communication Barriers Experienced by the Toko Kecil Futsal Team

Communication barriers can arise in any communication context, including interpersonal interactions, mass communication, organizational environments, and group communication. These barriers are not limited by age, background, or experience, meaning that both younger and older individuals are equally vulnerable to them. Communication barriers can take many forms, such as misunderstandings, unclear messages, limited feedback, or disruptions in communication channels.

When these barriers occur in various contexts, they can hinder the accurate delivery and interpretation of messages, leading to confusion, misunderstanding, and ineffective interactions. In organizational and group settings, for example, communication barriers can weaken coordination, reduce collaboration, and disrupt decision-making processes. Similarly, in interpersonal and mass communication, these barriers can distort the intended meaning and prevent messages from being received as intended. As a result, communication barriers play an important role in reducing the overall effectiveness and quality of communication in various social and professional environments.

According to (Harahap, 2021) Communication breakdown refers to a situation in the communication process where obstacles or interruptions arise, preventing information from being conveyed smoothly from the sender to the receiver. Disruptions in the communication system can result in differences between the message sent and the message received. These disruptions can originate from errors made by the sender, the receiver, the content of the message, or the communication channel, which in turn reduce the clarity and meaning of the message conveyed.

The most prominent obstacle facing the Toko Kecil Futsal team is the lack of discipline among the players, as evidenced by players who are sometimes late for practice or do not show up at all. According to the manager of the Toko Kecil Futsal team, the main cause of player absences or tardiness in Toko Kecil Futsal team practices stems from external commitments, such as work, academic matters (as some players are still in school), or other personal matters, which are often prioritized over their athletic duties.

According to interviews with players from Toko Kecil Futsal, absence from training disrupts direct communication, which is very important, because strategies are repeated until all players fully understand them before moving on to new topics. Absent players miss out on direct instructions from the coach and therefore rely on explanations from teammates, which are often incomplete or inaccurate. This leads to differences in the interpretation of tactics and formations, as well as misunderstandings, such as when players fail to understand the coach's instructions. In practice, absent players miss out on direct guidance from the coach and instead rely on explanations provided by teammates. However, this indirect information is often incomplete or inaccurate, leading to varying interpretations of tactics and formations.

Within Michael Burgoon's group communication theory framework, barriers arising from player absence weaken the key indicators of effective group communication. These obstacles significantly reduce **face-to-face** interaction when players are absent, limit active involvement in tactical discussions, and hinder the development of members' ability to recognize each other's

personal characteristics due to a lack of consistent interaction. Frequent absences limit opportunities for interaction, thereby slowing the development of personal familiarity and deeper mutual understanding among players. As a result, information is distributed unevenly across the team, with some players having a stronger understanding of strategy than others, ultimately disrupting coordination and the overall flow of the game.

According to (Wibiksana et al., 2025) Punctuality plays an important role in promoting effective communication within sports teams. When players arrive late or are absent from training sessions, the planned communication process and delivery of strategic information are disrupted. According to (Mikraj et al., 2025) which shows that player absences during training have a direct negative effect on the quality of team communication. Their findings show that each missed training session reduces communication effectiveness by around 15–20 percent. When absences occur repeatedly, it creates a substantial gap in understanding between players who are always present and those who are frequently absent, which ultimately weakens team coordination and synchronization during matches.

From the perspective of Michael Burgoon's group communication theory, barriers caused by player absences weaken the key indicators of effective group communication, particularly face-to-face interaction and the level of active participant engagement. When players are absent, opportunities for direct interaction are reduced. As a result, information becomes unevenly distributed, with some players having a stronger understanding of team strategy than others, which ultimately disrupts coordination during the game.

Based on the results of interviews with the coach, manager, and players of the Toko Kecil Futsal team above, it can be concluded that the main obstacles encountered are:

1. Late Arrival and Absence from Training
2. Face-to-Face Communication Process Disruption
3. Tactical Misunderstandings and Formations

The most obvious impact of this absence is the disruption of strategic information exchange that underpins match preparation. Players who do not attend training sessions where tactics and strategies are explained in detail lose the opportunity to receive direct instructions from the coach, observe tactical details through practical demonstrations on the field, and ask for clarification when needed. As a result, these players must rely on information conveyed by teammates, which, according to research, is often less accurate and comprehensive than direct communication.

#### **Efforts Made to Overcome Obstacles in the Toko Kecil Futsal Team.**

The main effort made by the management and coaching staff of Toko Kecil was to implement a system of sanctions or punishments to improve player discipline. The punishment approach had two objectives. First, it was a direct consequence of disciplinary violations, and second, it was an effort to improve the players' physical performance through additional training.

According to (Kirmala et al., 2025) shows that sanctions that are applied appropriately and consistently can serve as a deterrent and improve discipline. However, their research also emphasizes that such measures must be accompanied by an educational approach to prevent negative effects, including emotional resistance among players.

In addition to imposing physical sanctions, the Toko Kecil futsal team also adopted a more persuasive strategy by providing guidance to players who faced disciplinary issues. Research conducted by (Mikraj et al., 2025) also emphasizes the important role of coaching communication patterns in motivating athletes, showing that effective communication can help overcome challenges arising from individual differences and player absences.

Another important initiative undertaken by the Toko Kecil futsal team is to ensure that players who arrive late or are absent still receive adequate training. This approach reflects the understanding that training is not just a technical activity, but also a continuous learning process that involves all players. The coach explained that although late arrivals pose challenges, the coaching staff consistently strives to optimize the potential of the players who are present and keep the training program running. This statement reflects the coach's strong commitment to maintaining training continuity and making the necessary adjustments despite existing obstacles.

The approach of repeating training material for players who arrive late also has significant educational value. This strategy aims to prevent gaps in tactical and technical understanding that could potentially lead to miscommunication during matches. From the players' perspective, it was noted that the team actively tried to brief other players who arrived late on the material that had been presented, demonstrating an additional information-sharing process to ensure that all players achieved the same level of understanding. Although the transfer of information between players may involve the risk of distortion, it is still a better option than leaving latecomers completely uninformed about strategic matters.

In the contemporary digital era, the adoption of communication technology serves as a strategic approach to support face-to-face interaction and overcome challenges related to discipline and information sharing. The incorporation of digital tools into sports team communication systems has been shown to improve coordination, reduce information gaps, and encourage greater discipline.

Instant messaging apps such as WhatsApp can serve as the core of a team's digital communication system. Dedicated official groups allow information to be shared instantly with all members, including practice schedules, venue changes, player reminders, and other important updates. This platform is particularly advantageous because it sends messages to all players simultaneously, minimizing the potential for miscommunication.

Despite facing communication barriers ranging from disciplinary issues, The Toko Kecil Futsal Management has proactively designed and implemented a series of strategies designed to overcome these barriers and improve group effectiveness. The efforts made are as follows:

1. Imposing Punishment on the Player Concerned
2. Persuasive Communication Approach to the Players Concerned
3. Providing Education to Players Who Are Absent
4. Utilization of Digital Communication Technology

The integration of strategies combining disciplinary sanctions, persuasive approaches, education, and the use of digital media has proven effective. The result is a significant improvement in team cohesion and collective performance. The effectiveness of this healthy and

adaptive group communication is not only evident internally, but also reflected in their track record of achievements.

The success of the Toko Kecil Futsal Team, which won the Kuningan Futsal League 2023 and the KIFFA Futsal Competition 2024, and earned the honor of representing Kuningan Regency in the West Java Premier League, serves as strong empirical evidence. This achievement underscores that a structured, inclusive group communication pattern, supported by supportive managerial leadership, is a crucial determining factor in transforming potential into tangible achievements in the world of sports.

This study presents new findings by exploring group communication patterns in futsal teams through a broader and more comprehensive perspective, combining the viewpoints of coaches, players, and managers—the three main actors that shape team communication dynamics. The identification of the manager's function as an “emotional bridge” connecting the coach and players is a significant yet often overlooked insight that has received little attention in both local and international sports communication literature.

## CONCLUSION

Communication patterns within the *Toko Kecil Futsal Team* played a strategic role in enhancing team performance and success by combining centralized communication from coaches and managers with open, participatory communication among players. This system facilitated clear instruction delivery, active player involvement, improved tactical understanding, and strengthened team cohesion. However, communication barriers such as late arrivals or missed training disrupted information flow, created tactical misunderstandings, and reduced the effectiveness of group coordination. To address these challenges, management and coaching staff implemented strategies including disciplinary sanctions, persuasive communication, player education, and digital communication tools, which improved discipline and minimized gaps in understanding. The effectiveness of these communication patterns is reflected in the team's achievements, including winning the 2023 *Kuningan Futsal League*, the 2024 *KIFFA Futsal Championship*, and representing Kuningan Regency in the West Java Premier League. Future research could examine the impact of emerging digital communication platforms on team coordination and performance in futsal, particularly in mitigating barriers related to player absences.

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