

The Influence of Internal Communication in the Organization on PT Wahyu Abadi (CIKARANG) Employee Performance

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Abstract

In PT Wahyu Abadi is a company operating in the manufacturing industry specializing in printing and packaging. The company seeks to push the printing and packaging industry to new levels of innovation. This company provides business solutions in the fields of printing, packaging, digital and supply chain. PT Wahyu Abadi was chosen as the research location, which is located on Jl. Angsana Raya Blok L1 No 17, Delta Silicon 1 Industrial Area, Lippo Cikarang Bekasi, Indonesia. The analysis carried out using SPSS 21.0 found that the value of the influence of Internal Communication (X) on Employee Performance (Y) can be narrated using the regression formula $Y = a + bX$, so the regression value resulting from the calculation above is $Y = 55.517 + 0.151X$. The constant value (a) is = 55.517 while the coefficient value (b) = 0.151. The meaning of this equation is that if there is no internal communication, the employee's performance will be worth 55,517 units. However, if there is an increase of one unit/unit of the internal communication variable, it will be affected by an increase in employee performance by 0.515. Thus the t table: if the error level $\alpha = 5\%$ (0.05%) and the two-sided test $df = n - 2$ ($33 - 2 = 31$), then the t table value is 2.040 and based on the calculation above the t count is obtained equal to $0.742 < t$ table 2.040, then it can be concluded that H_0 is accepted and H_a is rejected because the calculated t is smaller than the t table. Thus it can be concluded that internal communication variables do not influence employee performance variables at PT Wahyu Abadi.

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Abstrak

PT Wahyu Abadi merupakan sebuah perusahaan yang bergerak pada industri manufaktur dengan spesialisasi percetakan dan pengemasan. Perusahaan ini berusaha mendorong industri percetakan dan pengemasan ke tingkat inovasi baru. Perusahaan ini menyediakan solusi bisnis di bidang percetakan, pengemasan, digital dan rantai pasokan. PT Wahyu Abadi dipilih sebagai tempat penelitian, yaitu berlokasi di Jl. Angsana Raya Blok L1 No 17, Kawasan Industri Delta Silicon 1, Lippo Cikarang Bekasi, Indonesia. Analisa yang dilakukan menggunakan SPSS 21.0 tersebut didapati nilai pengaruh Komunikasi Internal (X) terhadap Kinerja Karyawan (Y) dapat dinarasikan dengan rumus regresi $Y = a + bX$, maka nilai regresi yang dihasilkan dari hitungan diatas adalah sebesar $Y = 55.517 + 0.151X$. Nilai konstanta (a) sebesar = 55.517 sedangkan nilai koefisien (b)=0.151. Pengertian persamaan tersebut adalah apabila tidak ada komunikasi internal, maka kinerja karyawan akan bernilai sebanyak 55.517 satuan. Namun apabila terjadi peningkatan satu satuan/unit variabel komunikasi internal, maka dipengaruhi peningkatan kinerja karyawan sebesar 0.515. Dengan demikian t tabel: jika taraf kesalahan $\alpha = 5\%$ (0,05%) dan uji dua pihak $df = n - 2$ ($33 - 2 = 31$), maka untuk nilai t tabelnya adalah 2,040 dan berdasarkan perhitungan diatas yang didapat t hitung sebesar $0,742 < t$ tabel 2,040, maka dapat disimpulkan bahwa H_0 diterima dan H_a ditolak karena t hitung lebih kecil dari pada t tabel. Dengan demikian dapat disimpulkan bahwa variabel komunikasi internal tidak mempengaruhi variabel kinerja karyawan di PT Wahyu Abadi.

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1. INTRODUCTION

HR is the key determinant of success in an organization, because almost every activity carried out uses HR as an important part of workers and the organization. According to Employment Law no. 13 of 2003, work means someone is able to work to obtain goods and services, whether for their own needs or those of society. Apart from human resources as a central element of an organization, communication is also needed to support organizational success. This includes internal communications as well.

According to Rismayanti (2018), internal communication is the exchange of ideas between administrators and employees in a company, in a typical complete structure accompanied by horizontal and vertical exchange of ideas within the company, so that work runs (operations and management). According to Agustini & Purnaningsih, 2018, internal communication is considered as one of the solutions in solving internal problems that exist in a company, where internal communication begins by improving employee relationships with superiors or vice versa, and relationships with fellow employees.

PT Wahyu Abadi is a company operating in the manufacturing industry specializing in printing and packaging. The company seeks to push the printing and packaging industry to new levels of innovation. This company provides business solutions in the fields of printing, packaging, digital and supply chain. We combine cutting-edge technology with time-tested methods to provide customers with the best solutions for their business process needs. All solutions are designed to ensure a transparent and cost-effective experience from start to finish.

Communication is an important part of work life. This is easy to understand because poor communication can have a broad impact on organizational life, for example conflict between employees and conversely good communication can increase mutual understanding, cooperation and job satisfaction. Communication is considered important because it is a tool for monitoring implementation in company management so that the tasks and performance carried out by company management can run efficiently. A management control system is a part of communication that is related to categorizing processes and information to help a manager in coordinating parts. in order to change the form of behavior to achieve an organizational goal.

In this era of globalization, competition in the business world is increasingly fierce. Every company must be able to strengthen the elements involved in company operations so that they are able to adapt and face challenges. Every element in the company must be superior and have reliable capabilities. Human resources as planners, actors and determinants of the realization of company goals must play an active and dominant role in carrying out every function within the Company. Therefore, companies need quality human resources to face competition in the current era of globalization.

2. LITERATURE REVIEW

Human Resources (HR) is a very important factor that cannot be separated from an organization, whether institutional or company. Human resources (HR) are also the key that determines the company's development. In essence, Human Resources (HR) are people who are employed in an organization as movers, thinkers and planners to achieve the organization's goals. Employees are not mere resources, but rather capital or assets for institutions or organizations. Because of this, a new term emerged outside of HR (Human Resources), namely HC or Human Capital. Here Human Resources (HR) are seen not just as the main asset, but an asset that is valuable and can be multiplied, developed (compare with an investment portfolio) and not vice versa as a liability (cost burden). Here the perspective of human resources (HR) as an investment for institutions or organizations is more prominent.

In the Human Resources Management Book according to Ni Wayan Dian Irmayani (2022:1). Human resource management, abbreviated as HRM, is a science or method of managing the relationships and roles of resources (workforce) owned by individuals efficiently and effectively and can be used optimally so that the joint goals of the company, employees and society are achieved. maximum. HRM is based on the concept that every employee is a human being - not a machine - and not merely a business resource.

According to Muhammad (2016), states that there are 3 forms of internal communication, namely:

a. Downward communication, namely communication that moves from leaders to subordinates.

Any communication that flows from top management down following the hierarchy is downward communication. The types of downward communication can be classified as follows:

- 1) Task or job instructions are messages conveyed to subordinates regarding what they are expected to do and how to do it. The messages can take the form of direct orders, task descriptions, manual procedures and specific training programs.
 - 2) A job rationale is a message that explains the purpose of an activity and how it relates to other activities in the organization or organizational objects. The quality and quantity of rational communication is determined by the leader's philosophy and assumptions about his subordinates.
 - 3) This ideology is an extension of the rational message. Rational messages emphasize the explanation of tasks and their relationship to the organization's perspective, whereas ideological messages instead seek support and enthusiasm from organizational members in order to strengthen loyalty, morale and motivation.
 - 4) Informational messages are intended to acquaint subordinates with organizational practices, organizational rules, customs and other data unrelated to instructions and rationale.
 - 5) Feedback is a message that contains information about the individual's accuracy in carrying out work. One simple form of this feedback is that if the leader does not criticize his work, it means that his work is satisfactory.
- b. Upward communication is a flow of communication that moves from bottom to top. The messages conveyed include work implementation reports, employee complaints, employee attitudes and feelings about several matters, development of procedures and techniques, information about production and results achieved. If the flow of information upwards is not smooth then upper level management or leadership lacks proper knowledge and awareness of the state of the organization in general. Upward communication has several specific functions or values as follows:
- 1) With upward communication, leaders can know when their subordinates are ready to be given information from them and how well the leadership accepts what employees convey.
 - 2) Upward communication flows provide valuable information to decision makers.
 - 3) Upward communication strengthens subordinates' appreciation and loyalty to the organization by providing opportunities to ask questions and submit ideas and suggestions about the running of the organization.
- c. Horizontal communication (horizontal communication) is very internally carried out between sections that have a high level of work sequence, which is intended to save time and make it easier to carry out coordination which can take place formally (work relationships in the division of work structures are arranged formally or informally to accelerate action. Horizontal communication has certain objectives including the following:
- 1) Coordinate tasks. Certain sections at the same level in the organization sometimes need to hold meetings or conferences to discuss matters that contribute to achieving organizational goals.
 - 2) Guarantee a common understanding. When changes are proposed in an organization, there needs to be a common understanding of all components in the organization.
 - 3) Develop interpersonal support. Because most of the work time is interacting with friends to get interpersonal relationship support from friends.

According to Robbins (2016:260) performance indicators are a tool for measuring the extent of employee performance achievements. The following are several indicators for measuring employee performance, namely: (1) Work Quality; (2) Quantity; (3) Timeliness; (4) Effectiveness; (5) Independence.

The quality of employee work can be measured from employee perceptions of the quality of work produced as well as the perfection of tasks regarding employee skills and abilities (Robbins, 2016: 260). The quality of work can be described from the level of good or bad results of the employee's work in completing the work as well as the employee's ability and skills in carrying out the tasks given to him.

Quantity is the amount produced expressed in terms of the number of units, the number of activity cycles completed (Robbin, 2016: 260). Quantity is a measure of the number of units' work

results and the number of activity cycles completed by employees so that employee performance can be measured through this number (units/cycles). for example, employees can complete their work quickly within the time limit determined by the Company.

3. PRIOR RESEARCH JOURNAL

Several researchers have conducted research to determine the effect of internal communication on employee performance. Below the author describes previous research regarding the influence of Internal Communication on Employee Performance.

1. The results of research conducted by Isti Prabawani, Ririn Kusumawati, Andi Miranda (2023), entitled: "The Influence of Internal Communication on Employee Performance of PT. which means that for every 1 unit increase in internal communication (X), performance (Y) increases by 0.510, with a correlation coefficient value of $r = 0.528$, meaning that internal communication simultaneously has a moderate effect on employee performance. which is also proven by $f_{count} 15.825 > f_{table}$ of 4.08 with a significance level of 5%, H_0 is rejected and H_a is accepted.
2. The results of research conducted by Marisi Butarbutar, Efendi2, Sisca, Josua Rajagukguk (2021), entitled: "The Influence of Interpersonal Communication on Employee Performance at the Pematangsiantar City Regional Disaster Management Agency Office" stated that: The research results showed that interpersonal communication and employee performance were good, and there is a positive and significant influence between interpersonal communication on employee performance.
3. The results of research conducted by Kristina Munthe and Ermina Tiorida (2017), entitled: "The Influence of Internal Communication on Employee Performance", stated that: The results show that to improve performance, management must provide more special time for its employees so that they can spend opinions in a formal or non-formal forum so that there is closeness between employees and management.

4. RESEARCH METHOD

According to Sugiyono (2017:35) a descriptive problem formulation is a problem formulation that concerns the question of the existence of independent variables, whether only on one variable or more (stand-alone variables). So in this variable the researcher does not make comparisons of that variable with other samples, and looks for the relationship of that variable with other variables. This kind of research is then called descriptive research.

This research uses a clause associative research design, according to Sugiyono (2017:93). Clausal association is research that looks for causal relationships or influences, namely the relationship between the independent variable Work Discipline (X) and the dependent variable Employee Performance (Y). With this research, a theory can be built that functions to explain, predict and control the symptoms that occur.

Samples and Sampling Techniques

Meanwhile, according to Sujarweni (2014:69), "Proportional random sampling" means that members of the sample and population are taken randomly without paying attention to the strata in the population.

The research sample that the author took only in the Finance, Accounting, HRD, GA, Marketing, PPIC, Ware House and QC sections at PT Wahyu Abadi branch Lippo Cikarang Bekasi, A total of 33 respondents from all these sections will be used as research samples. The characteristics/identity of the respondent can be known based on the results filled in by the respondent, such as data on gender, age, last education and years of work.

Research Instrument

According to Sugiyono (2017:102) a research instrument is "a tool used to measure observed natural and social phenomena". Specifically, all of these phenomena are called research variables.

Developing instruments is an important step in research procedure patterns. The instrument functions as a tool in collecting the necessary data. The form of the instrument is related to the data collection method. For example, interview method, questionnaire method, observation method, and documentation method.

The instrument used in this research was a questionnaire that the researcher compiled himself based on operational variables that had been prepared previously.

The instrument used in this research is intended to produce accurate data, namely by using a Likert scale.

According to Sugiyono (2017:93) the Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena. In research, this social phenomenon has been specifically determined by the researcher, which is hereinafter referred to as the research variable. With a Likert Scale, the variables to be measured are translated into indicator variables. Then these indicators are used as a starting point for compiling instrument items which can be in the form of statements or questions.

The answer to each instrument item using a Likert scale has a graduation from very positive to very negative, which can be in the form of words.

Table. 3.4 Alternative Answers and Value Weights

Alternative Answers	Value Weight (+)
Strongly agree	5
Agree	4
Doubtful	3
Don't agree	2
Strongly Disagree	1

In testing research instruments, researchers used Validity Tests and Reliability Tests. Data analysis techniques use Simple Linear Regression Analysis and Coefficient of Determination Analysis. To test the hypothesis, the researcher used the partial Regression Coefficient Test (t test) and Correlation of Coefficient.

5. RESULTS AND DISCUSSION

Validity test

The validity test shows a measure of the level of validity or determination of an instrument. A valid instrument has high validity. Conversely, an instrument that is less valid means it has low validity. Valid means that the instrument can be used to measure what it is supposed to measure. Validity testing was carried out by conducting a two-sided test with a significance level of 0.05.

The test criteria are if $r_{count} > r_{table}$, then the question item is valid and conversely if $r_{count} < r_{table}$, then the measurement questionnaire or questionnaire is invalid. The basis for taking criteria in the validity test is as follows:

- 1) If the r result score is positive, and the r result is greater than r table then the item or variable is valid.
- 2) If the r score is negative and the r result is smaller than r table then the item or variable is invalid.

The minimum requirement for validity is if $r = 0.3$. If the correlation between the items and the total score is less than 0.3, then the items in the instrument are declared invalid.

Test criteria are as follows:

1. If $r_{count} > r_{table}$ (two-sided test with sig. 0.05) then the instrument or statement items are significantly correlated with the total score (declared valid).
2. If $r_{count} < r_{table}$ (two-sided test with sig 0.05) then the instrument or statement items do not correlate significantly with the total score (declared invalid).

From the results of the analysis, the correlation value between item scores and the total score was obtained. These values are then compared with the value of r table, r table is sought at a

significance of 0.05 with a two-sided test and the amount of data is n=33, then the r table is obtained at 0.344.

Below you can see the results of the validity calculations for all statement items.

Tables 4.11 and 4.12
Validity Calculation Results

Variable	Items	r Count	r Table	Information
Internal Commu- nications (X)	1	0.624	0.344	Valid
	2	0.508	0.344	Valid
	3	0.602	0.344	Valid
	4	0.565	0.344	Valid
	5	0.487	0.344	Valid
	6	0.522	0.344	Valid
	7	0.518	0.344	Valid
	8	0.474	0.344	Valid
	9	0.659	0.344	Valid
	10	0.591	0.344	Valid
	11	0.655	0.344	Valid
	12	0.577	0.344	Valid
	13	0.683	0.344	Valid
	14	0.683	0.344	Valid
	15	0.628	0.344	Valid
Employee performa- nce(Y)	1	0.462	0.344	Valid
	2	0.372	0.344	Valid
	3	0.515	0.344	Valid
	4	0.635	0.344	Valid
	5	0.700	0.344	Valid
	6	0.789	0.344	Valid
	7	0.686	0.344	Valid
	8	0.494	0.344	Valid
	9	0.590	0.344	Valid
	10	0.696	0.344	Valid
	11	0.751	0.344	Valid
	12	0.757	0.344	Valid
	13	0.595	0.344	Valid
	14	0.785	0.344	Valid
	15	0.433	0.344	Valid
	16	0.590	0.344	Valid
17	0.696	0.344	Valid	
18	0.751	0.344	Valid	
19	0.789	0.344	Valid	
20	0.686	0.344	Valid	
21	0.700	0.344	Valid	

Based on the results of the analysis, the correlation value of the items was found to be more than 0.344, so it can be concluded that the research instrument items for Internal Communication (X) and Employee Performance (Y) were declared valid.

Reliability Test

Reliability Test is testing whether the results of the questionnaire can be trusted or not. Instrument reliability testing can be done externally or internally. Externally, it can be done with test retest (stability), equivalent, and a combination of both. Reliability testing is a continuation of validity testing, where the items tested are only valid items.

The reliability test is carried out at a significance level of 0.05, meaning that the instrument can be reliable if the alpha value is large (>) than the critical product moment r. So the questionnaire items used are reliable or consistent. Based on the results of data processing using SPSS, reliability results were obtained as shown in Tables 4.13 and 4.14.

**Table 4.13
Internal Communication Reliability Test Results (X)**

Reliability Statistics	
Cronbach's Alpha	N of Items
,853	15

From table 4.13 it can be seen that the results of the reliability test for the Internal Communication variable obtained a Cronbach's Alpha value of 0.853. It can be concluded that the value $0.853 \geq 0.6$. So that variable of internal communications are declared reliable.

**Table 4.14
Employee Performance Reliability Test Results (Y)**

Reliability Statistics	
Cronbach's Alpha	N of Items
,881	21

From table 4.14 it can be seen that the results of the reliability test for the Employee Performance variable obtained a valueCronbach'sAlpha is 0.881. It can be concluded that the value $0.881 \geq 0.6$. So that the employee performance variable is declared reliable.

Simple Linear Regression Analysis

Simple linear regression analysis is one of the analytical tools used to determine the direction of the relationship between the independent variable (X), namely internal communication, and the dependent variable (Y), namely employee performance, whether positive or negative, and to predict the value of the dependent variable if the value of the independent variable experiencing an increase or decrease. Based on the results of data processing with the help of SPSS, the results obtained are as shown in Table 4.15.

**Table 4.15
Simple Linear Regression Analysis
Coefficientsa**

Model	Unstandar dized Coefficie nts		Standa rdized Coeffi cients	t	Si g.
	B	Std. Erro r	Beta		

(Constant)	55,517	13,683		4,057	,000
Internal Communications	,151	.203	.132	,742	,464

a. Dependent Variable: Employee Performance

Based on the results of the analysis carried out using SPSS 21.0, it was found that the value of the influence of Internal Communication (X) on Employee Performance (Y) can be narrated using the regression formula $Y = a + bX$, then the regression value resulting from the calculation above is $Y = 55.517 + 0.151X$. The constant value (a) is = 55.517 while the coefficient value (b) = 0.151. The meaning of this equation is that if there is no internal communication, the employee's performance will be worth 55,517 units. However, if there is an increase of one unit/unit of the internal communication variable, it will be affected by an increase in employee performance by 0.515.

Correlation Coefficient Analysis

Correlation analysis is used to determine the effect of service quality on patient satisfaction, The results obtained are as shown in Table 4.16.

Table 4.16
Correlation Coefficient Test Results
Correlations

		Internal Communications	Employee Performance
Internal Communications	Pearson Correlation	1	.132
	Sig. (2-tailed)		,464
	N	33	33
Employee performance	Pearson Correlation	.132	1
	Sig. (2-tailed)	,464	
	N	33	33

Based on the results of calculations carried out using the SPSS 21.0 system above, a correlation coefficient value of -.132 was obtained. This value shows that the relationship between Internal Communication (X) and Employee Performance (Y) is negative. Negative means that the higher the variable X, the lower the variable Y and vice versa, if the lower the variable The relationship value is included in the very low category.

Analysis of the Coefficient of Determination

The analysis of the coefficient of determination is to show how much influence the Quality of Outpatient Pharmacy Installation Services has on Patient Satisfaction at Hermina Bekasi Hospital. The coefficient of determination was processed using SPSS (Table 4.17).

This test was carried out to determine the contribution of the independent variable (Internal Communication) to variable bound (Employee Performance), then the formula is used:

$$KD = r^2 \times 100\%$$

$$KD = 0.132^2 \times 100\%$$

$$KD = 0.017 \times 100\%$$

$$KD = 0.07\%$$

Table 4.17
Coefficient of Determination Test Results
Model Summary

Model	R	R Squared	Adjusted R Square	Std. Error of the Estimate
1	.132a	.017	-.014	6,268

a. Predictors: (Constant), Internal Communication

From the table above you can see the calculations manually or using SPSS 21.0 that calculation of the coefficient of determination $KD = r^2 \times 100\% = 0.132^2 \times 100\% = 0.017\%$, which means that the Internal Communication variable influences employee performance at PT Wahyu Abadi is 0.017%, while 99.9% is influenced by other factors not examined in this study.

Calculated t test analysis

The partial test or commonly called the t test is a test carried out to find out whether internal communication influence whether it is significant or not on the level of employee performance. This test uses a significance level of 0.05 and is 2-sided.

In this research, there are the following hypotheses:

Ho = There is no influence of internal communication on employee performance at PT Wahyu Abadi.

Ha = There is an influence of internal communication on employee performance at PT Wahyu Abadi.

Table 4.18
Calculated t test analysis results
Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	55,517	13,683		4,057	,000

Internal Communications	,151	.203	.132	,742	,464
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a. Dependent Variable: Employee Performance

Thus t table: if the error level $\alpha = 5\%$ (0.05%) and two-tailed test $df = n - 2$ ($33 - 2 = 31$), then the t table value is 2.040.

Based on the calculation above, the t count is $0.742 < t$ table 2.040, it can be concluded that H_0 accepted and rejected because the calculated t is smaller than the t table. Thus it can be concluded that internal communication variables do not influence employee performance variables at PT Wahyu Abadi. H_a

6. CONCLUSION

From the results of the research data, the following conclusions can be obtained:

- 1) Based on the results of the table 4.6, it can be seen that the average value for variable Y is 3.13.
- 2) Based on the results of table 4.8, it can be seen that the average value for variable Y is 3.13, thus it can be concluded that employee performance at PT Wahyu Abadi is very good, because the value 3.13 is in the ranking 3.06 – 3.23.
- 3) From the table above, it can be seen from calculations manually or using SPSS 21.0 that the coefficient of determination is calculated $KD = r^2 \times 100\% = 0.132^2 \times 100\% = 0.017\%$, which means that the Internal Communication variable influences employee performance at PT Wahyu Abadi is 0.017%, while 99.9% is influenced by other factors not examined in this study.

7. SUGGESTION

Based on the results and research that have been described, allow the author to provide suggestions or input as follows:

A. Suggestions for PT Wahyu Abadi

- 1) The internal communication that exists at PT Wahyu Abadi can be said to be very good. However, in communication there are always misunderstandings or information is not conveyed properly. Therefore, to improve the internal communication that exists at PT Wahyu Abadi, there needs to be openness in communication between both superiors and subordinates so that effective communication can be established and efforts to increase effective communication between employees, both superiors and subordinates, namely caring for each other, giving each other support, and open communication with each other. Apart from that, improving communication skills will create good relationships with fellow employees and superiors.
- 2) The performance of employees at PT Wahyu Abadi can be said to be very good. However, problems that often occur in the production department are targets not being achieved because the quality of the goods is not suitable, resulting in frequent production failures such as a large number of rejected goods, lack of appreciation for the hard work given to employees, frequent machine problems, and employees experiencing fatigue. Therefore, to improve the quality of employee work, companies can implement special training programs for employees so that in this training employees can also improve their skills and abilities.
- 3) In this research, there is an influence of Internal Communication in influencing Employee Performance at PT Wahyu Abadi is 0.017%, while 99.9% is influenced by factors that are also other things that can influence employee performance, such as organizational culture, employee motivation, work discipline, and work stress. Therefore, for further research, it is recommended to examine other factors that can influence employee performance.

B. Suggestions for future researchers

This research is far from perfect, therefore it is recommended that researchers who want to research on internal communication on employee performance are expected to use more extensive data, so that the research is better and can be broader by developing this research into a reference.

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