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THE INFLUENCE OF INTERNAL COMMUNICATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE: A STUDY AT A MANUFACTURING COMPANY IN INDONESIAAndi Sukandi^{1a}, Pawid Wartono^{2b}¹²Politeknik Bina Globalandisukandi@polmar.ac.id^a, pawidwartono@gmail.com^b**ARTICLE INFO****Received:** 1 November 2025;**Accepted:** 14 December 2025;**Publish:** 20 January 2026;

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ABSTRACT

This study explains the relationship between internal communication and work discipline and how both factors affect employee performance. Manufacturing Company in Indonesia is the subject of this investigation. The philosophy of work discipline and internal communication is covered in this paper. This study employed a non-probability sampling technique with a quantitative approach using a questionnaire survey that was given to 67 respondents and then analyzed using SPSS version 20.0. The findings of the hypothesis test (t test), which found a significant relationship between work discipline and performance (t count 2.153 Ttable 1.996). Internal communication has a t count of 3.398 Ttable 1.996 with a coefficient of determination of 41.7%, which indicates a considerable impact on job performance. Employee performance is significantly and simultaneously impacted by work discipline and internal communication. The results of this study's implications can help management, particularly at Manufacturing Company in Indonesia, realize the need of maintaining workplace discipline and effective internal communication.

Keywords: Work Discipline, Communication, Performance

ABSTRAK

Penelitian ini menjelaskan hubungan antara komunikasi internal dan disiplin kerja serta bagaimana kedua faktor tersebut mempengaruhi kinerja karyawan. Manufacturing Company in Indonesia menjadi subjek penelitian ini. Filosofi disiplin kerja dan komunikasi internal dibahas dalam makalah ini. Penelitian ini menggunakan teknik pengambilan sampel non-probabilitas dengan pendekatan kuantitatif menggunakan survei kuesioner yang diberikan kepada 67 responden dan kemudian dianalisis menggunakan SPSS versi 20.0. Hasil uji hipotesis (uji t) menunjukkan adanya hubungan signifikan antara disiplin kerja dan kinerja (nilai t hitung 2,153, Ttabel 1,996). Komunikasi internal memiliki nilai t hitung 3,398, Ttabel 1,996 dengan koefisien determinasi 41,7%, yang menunjukkan pengaruh yang cukup besar terhadap kinerja kerja. Kinerja karyawan dipengaruhi secara signifikan dan simultan oleh disiplin kerja dan komunikasi internal. Implikasi hasil penelitian ini dapat membantu manajemen, khususnya di Manufacturing Company in Indonesia, menyadari pentingnya menjaga disiplin kerja dan komunikasi internal yang efektif.

Kata Kunci : Disiplin Kerja, Komunikasi, Kinerja

A. INTRODUCTION

Indirectly, competition in the contemporary period of globalization pushes nations to adapt to current changes. Each year, there is fierce competition, which inadvertently compels every nation to survive. Indonesia is one of 62 nations on the list of nations that compete internationally. Whereas on this list, Indonesia also faces off against powerful nations that have an impact on the global economy. Competition that takes place focuses on fulfilling human resource factors inside the organization as well as the commercial environment. Workplace discipline and other elements that were not included in this study are among them. The manager of the HRD section, who provided information regarding employee work discipline to researchers, said that the business is paying more attention to the level of staff discipline. He claims that the HRD division is particularly concerned about the disciplinary issue at Manufacturing Company in Indonesia, which is more prevalent in terms of attendance and tardiness. In this instance, the HRD division has employed measures, one of which is to penalize tardy workers with fines. (Lijan, 2019) Work discipline is defined as the capacity of an individual to work consistently, diligently, and in compliance with applicable laws by abiding by established guidelines.

According to the interview data shown above, arriving late or not at all are two issues that can lead to problems with workplace discipline. It appears that different parts of the company are affected by this, not just one. According

to Argenti (2013), a company needs internal communication between supervisors and subordinates to sustain a friendly working environment. Subordinates and supervisors must participate in effective internal communication in order to share ideas, restrictions, and opinions. As a result, the majority of employees now want involvement in workplace discussions that spur organizational transformation. Participation is regarded as crucial to maintaining employee engagement at all organizational levels without placing priority on job duties. Participation can also promote cooperation with supervisors and among coworkers. To ensure that employees' perspectives are heard and taken into consideration by their superiors in light of these developments, communication must be a two-way process that creates feedback. Research was also done on earlier literature on the impact of internal communication and work discipline on employee performance. The study "The Influence of Work Motivation and Discipline on Employee Performance (Case Study of 60 PT Syncrum Logistics Employees)" was done by (Hasyim et al., 2020) from STIE Pelita Bangsa Cikarang.

Research was done on "The Influence of Leadership, Motivation, and Work Discipline on Employee Performance at PT. Patra Komala in Dumai (Case Study on Employees of PT Komala Patra Dumai)" by Sari (2016) from the University of Riau. Research was done on "Internal Communication of PT. Solid Logistics Affects Increasing Employee Engagement" (Case Study on Employees of PT. Solid Logistics) by Sukatno (2018) from the STIKOM Postgraduate Master of Communication Studies. Researchers are interested in evaluating the Effects of Work Discipline and Internal Communication on Employee Performance at Manufacturing Company in Indonesia based on studies of phenomena, past literature reviews, business challenges, and pre-research.

B. RESEARCH METHODOLOGY

As a Dependent Variable, Performance A questionnaire will be used to collect data on the aforementioned factors from respondents, who will then be subjected to analysis and the testing of the hypothesis. The strategy for testing hypotheses will be described as follows: The quantitative approach was used to carry out this study. Data is expressed in numbers when using the quantitative approach since the research topic or object may be quantified (Zenius, 2023). The quantitative method is one of the research methodology sets. From the beginning until the formulation of the study design, the quantitative research method's parameters are methodically planned and precisely outlined. Researchers employed both primary and secondary data in this study. Primary data were gathered from the field using questionnaires, and secondary data came from H1 H2 library research utilizing books, scientific journals, and the media. Using a questionnaire, sampling was done at the designated time and location in Bogor in April 2023.

Questionnaires were created, distributed, gathered, and processed in a month. all the people and groups that the research is focusing on. A population is a group of things that all have one or more traits in common. The most important aspect of a population is that all items with the necessary traits are present, making up the population as a whole. It is important to note that "objects" do not necessarily have to be tangible things (Mark & J, 2003). Employees from each division of Manufacturing Company in Indonesia, which employs 232 individuals, made up the study's population. The sample is a carefully chosen portion of the population. The selection is typically conducted at random to ensure that every member of the population has an equal chance of being included in the sample. Since there are too many people in the population to analyze all of them, sampling is frequently done for practical reasons (Mark & J, 2003).

In this study, Manufacturing Company in Indonesia personnel and researchers were the only ones who received questionnaires; the answers were distributed solely for academic purposes. This sampling strategy was used to collect data. Researchers can gather information about the effects of Work Discipline and Internal Communication on Employee Performance at Manufacturing Company in Indonesia using the questionnaire that will be distributed. In this investigation, there were 67 samples totaling 36 indications.

C. RESULT AND DISCUSSION

Hypothesis Test for Regression Coefficient

In part (T test) The statistical test t demonstrates the extent to which one independent variable alone may account for a variance in the dependent variable. The significance threshold used for the test was 0.05 ($\alpha = 5\%$) (Gunawansyah, 2023). the test used to examine whether the independent variable (X1) in a regression model partially influences the dependent variable (Y) in a meaningful way. With a significance threshold of 0.05, the t table

can be searched using (df) nk-1, or in the case of this study, 67-2-1 = 67 with a t table value of 1,996. The following factors are used to determine whether the hypothesis should be accepted or rejected:

1. H0 is rejected if the significant value of t is less than 0.05, indicating that there is a significant relationship between the independent and dependent variables.
2. H0, which denotes that there is no significant effect of one independent variable on the dependent variable, is accepted if the significant value of t > 0.05.

Results and t-table for hypothesis testing with the following justification:

1. The Tcount is 2.153, the Ttable value is 1.996, and the Significant value is 0.035 0.05 when testing the social media marketing variable (X1). It is well known that the Tcount (2.153) Ttable (1.996) outcomes. We can therefore draw the conclusion that H1 is true, i.e., the Work Discipline variable (X1) significantly affects the Performance variable (Y).

2. The Tcount for testing the awareness variable (X1) is 3.398, the Ttable value is 1.996, and the Significant value is 0.001 0.05. The results of Tcount (63.398) Ttable (1.996) are known.

We can therefore draw the conclusion that H2 is true, i.e., the Internal Communication variable (X1) significantly affects the Performance variable (Y). It may be stated that the dependent variable, Performance (Y), is significantly influenced by the independent variables, Work Discipline and Internal Communication, to a lesser extent.

According to Imam Ghozali (2011), the F test essentially determines if all of the independent or independent factors present in the model have a combined impact on the dependent dependent variable.

In this study, if the F value is less than 0.05, it indicates that the independent factors have an additive effect on the dependent variable, and a significance level of 5% is used. In this investigation, 67-2-1 = 67 with a Ftable value of 3.13 was used as the significant level, which uses a = 5% or 0.05 with (df) nk-1.

The F test's requirements are:

1. With a 0.05 error rate, the null hypothesis is accepted if Fcount < Ftable value.
2. The null hypothesis is disproved (with a 0.05 error rate) if Fcount > Ftable value.

Table 1. Partial Regression Coefficient Test Results

Model	Sum of Squares	Df	Mean Square	F	Sign..
1	Regression	430,614	2	215,307	23,930 . 000b
	Residual	602,829	67	02,829	
	Total	1033,443	69		
a. Dependent Variable: Work Performance (Y)					
b. Predictors: (Constant), Internal Communication (X2), Work Discipline (X1)					

Source: T test using processed SPSS 21.0

ANOVA Regression using a Model Sum of Squares Df Mean Square F Sig. 1 Total: 1033,443 69 430,614 2 215,307 23,930.000b Residual: 602,829 67 8,997 02,829 Work Performance (Y) is a dependent variable. b. Internal Communication (X2) and Work Discipline (X1) are predictor variables. Then, Sig value 0.000 0.05 and Fcount (23.930) > Ftable value (3.13). In other words, both internal communication and work discipline have an impact on performance. Therefore, Ha is accepted whereas H0 is refused.

Determination Test Coefficient (R2)

Comparing the variations of Y described by X1 and X2 collectively to the overall variation of Y is R2. The value of R2 will be 1 if, aside from X1 and X2, all variables found in E that are not part of the model are also included in the model. The coefficient of determination test, according to Priyatno (in Ghazali, 2018), is used to assess the extent to which change in the independent (independent) variable in a multiple linear regression model explains variation in the dependent (dependent) variable.

Table 2.
Determination Coefficient Test Results
(Test R²) Model Summary

Model	RR Square	Adjusted R Square	Std. Error of the Estimate
1	646a . 417	.399	3.000
a. Predictors: (Constant), Internal Communication (X2), Work Discipline (X1)			

Source: SPSS 20, 2023 Processed Results

Table 4.20 demonstrates that the R2 value is 0.417, which is equal to 41.7%. This demonstrates that the independent variables (Work Discipline and Internal Communication) have a 41.7% influence on the dependent variable (Work Performance). While additional research is required to look at other factors that may affect work performance in order to understand the remaining 58.3%, which is influenced by factors that were not looked at in this study.

Test for Multiple Linear Regression

Table 3.

Coefficients Multiple Linear Regression Test Results

Model	B	Unstandardized Coefficients		t	Sig.
		Std. Error	Beta		
(Constant)	13.113	5,463		2,400	.019
Work Discipline X1	.276	.128	.22	2.153	.035
Internal Communications X2	.452	.133	.403	3.398	.001

a. Dependent Variable: Y Work Performance Source: Processed Results of SPSS 20, 2023 $Y = a + b1X1 + b2X2$
 $Y = 13.113 + 0.276 X1$ (Work Discipline) + $0.452 X2$ (Internal Communication) Information : $Y =$ Interest to Buy
 13.113 = Constant Value 0.276 = Regression coefficient variable Work Discipline X1 = Work Discipline 0.452 =
 Regression coefficient variable Internal Communication X2 = Internal Communication

Based on table 3, the resulting multiple linear regression equation is explained

1. Constant of 13.113. meaning that if the Work Discipline and Internal Communication variables have a value of 0, then Work Performance has a value of 13.113.

2. The regression coefficient of the Work Discipline variable is 0.276. This means that if the Work Discipline variable increases by one unit, then Work Performance will increase by 0.276. Internal Communication variable regression coefficient of 0.452. This means that if the Internal Communication variable increases by one unit, then Work Performance will increase by 0.452.

After conducting the tests in the previous sub-chapters, based on the Transformational Leadership dimension (KK 1), employee performance will increase if employees provide clear absence statements when they are not present at the office (KK 1.2) and if they come/go home according to predetermined working hours (KK 1.2) KK 1.4) Based on the Teamwork dimension (KK 2) employee performance can increase if employees obey the rules of conduct and implement them (KK 2.1) and if employees can complete tasks well because they have a sense of responsibility towards their work (KK 2.3).

Meanwhile, based on the Work Environment (KK 3) dimension, employee performance can increase if the Work Environment creates a comfortable atmosphere for work (KK 3.1) and if the Work Environment creates a safe atmosphere for work (KK 3.4). Work Discipline Has a Significant Influence on Performance Based on the results of the research in the previous chapter, it shows that work discipline has a significant effect on work performance at Manufacturing Company in Indonesia with a t count of 2.153. Causal indicators can be identified through the results of the Pearson correlation where the indicators that have the highest value from the Attendance dimension are Absenteeism (DK 1.1) and Description of Attendance (DK 1.2). On the Adherence to Working Standards dimension with indicators of Responsibility (DK 2.3) and Rules of Procedure (DK 2.1). And on the High Level of Vigilance dimension, namely Occupational Health and Safety (DK 3.4) and Be careful (DK 3.1). These six indicators become items that affect employee performance in the Work Discipline variable. In line with research conducted by (Kelibulin et al., 2020) entitled "The effect of work discipline on an employee performance: (The health office case study of Tanimbar Island)" the results of his study stated that Work Discipline has a significant effect on Employee Performance at Manufacturing Company in Indonesia with a p value of 0.537. And research conducted by (Sarwani, 2016) entitled "The Effect of Work Discipline and Work Environment". Even though there are differences in the results between this study and previous studies, in general it can be interpreted that the Work Discipline variable has a significant effect on work performance. Internal Communication Has a Significant Influence on Performance Based on the results of the research in the previous chapter, it shows that Internal Communication has a significant effect on work performance at Manufacturing Company in Indonesia with t count of 3.398. With the highest Pearson

correlation results on the Corporate Internal / Communication Department dimension with Task Coordination indicators (KI 1.1) and Reliable information (KI 1.3). On the Communication Vertical/Leadership dimension, namely the Task Instruction (KI 2.1) and Information (KI 2.2) indicators. Meanwhile, in the Emotional culture dimension, the indicators are Social Skills (KI 3.4) and Self-Regulation (KI 3.2) and Empathy (KI 3.3). The six indicators are items that affect the work performance of employees of Manufacturing Company in Indonesia on Internal Communication variables. The results of this study are in line with research conducted by (Tkalac Verčić & Špoljarić, 2020) entitled "Managing internal communication: How the choice of channels affects internal communication satisfaction" and research conducted by (Hidayat, 2023) entitled "The Influence of Internal Communication, Work Discipline and Teamwork on Employee Performance" shows the result that Work Discipline has a significant effect on Work Performance. Discussion of the F Test Based on the results in the previous sub-chapter, when the test is carried out simultaneously it shows that if the Work Discipline variable is combined with other Internal Communication variables simultaneously it shows the result that the independent variable has an effect on Work Performance.

Discussion of Multiple Linear Regression Tests From the calculation of the coefficient table it is found that multiple linear regression the regression model is obtained as follows: $Work\ Performance = 13.113 + 0.276 (Work\ Discipline) + 0.452 (Internal\ Communication)$ Illustration of this model: First: The equation is 2022. COSTING:Journal of Economic, Business and Accounting 6(1):176-186 183 shows that there is a one-unit increase in the social variable Work Discipline, Internal Communication will increase the Work Performance variable. Second: the value of 13.113 indicates that the magnitude of the direct influence of the variables of Work Discipline and Internal Communication on Work Performance. Third: If the management of Manufacturing Company in Indonesia will implement a strategy to improve performance, so the priority variable is Internal Communication, because it produces a greater beta of 45.2%, while later on the Work Discipline variable with a beta of 27.6%.

D. CONCLUSION

The purpose of this study was to determine how much influence Work Discipline and Internal Communication Employee Performance at Manufacturing Company in Indonesia (Study through interviews and observation), in this study data was obtained by distributing questionnaires to 67 respondents with certain criteria, then the data was then processed using a statistical analysis tool in the form of a program, namely SPSS 20.0. The results of the data processing are concluded as follows. The Variable of Work Discipline (X1) has an effect and is significant on the Work Performance (Y) of employees of Manufacturing Company in Indonesia with a Tcount of 2.153 while the Ttable value is 1.996 and the Significant value shows a value of 0.035 <0.05. Internal Communication Variable (X2) has significant influence on Work Performance (Y) of employees of Manufacturing Company in Indonesia with a Tcount of 3.398 while the Ttable value is 1.996 and the Significant value shows a value of 0.001 <0.05. The Variables of Work Discipline and Internal Communication simultaneously influence work performance. Suggestion It is hoped that this research can provide an understanding for the management to pay attention to good Work Discipline and Internal Communication, especially at Manufacturing Company in Indonesia.

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