

Competency and Work Environment on Employee Performance with Internal Communication Mediation

Fakar Nur Halim, Istiatin, Sudarwati

Management Faculty, Postgraduate Program, Batik Islamic University, Surakarta

fakarhalim65@gmail.com

ABSTRACT

This study aims to examine and analyze the influence of competence and work environment on employee performance with internal communication as a mediating variable at the Surakarta Religious Court. This study uses a quantitative approach with descriptive methods. The population in this study were all 40 employees of the Surakarta Religious Court. The sampling technique used a saturated sampling method, so that the entire population was used as research respondents. Data collection was carried out through questionnaires, observation, documentation, and interviews. Data analysis used the Partial Least Square–Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS software through outer model testing, inner model testing, hypothesis testing, and mediation testing. The results of the study indicate that competence, work environment, and internal communication have a positive and significant effect on employee performance. Competence and work environment also have a positive and significant effect on internal communication. In addition, internal communication has been proven to mediate the influence of competence and work environment on employee performance. This indicates that improving employee performance is not only influenced by competency and work environment factors directly, but is also strengthened through effective internal communication within the organization.

Keywords: *Competence, Work Environment, Internal Communication, Employee Performance.*

INTRODUCTION

Excellent public service is crucial for bureaucratic effectiveness and public trust in government institutions. Judicial institutions, including the Religious Courts, play a vital role in upholding justice and providing legal services to the public. The performance of public services at the Surakarta Religious Court is crucial. However, various problems often arise, both internally and externally, ranging from perceived slow service processes, often perceived as complicated administrative processes, to public perceptions of suboptimal service quality.

Employee performance as service providers is a key determinant of public service quality. Performance cannot stand alone; it is influenced by various internal and external factors. Employee competency, encompassing knowledge, skills, and attitudes, is the primary foundation. Competent employees tend to be more capable of completing all their core tasks and functions effectively and efficiently, adapting to change and making significant contributions.

External factors such as the work environment also have a significant influence. A conducive work environment, both physical and non-physical (e.g.

relationships between coworkers and organizational culture), can motivate employees to work better and ultimately improve performance. A supportive, safe, conducive, and collaborative work environment can motivate employees to deliver their best performance.

Although both factors have been theoretically and empirically proven to have a positive impact on performance, in practice, an interesting phenomenon is often observed. Sometimes, organizations have highly competent employees and a relatively conducive work environment, yet collective or individual performance falls short of optimal levels. This gap indicates the presence of other variables that may play a mediating role in the relationship between these factors.

Internal communication is believed to have a crucial and strategic role. Internal communication is the flow of information and interaction between members of an organization. Effective internal communication ensures the proper flow and delivery of information, minimizes misunderstandings, and fosters synergy among employees. It's not just about exchanging data, but also about building understanding, coordinating actions, and building an organizational culture. Effective internal communication ensures that employee competencies are channeled appropriately, and that the positive potential of the work environment is fully realized through clear direction, constructive feedback, and synergistic collaboration.

If internal communication is blocked or ineffective, the best potential of individuals and teams may not be utilized, and may even cause confusion, duplication of work, or perhaps conflict.

Employee competency, which encompasses knowledge, skills, and professional attitudes, has been empirically proven to influence employee work quality. Research at the Sinjai Regency Ministry of Religious Affairs Office showed that competency positively impacts employee work effectiveness (Djafar & Zulqadri Z, 2020). Research by Fauzi and Nugroho (2024) indicates that competency significantly impacts employee performance, although its role can be strengthened through intervening variables such as work motivation.

A comfortable and conducive work environment plays an equally important role in fostering positive work morale. Research by Rahmasari et al. (2024) shows that a supportive work environment, coupled with effective communication and career development opportunities, directly impacts employee performance and reduces turnover intentions.

Internal communication emerged as a crucial variable mediating this relationship. Isabella Sitinjak et al. (2025) found that effective internal communication, characterized by information transparency and active participation from all parties, can improve work effectiveness and employee performance. Another study by Sundari & Zuripal (2024) corroborated these findings, showing that internal communication has a significant positive effect on employee performance.

Furthermore, research by Tamiya et al. (2024) at the Bekasi City Spatial Planning Agency revealed that internal communication, motivation, and the work environment simultaneously influence employee performance by up to 63.2%. This means that

internal communication not only acts as a direct performance-supporting factor but also plays a role in channeling the influence of competence, work experience, and the work environment towards achieving optimal performance.

Research by Anggeraini & Adnyana (2024) also reinforces the importance of internal communication in relation to employee competence and motivation towards performance. Meanwhile, research at the Cijantung IV Hospital, Kesdam Jaya (Rahmasari et al., 2024) emphasized the need for good communication to maximize the full potential of human resources.

Internal communication has emerged as a key factor that can mediate the relationship between competence, work environment, and employee performance. Effective internal communication facilitates information exchange, clarifies roles, and builds harmonious working relationships between superiors and subordinates (Waru et al., 2024). Research by Jaslin et al., (2025) also shows that internal communication plays a crucial role in employee retention, as it builds emotional bonds and increases employee loyalty to the organization. Another study by Putri et al., (2024) confirms that internal communication has a significant direct influence on performance and can even mediate the relationship between other variables, such as work ethic, and employee performance.

Several previous studies have examined the importance of internal communication in various organizational aspects. However, research specifically examining the mediating role of internal communication in the relationship between competency and the work environment on employee performance is still limited, particularly in specific contexts such as government agencies. Understanding these mediating mechanisms is crucial for developing more holistic and targeted performance improvement strategies.

Based on the description above, this study aims to analyze in depth the influence of competence and work environment on employee performance, as well as examine the role of internal communication as a mediating variable for employees of the Surakarta Religious Court. The selection of the Surakarta Religious Court as the research location is based on the institution's importance in providing specific legal services to the community in the Surakarta area, as well as the potential for relevant findings to improve service quality.

RESEARCH METHODS

This study uses a quantitative descriptive approach. The author chose to use a quantitative descriptive method to determine the magnitude of the influence and significance between competency and work environment variables on employee performance with internal communication as an intervening variable at the Surakarta Religious Court, using questionnaires, observation, and documentation as a means of data collection. This research was conducted at the Surakarta Religious Court located at Jalan Veteran Number 273, Serengan Village, Serengan District, Surakarta City, Central Java. The choice of this research location was because the researcher is a civil servant at the Surakarta Religious Court, making it easier to obtain information and

collect data and is sufficiently aware of developments occurring at the research location. The research period was carried out for 6 months.

The population in this study was all 40 employees working at the Surakarta Religious Court. The sample size was 100% of the total population, or 40 respondents.

In this study, three variables have been determined: the independent variable (X), the mediating variable (M), and the dependent variable (Y), with explanations. In this study, there are three independent variables: competence (X1) and work environment (X2). In this study, the mediating variable is internal communication (M). In this study, the dependent variable is performance (Y).

The data analysis technique in this study used Partial Least Squares (PLS). PLS is a Structural Equation Modeling (SEM) model with a variance-based or component-based structural equation modeling approach. This study had a limited sample size, so SmartPLS software was used for data analysis.

RESULTS AND DISCUSSION

Hypothesis Testing

Hypothesis testing is conducted to determine the results of the direct influence on the dependent variable stated in the hypothesis. This test is conducted using the bootstrapping method using smartPLS. Therefore, the hypothesis acceptance criterion is H_a is accepted when the t -statistic is > 1.96 . Hypothesis testing is seen from the probability value. If the p -value < 0.05 , there is a significant influence between the variables. If the p -value ≥ 0.05 , there is no influence between the variables. The calculation of the research hypothesis is obtained from the moderation model shown in the figure below:

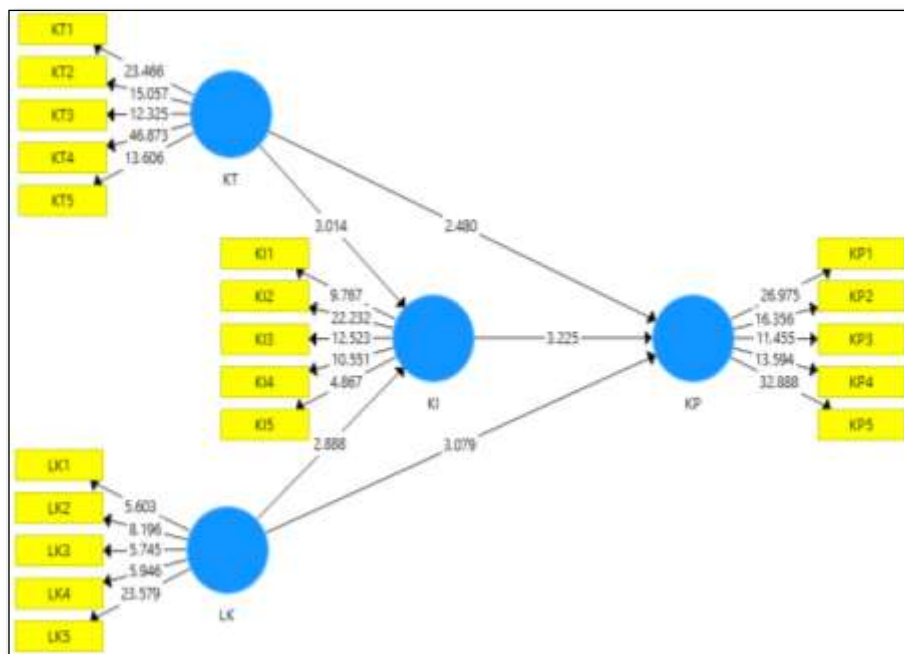


Figure 1 PLS Research Model

Table 1 Path Coefficient Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value s
KT -> KP	0.352	0.364	0.132	2,662	0.008
LK -> KP	0.344	0.343	0.104	3,305	0.001
KI -> KP	0.293	0.283	0.09	3.26	0.001
KT -> KI	0.379	0.391	0.116	3,275	0.001
LK -> KI	0.415	0.415	0.137	3,036	0.003

1. Competence influences employee performance

The calculation results on the competency path towards employee performance obtained a coefficient value of 0.352 and a probability value of 0.008. A positive coefficient value means there is a positive influence of competency on employee performance. That is, the better the competency, the better the employee performance. Conversely, the worse the competency, the worse the employee performance. A probability value of $0.008 < 0.05$ means there is a significant influence of competency on employee performance. Based on both statements, it is concluded that there is a positive and significant influence of competency on employee performance. Therefore, the hypothesis H1 that competency has a significant influence on employee performance is accepted.

2. The work environment influences employee performance

The calculation results on the work environment path on employee performance obtained a coefficient value of 0.344 and a probability value of 0.001. A positive coefficient value means there is a positive influence of the work environment on employee performance. That is, the better the work environment, the better employee performance. Conversely, the worse the work environment, the worse employee performance. A probability value of $0.001 < 0.05$ means there is a significant influence of the work environment on employee performance. Based on both statements, it is concluded that there is a positive and significant influence of the work environment on employee performance. Therefore, the hypothesis H2 that the work environment has a significant influence on employee performance is accepted.

3. Internal communication influences employee performance

The calculation results on the internal communication channel on employee performance obtained a coefficient value of 0.293 and a probability value of 0.001. A positive coefficient value means there is a positive influence of internal communication on employee performance. That is, the better the internal communication, the better the employee performance. Conversely, the worse the internal communication, the worse the employee performance. A probability value of $0.001 < 0.05$ means there is a significant influence of internal communication on

employee performance. Based on both statements, it is concluded that there is a positive and significant influence of internal communication on employee performance. Therefore, the hypothesis H3 that internal communication has a significant influence on employee performance is accepted.

4. Competence influences internal communication

The calculation results on the competency path towards internal communication obtained a coefficient value of 0.379 and a probability value of 0.001. A positive coefficient value indicates a positive influence of competency on internal communication. That is, the better the competency, the better the internal communication. Conversely, the worse the competency, the worse the internal communication. A probability value of $0.001 < 0.05$ indicates a significant influence of competency on internal communication. Based on both statements, it is concluded that there is a positive and significant influence of competency on internal communication. Therefore, hypothesis H4, competency, has a significant influence on internal communication, is accepted.

5. The work environment influences internal communication

The calculation results on the work environment path towards internal communication obtained a coefficient value of 0.415 and a probability value of 0.003. A positive coefficient value means there is a positive influence of the work environment on internal communication. That is, the better the work environment, the better the internal communication. Conversely, the worse the work environment, the worse the internal communication. A probability value of $0.003 < 0.05$ means there is a significant influence of the work environment on internal communication. Based on both statements, it is concluded that there is a positive and significant influence of the work environment on internal communication. Therefore, hypothesis H5 that the work environment has a significant influence on internal communication is accepted.

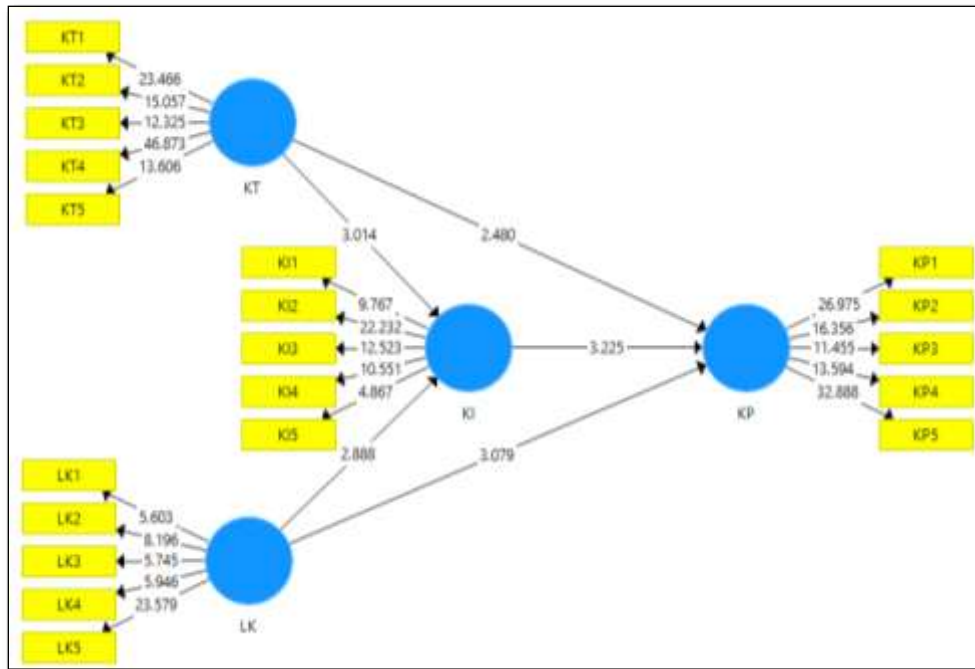


Figure 2 Bootstrapping method

Table 2 Mediation Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
KT -> KI -> KP	0.111	0.111	0.050	2,223	0.027
LK -> KI -> KP	0.122	0.119	0.057	2,142	0.033

6. Internal communication mediates the influence of competence on employee performance

The calculation results on the competency path towards employee performance through internal communication mediation obtained a coefficient value of 0.111 and a probability value of 0.027. A positive coefficient value means there is a positive indirect influence of competency on employee performance through internal communication. That is, the better the competency, the better the employee performance indirectly. Conversely, the worse the competency, the worse the employee performance indirectly. A probability value of $0.027 < 0.05$ means there is a significant indirect influence of competency on employee performance through internal communication. Based on both statements, it is concluded that competency on employee performance through internal communication mediation has a positive and significant indirect effect, so that H6 internal communication mediates the influence of competency on employee performance is stated, accepted.

7. Internal communication mediates the influence of the work environment on employee performance.

The calculation results on the work environment pathway towards employee performance through internal communication mediation obtained a coefficient value of 0.122 and a probability value of 0.033. A positive coefficient value means there is a positive indirect influence of the work environment on employee performance through internal communication. The better the work environment, the better the employee performance indirectly. Conversely, the worse the work environment, the worse the employee performance indirectly. A probability value of $0.033 < 0.05$ means there is a significant indirect influence of the work environment on employee performance through internal communication mediation. Based on both statements, it is concluded that the work environment on employee performance through internal communication mediation has a positive and significant indirect effect so that H7 internal communication mediates the influence of the work environment on employee performance is stated, accepted.

DISCUSSION

1. The Influence of Competence on Employee Performance

Based on the results of the Partial Least Square (PLS) test, Table IV.14 shows a probability value of 0.008, which is smaller than 0.05. These test results indicate that competence has a positive and significant effect on employee performance.

The results of this study are in line with research conducted by (Fauzi and Nugroho, 2024); (Sundari & Zuripal, 2024) that competence has a positive and significant effect on employee performance.

The results of this study indicate that the higher an employee's competency, the higher their performance in carrying out their duties and responsibilities. Competence, which encompasses knowledge, skills, abilities, and work attitudes, can help employees complete their work effectively and efficiently. Employees with good competency tend to be better able to adapt to their jobs, understand work procedures, and produce optimal work quality.

Competence within an organization is a key factor in determining employee success in achieving work targets. Competent employees are more confident in their work, possess problem-solving skills, and are able to perform according to organizational standards. Therefore, improving competence through training, education, and human resource development is essential to improving employee performance.

2. The Influence of Work Environment on Employee Performance

Based on the results of the Partial Least Square (PLS) test, Table IV.14 shows a probability value of 0.001, which is smaller than 0.05. These test results indicate that the work environment has a positive and significant effect on employee performance.

The results of this study are in line with research conducted by (Rahmasari, Kosasih & Yulianty, 2024); (Syamsuddin, Ridjal, & Ampauleng, 2023) the work environment has a positive and significant influence on employee performance.

The results of this study indicate that a comfortable, safe, and conducive work environment can boost employee morale, thus improving performance. A good work environment encompasses both physical and non-physical conditions, such as relationships between employees, work facilities, cleanliness, and a work atmosphere that supports productivity.

Employees who work in a comfortable environment tend to have higher work motivation, feel more focused, and are better able to complete tasks. Conversely, an uncomfortable work environment can cause work stress, reduce concentration, and hinder work completion. Therefore, organizations need to create a supportive work environment so that employees can work optimally and achieve high performance.

3. The Influence of Internal Communication on Employee Performance

Based on the results of the Partial Least Square (PLS) test, Table IV.14 shows a probability value of 0.001, which is smaller than 0.05. These test results indicate that internal communication has a positive and significant effect on employee performance.

The results of this study are in line with research conducted by (Sitinjak, Adriani & Tialonawarni, 2025); (Waru, Andriani & Janah, 2024) Internal communication has a positive and significant impact on employee performance.

Good internal communication can create effective work coordination between leaders and employees, as well as between employees within the organization. Through smooth internal communication, work information can be conveyed clearly, reducing errors and increasing the effectiveness of task execution.

Internal communication also helps employees understand organizational goals, work procedures, and their respective responsibilities. Furthermore, good communication can build harmonious working relationships, thus creating a positive work environment.

Employees who receive clear and timely information tend to complete their work more easily and are able to improve the quality and quantity of their work. Therefore, internal communication is a crucial factor in improving employee performance.

4. The Influence of Competence on Internal Communication

Based on the results of the Partial Least Square (PLS) test, Table IV.14 shows a probability value of 0.001, which is smaller than 0.05. These test results indicate that competence has a positive and significant effect on internal communication.

The results of this study align with research conducted by Tamiya, Handayani, & Wijayaningsih (2024); Jamil, Basalamah, Serang (2022) found that competence has a positive and significant effect on internal communication.

These results indicate that employees with good competencies tend to be able to communicate effectively within an organizational environment. Good competency

enables employees to convey information, understand messages, and build better working relationships with colleagues and leaders.

Employees with adequate skills and knowledge are typically more confident in expressing ideas, providing input, and participating in organizational communication processes. Furthermore, strong interpersonal skills also contribute to open and effective communication. Therefore, improving employee competency can indirectly improve the quality of internal communication within an organization.

5. The Influence of the Work Environment on Internal Communication

Based on the results of the Partial Least Square (PLS) test, Table IV.14 shows a probability value of 0.003, which is smaller than 0.05. These test results indicate that the work environment has a positive and significant effect on internal communication.

The results of this study are in line with research conducted by (Anggeraini & Adnyana, 2024); (Tamiya, Handayani, & Wijayaningsih, 2024) the work environment has a positive and significant influence on internal communication.

A positive work environment can create a more open, comfortable, and harmonious atmosphere for communication between employees. A conducive work environment encourages employees to interact more actively and collaborate to complete tasks.

A supportive work environment also helps facilitate the flow of information within the organization, leading to more effective communication. Good working relationships between employees and management can minimize misunderstandings and improve work coordination.

Therefore, organizations need to maintain a conducive work environment so that internal communication can run smoothly and support the achievement of organizational goals.

6. The Role of Internal Communication in Mediating the Influence of Competence on Employee Performance

Based on the results of the Partial Least Square (PLS) test, table IV.15 shows a probability value of 0.027, which is smaller than 0.05. The results of the mediation effect test indicate that internal communication acts as a partial mediating variable in the relationship between competence and employee performance.

The results of this study are in line with research conducted by (Sitinjak, Adriani & Tialonawarni, 2025); (Risambessy, Chandra, & Putri, 2024) which found that internal communication has a direct, significant influence on performance and is able to mediate the influence of competence on employee performance.

These results indicate that employee competence not only directly improves performance but can also improve performance through effective internal communication. Employees with high competence tend to be more capable of establishing effective communication, resulting in smoother work processes and improved performance.

Internal communication acts as a bridge between employee competence and performance. When employees possess strong communication skills, their knowledge and skills can be optimally applied in their work. Therefore, internal communication is a crucial factor in strengthening the influence of competence on improving employee performance.

7. The Role of Internal Communication in Mediating the Influence of the Work Environment on Employee Performance

Based on the results of the Partial Least Square (PLS) test, table IV.15 shows a probability value of 0.033, which is smaller than 0.05. The results of the mediation effect test indicate that internal communication plays a role as a partial mediating variable in the relationship between the work environment and employee performance.

The results of this study align with research conducted by (Waru, Andriani & Janah, 2024); (Risambessy, Chandra, & Putri, 2024) which found that internal communication has a direct, significant influence on performance and can mediate the influence of the work environment on employee performance.

These results indicate that a positive work environment can improve internal communication, which in turn improves employee performance. A comfortable and harmonious work environment creates better working relationships, resulting in more effective communication within the organization.

Through good internal communication, work coordination becomes smoother, information exchange becomes clearer, and cooperation between employees improves. This ultimately helps employees complete their work more effectively and efficiently. Therefore, internal communication plays a crucial role as a mediating variable, bridging the influence of the work environment on improving employee performance.

CONCLUSION AND SUGGESTIONS

This study aims to analyze the influence of competence and work environment on employee performance with internal communication as a mediating variable at the Surakarta Religious Court. The study used a saturated sampling method with a sample size of 40 respondents representing the entire study population. Based on the results of the data analysis, it can be concluded that competence, work environment, and internal communication each have a positive and significant influence on employee performance. In addition, competence and work environment are also proven to have a positive and significant influence on internal communication. The results of the study further indicate that internal communication is able to mediate the influence of competence on employee performance and mediate the influence of the work environment on employee performance. These findings indicate that increasing competence and creating a conducive work environment will be more effective in improving employee performance if supported by good internal communication. Therefore, the Surakarta Religious Court needs to continue to improve employee competence through training and development, maintain a comfortable and conducive

work environment, and strengthen effective internal communication to support work coordination and productivity. Employees are also expected to continuously develop their competence, maintain professionalism, and build harmonious communication with their leaders and colleagues. Meanwhile, further researchers are advised to develop the research by adding other variables that have the potential to influence employee performance, expanding the number of samples and research objects, and using a more diverse research approach in order to obtain more comprehensive results and have a wider level of generalization.

BIBLIOGRAPHY

- Afandi, P. (2018). *Human Resource Management (Theory, Concepts, and Indicators)*. Riau: Zanafa Publishing.
- Aldjannah, Kurniwanti, & Wahyu. (2023). *The Influence of Internal Communication, Job Descriptions, and Work Discipline on Employee Performance (Study at PT. Lemsig Triguna Abadi Kras, Kediri Regency)*. *Ebismen: Journal of Economics, Business and Management*. E-ISSN: 2962-7621- P-ISSN: 2962-763X, Pages 273-287. <https://doi.org/10.58192/ebismen.v2i3.1281>.
- Anggeraini, M., & Adnyana, IM (2024). *The Influence of Work Discipline, Competence, and Communication on Employee Performance with Employee Motivation as an Intervening Variable at the Directorate General of Food Crops*. *Scientific Journal of Reflection: Economic, Accounting, Management, and Business*, 7(2), 363–378. <https://doi.org/10.37481/sjr.v7i2.833>
- Arikunto. (2019). *Research Procedures: A Practical Approach*. Jakarta: Rineka Cipta.
- Dessler, G. (2020). *Human Resource Management*. New York: Pearson Education.
- Djafar, A., & Zulqadri Z. (2020). *The Influence of Employee Competence and Work Experience on Employee Work Effectiveness at the Ministry of Religious Affairs Office, Sinjai Regency*. *Jurnal Adz-Dzahab: Jurnal Ekonomi dan Bisnis Islam*, 5(2), 58–69. <https://doi.org/10.47435/adz-dzahab.v5i2.449>
- Edison, E., Anwar, Y., & Komariyah, I. (2018). *Human Resource Management*. Bandung: Alfabeta.
- Fauzi, A., & Nugroho, G. (2024). *The Influence of Competence on Employee Performance with Work Motivation as an Intervening Variable*. *Al Qalam: Journal of Religious and Social Sciences*, 18(1), 558. <https://doi.org/10.35931/aq.v18i1.3016>
- Ghozali, Imam. 2018. *Multivariate Analysis Application with IBM SPSS Program*. Semarang: Diponegoro University Publishing Agency.
- Ghozali, I., & Latan, H. (2020). *Partial Least Squares: Concepts, Techniques, and Applications Using SmartPLS 3.0*. Semarang: Diponegoro University Publishing Agency.
- Handoko, TH (2017). *Personnel and Human Resource Management*. Yogyakarta: BPFE.
- Hasibuan, MSP (2019). *Human Resource Management*. Jakarta: Bumi Aksara.
- Husein, U. (2019). *Research Methods for Business Theses and Dissertations*. Jakarta: Rajawali Pers.
- Isabella Sitinjak, M., Adriani, Z., & Tialonawarmi, F. (2025). *The Role of Internal*

- Communication on Work Effectiveness and Employee Performance at the Jambi Province Food Security Service. Journal of Economic Excellence Ibnu Sina, 3(1), 244–253. <https://jurnal.stikes-ibnusina.ac.id/index.php/Excellence>*
- Istiatin, & Sudarwati. (2021). *Research Methodology Module*. Surakarta: Batik Islamic University.
- Kasmir. (2016). *Human Resource Management (Theory and Practice)*. Jakarta: Rajawali Pers.
- Mangkunegara, AA Anwar Prabu. (2017). *Corporate Human Resource Management*. Bandung: PT Remaja Rosdakarya.
- Maulidya Handayani Suita Putri, Risambessy, A., & Chandra, F. (2024). *The Influence of Work Ethic and Internal Communication on Employee Performance with Work Commitment as an Intervening Variable*. *Kamboti: Journal of Social and Humanities, 5(1), 34–42. <https://doi.org/10.51135/kambotivol5issue1page34-42>*
- Moeheriono. (2018). *Competency-Based Performance Measurement*. Jakarta: Raja Grafindo Persada.
- Muhammad Jaslin, Muh. Ichwan Musa, Agung Widhi Kurniawan, Zainal Ruma, & Khaidir Syahrul. (2025). *The Influence of Internal Communication and Career Development on Employee Retention at the Investment and One-Stop Integrated Services Office of South Sulawesi Province*. *Lokawati: Journal of Management Research and Research Innovation, 3(3), 129–136. <https://doi.org/10.61132/lokawati.v3i3.1725>*
- Nitisemito, Alex S. (2018). *Personnel Management: Human Resource Management*. Jakarta: Ghalia Indonesia.
- Rahmasari, H., Kosasih, K., & Yuliaty, F. (2024). *The Influence of Communication, Work Environment, Compensation, and Career Development on Employee Performance at Cijantung Class IV Hospital, Kesdam Jaya*. *Co-Value Journal of Cooperative Economics and Entrepreneurship, 15(5). <https://doi.org/10.59188/covalue.v15i5.4756>*
- Riduwan. (2015). *Measurement Scale of Research Variables*. Bandung: Alfabeta.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior*. New Jersey: Pearson Education.
- Ruck, K. (2022). *Exploring internal communication: Towards informed employee voice*. London: Routledge.
- Sedarmayanti. (2017). *Human Resource Management: Bureaucratic Reform and Civil Servant Management*. Bandung: Refika Aditama.
- Sedarmayanti. (2018). *Work Procedures and Work Productivity*. Bandung: Mandar Maju.
- Siagian, SP (2018). *Human Resource Management*. Jakarta: Bumi Aksara.
- Smith, L., & Mounter, P. (2017). *Effective internal communication (3rd ed.)*. London: Kogan Page.
- Sucihati, & Eka Febrianata. (2023). *The Influence of Competence and Work Experience on Employee Performance at PT Handal Mandiri Transindo*. *Faletehan Journal of Economics and Business, 2(2), 25–31. <https://doi.org/10.61252/fjeb.v2i2.95>*

- Sugiyono. (2019). *Quantitative, Qualitative, and R&D Research Methods*. Bandung: Alfabeta.
- Sugiyono. (2019). *Statistics for Research*. Bandung: Alfabeta.
- Sundari, W., & Zuripal. (2024). *The Influence of Internal Communication and Competence on Employee Performance with Organizational Culture as a Moderating Variable at the Personnel and Human Resource Development Agency of Agam Regency*. *INNOVATIVE: Journal of Social Science Research*, 4, 13733–13749.
- Sutrisno, E. (2019). *Human Resource Management*. Jakarta: Prenadamedia Group.
- Tamiya, S., Handayani, M., & Wijayaningsih, R. (2024). *The Influence of Communication, Motivation, and Work Environment on Employee Performance at the Bekasi City Spatial Planning Agency*. *SENTRI: Scientific Research Journal*, 3(3), 1610–1625. <https://doi.org/10.55681/sentri.v3i3.2437>
- Waru, APDT, Andriani, R., & Janah, Y. (2024). *The Influence of Internal Communication on Employee Performance*. *Journal of Business Administration*, 4(1), 12–16. <https://doi.org/10.31294/jab.v4i1.3469>
- Wibowo. (2017). *Performance Management*. Jakarta: Raja Grafindo Persada.