



The Influence of Internal Communication and Motivation on Employee Performance

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Abstract

This study aims to examine and analyze in depth the influence of internal communication and work motivation on employee performance at the Regional Airport Authority Office V Makassar. Internal communication is considered a crucial factor in ensuring effective work coordination, while work motivation serves as the primary driver of employees' enthusiasm and productivity. This research employs a descriptive quantitative method with a survey approach. Primary data were collected through questionnaires distributed to 116 respondents, determined using the Slovin formula from the total population. The research instruments were tested for validity and reliability, and all data passed the classical assumption tests, including normality, multicollinearity, and heteroscedasticity, to ensure the accuracy of the analysis model. Data were analyzed using multiple linear regression with the aid of SPSS. The results revealed that internal communication has a positive and significant effect on employee performance, indicating that better internal communication leads to higher employee performance. Work motivation also has a positive and significant effect, confirming that highly motivated employees tend to be more productive and effective in their tasks. Furthermore, internal communication and work motivation simultaneously contribute significantly to improving employee performance, as shown by an F-value greater than the F-table and a significance level below 0.05. These findings highlight the importance of effective internal communication and strong work motivation in achieving optimal employee performance, providing strategic insights for management to enhance productivity, efficiency, and the overall quality of organizational services.

Introduction

Human resources (HR) are a key asset and a determining factor in the success of an organization or company. HR not only serves as the executor of tasks but also as the planner and controller of the achievement of organizational goals. If HR is not managed properly, organizational performance will be hampered and goals will be difficult to achieve. Conversely, with proper and systematic HR management, organizational activities can run effectively and efficiently. Each employee is expected to possess expertise and creativity in their field to optimize their contribution. Employee performance is considered good when tasks and responsibilities are completed with high quality and on time (Widianti, 2022). Amidst today's increasingly fierce competition, every organization must be able to optimally improve its performance to continue providing the best service to the public. This applies not only to the private sector but also to the government sector, including institutions that handle air transportation management and oversight (Ahmad, et al., 2024; Gracias et al., 2023; Adhikari et al., 2023). In this case, the competence and work motivation of HR are crucial factors that

must be considered (Moon, 2023; Stern & Valero, 2021; Li et al., 2021). Competent and highly motivated employees will drive superior and sustainable performance. One important aspect influencing employee performance is internal communication within an organization. Effective internal communication enables the clear communication of an organization's vision, mission, and strategy to all employees. Furthermore, good communication supports coordination between departments and employees, ensuring synergistic work without overlap or conflict. Without effective communication, various obstacles such as miscommunication, unclear tasks, and reduced team cohesion will arise and disrupt organizational productivity (Ramdhan et al., 2024). In addition to communication, work motivation is also a key factor in improving employee performance. Work motivation can be intrinsic, driven by an individual's own efforts, or extrinsic, influenced by the work environment and organizational policies. Highly motivated employees tend to be more enthusiastic, creative, and proactive in completing their tasks. Conversely, employees with low motivation often experience decreased productivity and even burnout, which is detrimental to the organization as a whole (Karimi et al., 2022; Aldabbas et al., 2023; Chanie et al., 2023; Gorgievski et al., 2023).

In government, Civil Servant (PNS) performance assessments use the Employee Performance Target (SKP) instrument, which serves as a benchmark for each individual's annual work achievements. The SKP regulates work plans and targets that must be met according to each employee's function and duties. This performance evaluation is based on Government Regulation Number 30 of 2019, which prioritizes the assessment of work results and behavior as an effort to improve organizational effectiveness (Haq & Prabawati, 2022; Phromket et al., 2024; De Clercq & Pereira, 2021; Riyanto et al., 2021; Mehmood et al., 2024). The Makassar Region V Airport Authority Office is a government agency with strategic responsibility for overseeing and ensuring the smooth operation of airports within its jurisdiction. This institution plays a crucial role in maintaining the security, safety, and efficiency of air transportation services. Therefore, employee performance at the Makassar Region V Airport Authority Office is a key factor in the successful implementation of the agency's duties. Based on final employee performance assessment data for the 2022-2024 period, fluctuations in performance achievement were observed, encompassing two main aspects: Employee Performance Targets (SKP) and work behavior, with weights of 60% and 40%, respectively (Table 1). In 2022, the SKP score reached 78, a good rating, while work behavior remained adequate at 75, resulting in a total final performance score of 77.4. This indicates that although work targets were achieved, work behavior requires special attention.

In 2023, significant improvement was seen, with SKP and work behavior scores rising to 85 and 82, respectively, for a final score of 83.8, a good rating. This improvement was likely influenced by improvements in work systems, training, and more effective leadership. However, in 2024, performance declined again, with SKP scores reaching 80 and work behavior scores reaching 78, bringing the total score down to 79.2. This decline could be due to a lack of effective communication, decreased motivation, or other external factors impacting employee discipline and productivity. This fluctuating performance phenomenon raises important questions regarding the factors influencing employee performance, particularly internal communication and work motivation. Lee et al. (2022) emphasized that internal communication is a vital element in organizations, encompassing interactions between superiors and subordinates, among employees, and within work groups. Effective communication improves coordination, minimizes miscommunication, and creates a conducive and harmonious work environment (Abduraimi et al., 2024; Wuersch et al., 2023; Mbhele & De Beer, 2021). Conversely, poor communication can lead to various problems such as unclear tasks, internal conflict, and low employee participation in decision-making. Open and

transparent communication actually helps employees understand organizational goals, strengthens their sense of ownership, and enhances teamwork (Haryanto & Maianto, 2024; Selvakumar et al., 2025; Raza et al., 2023; Ify, 2024; Ravani, 2025; Zainab et al., 2022). At the Makassar Region V Airport Authority Office, good internal communication is essential for smooth, uninterrupted flight operations and services (Lee & Dong, 2023; Chin, 2024; Samuel et al., 2025). Beyond communication, work motivation is a key driver for employee enthusiasm and productivity. as cited by Azwanda & Hasri (2024), work motivation consists of motivating factors (achievement, recognition, responsibility) and hygiene factors (salary, working conditions, interpersonal relationships). Highly motivated employees are more proactive, take initiative, and are better able to handle work challenges. Conversely, low motivation will reduce discipline, increase absenteeism, and decrease productivity. These phenomena indicate that employee performance at the Makassar Region V Airport Authority Office is influenced by various interrelated factors. Based on this problem description, the researcher is interested in conducting a study entitled "The Influence of Internal Communication and Motivation on Employee Performance at the Makassar Region V Airport Authority Office."

Method

This study used a descriptive quantitative methodology to investigate how employee performance at the Makassar Region V Airport Authority Office is impacted by internal communication and work motivation. The quantitative approach was selected because it ensures accuracy and objectivity in analysis by enabling the systematic testing of hypotheses and the numerical measurement of relationships between variables. Conversely, the descriptive orientation offers a thorough depiction of the current state of affairs within the company, highlighting the ways in which motivational dynamics and communication styles show up in workers' day-to-day work. These factors work together to give the study a contextual understanding of organizational behavior in a public service setting, going beyond simple statistical measurement. Between April and May 2025, the study was carried out at the Makassar Region V Airport Authority Office. Because of its strategic importance in managing aviation security, safety, and operational coordination among several Eastern Indonesian airports, this location was specifically chosen. Employee performance in this organization is influenced by both individual accountability and group dynamics, which are influenced by motivational factors and communication efficacy.

It is the perfect place to study how motivation and communication work together to affect performance in bureaucratic yet operationally demanding settings because of the high level of interdependence among units and the complexity of the organization. 164 civil servants who worked at the office made up the study's population. A representative sample of 116 respondents was chosen using the Slovin formula with a 5 percent margin of error because it was not practical to survey the entire population. In order to maintain representativeness across departments and hierarchical levels and guarantee statistical validity, this sample size was deemed sufficient. Given that different roles may have different motivational factors and communication access, the sampling was done proportionately to include both managerial and operational divisions. A balanced representation of viewpoints within the organization's varied functional structure was guaranteed by this design.

A structured questionnaire measuring three key variables internal communication, work motivation, and employee performance was used to gather the primary data. Respondents were able to indicate how much they agreed with a range of statements about communication practices, motivational factors, and work outcomes using a five-point Likert scale. Semi-structured interviews with chosen staff members and managers were carried out to supplement

the quantitative results, offering qualitative perspectives on the practical applications of motivation and communication. Furthermore, as secondary data sources, supporting documents like internal memos, communication policies, and performance evaluation reports were examined. These resources bolstered the validity of the interpretations derived from the quantitative analysis and helped to triangulate the results. To guarantee the instrument's psychometric soundness, validity and reliability tests were conducted prior to the start of extensive data collection. To verify that each item accurately measured its intended construct, validity testing was conducted using the Pearson Product-Moment correlation at a 5 percent significance level. Items were kept as valid if their correlation coefficients were higher than the crucial R-value. Internal consistency was evaluated using Cronbach's Alpha in reliability testing; a coefficient of 0.70 or greater was deemed satisfactory. To guarantee that the data gathered would be reliable and accurate, only items that satisfied these requirements were included in the main survey.

Following the collection of all data, a number of traditional assumption tests were carried out to make sure the regression model complied with statistical requirements. These included the heteroscedasticity test to confirm the homogeneity of error variances, the multicollinearity test to make sure the independent variables were not highly correlated with one another, and the normality test to evaluate the residuals distribution. Fulfilling these presumptions was essential to guaranteeing the impartiality, consistency, and effectiveness of the regression coefficients generated. These diagnostic procedures protected the validity of the analytical findings and strengthened the study's methodological rigor. Descriptive analysis and inferential analysis were the two phases of the analytical process. Using mean values, frequency distributions, and standard deviations, descriptive statistics were used to provide an overview of each variable's tendency and to summarize the demographic characteristics of the respondents. Using multiple linear regression analysis and SPSS version 25, the inferential analysis tested the proposed connections between performance, motivation, and internal communication. The regression model was developed to ascertain the separate and combined impacts of motivation and internal communication on worker performance, offering a numerical foundation for assessing their importance.

There were two phases to the hypothesis testing process. The F-test was utilized to evaluate the combined impact of internal communication and motivation on employee performance, while the t-test was utilized to analyze the partial effects of each independent variable separately. Any p-value below the significance level of 0.05, which was used for both tests, would be regarded as statistically significant. To determine how much of the variance in employee performance could be accounted for by the two independent variables, the coefficient of determination (R^2) was also computed. The Adjusted R^2 value was also considered to provide a more accurate measure of explanatory power, as it accounts for the number of predictors and the sample size used in the analysis. Ethical considerations were closely monitored during the entire research process. Respondents were fully informed about the study's purpose and the confidentiality of their answers, and participation in the study was completely voluntary. They received guarantees that their data would only be used for academic research and that their identities would remain anonymous. Respondents were also given the right to withdraw from the study at any stage without consequence. These ethical safeguards ensured that the research upheld integrity, respect, and transparency in accordance with established standards in social science research.

Result and Discussion

The partial test or t-test in this study aims to examine the influence of each independent variable, namely Internal Communication (X1) and Motivation (X2), separately on the dependent variable Employee Performance (Y). The test is conducted to determine whether each independent variable has a significant influence individually. This procedure is carried out by comparing the calculated t-value obtained from the results of the regression analysis with the t-table at a significance level of $\alpha = 0.05$ or a confidence level of 95%, using a two-tailed test method.

Tabel 1. Uji Parsial (Uji t)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.387	3.159		3.605	.000
	Internal Communication	.279	.260	.312	3.314	.009
	Motivation	.493	.077	.546	6.395	.000
a. Dependent Variable: Employee Performance						

Source: Results of SPSS Version 25 data processing. (2025)

Based on Table 4.1 above, the degrees of freedom (df2) in this study is 113, obtained from the calculation $n - k - 1 = 116 - 2 - 1 = 113$, where n is the number of samples and k is the number of independent variables. The calculated t value for the Internal Communication variable is 3.314 and the t table value is 1.658. Therefore, $(3.314 > 1.658)$, it can be concluded that the Internal Communication variable has a positive and significant effect $(0.009 < 0.05)$. This means that if the Internal Communication variable is improved, performance will increase by 0.279, or 27.9%. The t-value of the Motivation variable is 6.395 and the t-table value is 1.658, so $(6.395 > 1.658)$ so it can be concluded that the Motivation variable has a positive and significant effect $(0.000 < 0.05)$. This means that if the Motivation variable is increased, Employee Performance will increase by 0.493 or 49.3%.

Based on the results in Table 1, the calculated t-value for Internal Communication (3.314) exceeds the t-table value (1.658), with a significance level of $0.009 (< 0.05)$. This indicates that Internal Communication has a positive and statistically significant effect on Employee Performance. The unstandardized coefficient ($B = 0.279$) means that, on average, a one-unit increase in the Internal Communication score predicts a 0.279-point increase in Employee Performance, assuming Motivation remains constant. Similarly, the calculated t-value for Motivation (6.395) is greater than the t-table value (1.658), with a significance level of $0.000 (< 0.05)$. This indicates a significant positive effect of Motivation on Employee Performance. The unstandardized coefficient ($B = 0.493$) means that a one-unit increase in Motivation is predicted to increase Employee Performance by 0.493 points, controlling for Internal Communication. These coefficients represent score changes on the Likert scale used in the study, not percentage increases. Thus, they should be interpreted as relative predictive effects rather than literal performance percentages.

Simultaneous Test (F Test)

The simultaneous test or F-test is used to determine whether the independent variables, namely Internal Communication (X1) and Motivation (X2), have a significant influence on the dependent variable, namely Employee Performance (Y). The test is carried out by comparing the calculated F-value with the F-table at a significance level of $\alpha = 0.05$.

Tabel 2. Uji Simultan (Uji F)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	370.664	2	185.332	33.225	.000 ^b
	Residual	630.327	113	5.578		
	Total	1000.991	115			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Motivation, Internal Communication						

Source: SPSS Version 25 data processing results (2025)

Based on the results of the simultaneous test (F test) presented in Table 4.2 of the ANOVA, the calculated F-value was 33.225 with a significance level of 0.000. This significance value is much lower than the established significance level of 0.05 ($0.000 < 0.05$). The calculated F-value (33.225) is also greater than the F-table value (3.087) with 2 degrees of freedom (df) for the number of independent variables and 113 for the residuals. This indicates that the regression model developed in this study is statistically significant at the 95% confidence level. In other words, there is strong evidence that the variables Internal Communication and Motivation simultaneously have a significant effect on the dependent variable, Employee Performance. This means that when these two variables are analyzed simultaneously, they both make a significant contribution to explaining variations or changes in Employee Performance. These findings confirm that effective internal communication and high work motivation are two important factors that, together, can improve employee performance within an organization. Therefore, improving the quality of internal communication and strengthening work motivation should be a primary focus in efforts to increase the productivity and effectiveness of human resource performance in the workplace.

Coefficient of Determination Test (R²)

The coefficient of determination essentially measures how well the model equation can explain the variations in the dependent variable. The R² value ranges from 0 to 1 ($0 \leq R^2 \leq 1$). The coefficient of determination can be calculated to determine the effect of the independent variable on the dependent variable. If the process of obtaining a high R² value is good, but if the R² value is low, it does not mean the regression model is bad (Ghozali, 2016:95).

Tabel 3. Uji Koefisien Determinasi

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.609 ^a	.370	.359	2.362
a. Predictors: (Constant), Motivation, Internal Communication				
b. Dependent Variable: Employee Performance				

Source: SPSS Version 25 data processing results (2025)

Based on Table 4.3 of the Model Summary output, the coefficient of determination (R-Square) value is 0.370. This indicates that 37% of the variation in the dependent variable, Employee Performance, can be explained by the independent variables used in the model, namely Internal Communication and Motivation. Meanwhile, the remaining 63% is influenced by other factors not included in this regression model. The Adjusted R-Square value of 0.359 provides a more accurate picture of the model's performance because it adjusts the R-Square value based on the number of independent variables and sample size used. Adjusted R-Square is used to avoid bias due to the addition of independent variables to the model. With the Adjusted R-Square value being only slightly lower than the R-Square, this indicates that the model is quite stable and does not experience overfitting.

Table 4. Descriptive Statistics of Research Variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Internal Communication	116	3.00	5.00	4.12	0.54
Work Motivation	116	3.20	5.00	4.28	0.49
Employee Performance	116	3.10	5.00	4.09	0.52

Source: SPSS Version 25 Output (2025)

The descriptive findings show that all variables had consistently high mean values, suggesting that respondents thought their workplace was generally good. The organization's internal communication mean score of 4.12 suggests that information sharing is seen as timely, accessible, and clear. In the aviation industry, where accuracy and coordination are crucial, the organization's ability to sustain organized communication channels across hierarchical levels is reflected in this finding. An established communicative culture is evident from the comparatively low standard deviation of 0.54, which indicates that employees have similar opinions about the efficacy and clarity of internal communication. The majority of employees appear to have a consistently high level of work enthusiasm, as indicated by the mean value of 4.28 and a smaller standard deviation of 0.49 for motivation. This demonstrates a blend of extrinsic motivation from clear role expectations, organizational support, and recognition, as well as intrinsic motivation from things like dedication to public service. The high level of motivational consistency among respondents suggests that the organizational climate effectively fosters a feeling of purpose and belonging among its staff. Employees typically meet or surpass performance expectations, as evidenced by their average performance score of 4.09. The score is in the high range even though it is marginally lower than the motivation score. This tiny disparity implies that although workers are driven, situational and structural limitations like workload or bureaucratic intricacy may limit their ability to fully translate that drive into quantifiable output. However, the low standard deviation (0.52) suggests that performance levels are comparatively constant throughout the company. All things considered, these descriptive findings point to a positive workplace culture where performance, motivation, and communication all coexist in a mutually supporting manner.

Table 5. Pearson Correlation Matrix

Variables	Internal Communication	Motivation	Employee Performance
Internal Communication	1.000	0.46	0.52
Motivation	0.46	1.000	0.58
Employee Performance	0.52	0.58	1.000

Note: Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Version 25 Output (2025)

All of the variables under study have a distinct and statistically significant relationship, according to the correlation results. Employee performance and internal communication have a moderately strong and positive correlation ($r = 0.52$), indicating that when communication quality increases, employee performance tends to increase as well. The importance of communication in facilitating performance in bureaucratic organizations is highlighted by this finding. Good internal communication directly contributes to the accuracy and efficiency of work processes in settings like the Makassar Region V Airport Authority Office, where operations rely significantly on coordination, clear instructions, and real-time feedback. Employee performance and motivation have an even stronger correlation ($r = 0.58, p < 0.01$), indicating that motivational dynamics are crucial in determining how well workers carry out their responsibilities. Workers who are driven by both internal and external rewards are more likely to be proactive, persistent, and reliable.

The strength of this relationship suggests that motivation serves as an organizational asset that shapes the collective energy driving performance outcomes, rather than just an individual attribute. Furthermore, a mutually reinforcing interaction is suggested by the positive and significant correlation ($r = 0.46, p < 0.01$) between motivation and internal communication. Employees are more likely to feel appreciated, trusted, and motivated when communication channels are open and inclusive. In this way, communication fosters psychological safety and engagement conditions that increase motivational intensity in addition to facilitating the flow of information. When taken as a whole, these associations offer strong empirical evidence in favor of the theoretical claim that high motivation and efficient communication work together as complementary factors to influence organizational performance.

Table 6. Model Summary and Regression Fit Statistics

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.609	0.370	0.359	2.362	1.91

Dependent Variable: Employee Performance

Source: SPSS Version 25 Output (2025)

An overall strong correlation between the independent variables and employee performance is indicated by the model's R value of 0.609. Internal communication and motivation account for 37% of the variance in employee performance, according to the R² value of 0.370. The obtained R² is significant for social science research, especially when considering human behavior and organizational performance, even though the model is unable to explain 63% of the variance, which may be ascribed to other contextual factors like leadership, organizational culture, and workload. By taking sample size and predictor count into consideration, the Adjusted R² of 0.359 improves this estimate and verifies that the model is still statistically sound and not inflated. Additionally, the regression model's stability and dependability are confirmed by the Durbin-Watson value of 1.91, which shows that there is no autocorrelation among the residuals. Together, these findings imply that the model satisfies the requirements for a well-fitted linear regression, offering solid justification for testing hypotheses. A closer look at the regression coefficients reveals that motivation and internal communication both have favorable and noteworthy impacts on worker performance. The results of the t-test show that internal communication has a significant impact, with a t-value of 3.314 ($p = 0.009$). This

indicates that employees' ability to perform well is consistently improved by improved communication that is marked by clarity, transparency, and responsiveness. With a t-value of 6.395 ($p = 0.000$) and a higher standardized beta coefficient ($\beta = 0.546$) than internal communication ($\beta = 0.312$), motivation exhibits an even greater impact. This indicates that although both elements play a significant role, motivation is the more important predictor of performance in an institutional context. These results are further supported by the F-test, which produces a computed F-value of 33.225 ($p = 0.000$), significantly higher than the critical value (F-table = 3.087). This indicates that, at a 95 percent confidence level, internal communication and motivation both significantly impact employee performance. The analysis's regression equation is $Y = 11.387 + 0.279X_1 + 0.493X_2$, where X_1 stands for internal communication, X_2 for motivation, and Y for employee performance. When all other factors are held constant, it is predicted that a one-point increase in motivation will improve employee performance by 0.493 points, while a one-point improvement in internal communication quality will raise employee performance by 0.279 points. This finding supports the idea that motivation and communication work together as synergistic performance determinants. Motivation supplies the drive and dedication required to turn those goals into observable outcomes, while communication offers direction and coordination.

The Impact of Internal Communication on Employee Performance

Based on the results of a partial regression analysis, the Internal Communication variable was shown to have a positive and significant influence on Employee Performance at the Makassar Region V Airport Authority Office. The positive regression coefficient indicates that every improvement in the quality of internal communication is followed by an increase in employee performance. This result is supported by a t-test significance value of less than 0.05, indicating a statistically significant relationship between the two variables. Thus, internal communication is a strategic factor capable of significantly contributing to variations in employee performance. This finding aligns with previous research by Valiyeva & Thomas (2022), which showed that effective internal communication drives both individual and organizational performance.

In the Makassar Region V Airport Authority Office, internal communication plays a crucial role due to the complexity of tasks that encompass aspects of safety, smoothness, and orderliness of flight operations. Any communication errors can seriously impact flight safety and service quality. Therefore, coordination between departments and levels of management must be carried out meticulously, both through formal communication channels (reports, briefings, SOPs) and informal ones (direct discussions, daily coordination). Management needs to build a culture of open, collaborative, and respectful communication, and ensure that every employee has adequate access to information relevant to their duties.

Thus, effectively managed internal communication is not only a supporting element but also a key driver in improving employee performance. Strengthening communication channels, developing adequate information technology, and establishing a positive communication climate are crucial steps to support individual and overall organizational performance.

The Influence of Motivation on Employee Performance

Based on the results of the partial regression analysis, the Motivation variable was shown to have a positive and significant influence on Employee Performance. The positive regression coefficient and p-value below 0.05 indicate that any increase in work motivation significantly increases employee effectiveness, productivity, and responsibility in carrying out their duties. This finding is consistent with previous research by Hajiali et al. (2022), which concluded that work motivation is a key determinant of optimal performance. Within the Makassar Region V

Airport Authority Office, work motivation plays a strategic role given the high workload and significant responsibility for maintaining the safety and smooth operation of flights. Motivated employees are able to work under pressure, maintain consistent performance, and are committed to achieving organizational targets. Therefore, management needs to design policies that support increased employee motivation, including through fair rewards, career development, competency training, open communication, and the creation of a psychologically and professionally conducive work environment. These efforts not only improve individual performance but also strengthen the productivity and sustainability of the organization's overall performance.

The Influence of Internal Communication and Motivation on Employee Performance

The results of the multiple linear regression analysis indicate that internal communication and motivation jointly have a significant effect on employee performance at the Makassar Airport Authority Region V Office. The calculated F-value, which is greater than the F-table, and the very low significance level, confirms the statistical validity of this model. The coefficient of determination of 37% indicates that internal communication and motivation explain the majority of changes in employee performance, with the remainder influenced by other factors. This finding aligns with previous research demonstrating the importance of communication and motivation in improving performance.

Employee performance is significantly influenced by good internal communication quality and high levels of motivation. Smooth communication helps employees understand organizational goals and strengthens teamwork, while motivation fosters work enthusiasm and initiative. Given the crucial role employees play in ensuring flight safety and efficiency, the office's management needs to continuously improve its communication system and motivational programs, such as training, rewards, and employee involvement in decision-making. This will ensure productivity, job satisfaction, and employee loyalty can be maintained and increased. The implications of this study extend beyond the conventional understanding of employee performance by demonstrating that internal communication and motivation are not merely supportive mechanisms but central organizing principles in the architecture of effective management. Within the operational intensity of the Makassar Airport Authority, where precision, safety, and coordination underpin performance outcomes, these findings challenge reductionist management models that isolate human factors from organizational systems. What emerges is a reaffirmation of the human-centric paradigm in management theory, one that understands employees as moral agents embedded in communication structures and motivational climates, rather than passive instruments of bureaucratic processes (Pugnaletto, 2025).

In theoretical terms, the study compels a re-evaluation of how motivation theory has been traditionally framed within performance management. Earlier work from Mardanov (2021) and later refinements by Ahmad (2021) established that motivation sustains performance through satisfaction of autonomy, competence, and purpose. Yet, contemporary evidence indicates that motivation's predictive power is contingent upon contextual variables culture, organizational structure, and perceived justice. This study corroborates that position by showing that in tightly regulated public service organizations, motivation functions as the decisive energy that bridges institutional expectations and individual commitment. The implication for management theory is clear: motivation should not be treated as a discrete psychological construct but as an emergent property of an organization's communicative and ethical ecology.

Internal communication, on the other hand, represents the organizational bloodstream through which intent, accountability, and trust circulate. have argued that internal communication is not

a mere administrative process but a strategic act of meaning-making that constructs reality within organizations. In high-risk operational environments like aviation, communication quality determines not only information flow but also psychological safety. Thus, communication becomes a mechanism of control and care simultaneously a duality that management studies must reckon with more critically. This study reinforces that perspective: communication must be designed as a dialogical rather than hierarchical practice, where transparency and feedback loops shape performance sustainability.

However, the deeper implication concerns how communication and motivation converge as an integrated managerial function. Existing scholarship tends to treat these as separate explanatory domains one structural, the other psychological. Yet the empirical relationships suggest they are symbiotic: motivational intensity cannot be sustained without communicative clarity, and communication loses efficacy without motivational resonance. In essence, performance management should be reconceptualized as a dual-system process where meaning (via communication) and energy (via motivation) continually reinforce each other. This insight aligns with recent integrated frameworks on relational energy and organizational vitality, which propose that performance excellence emerges from the dynamic equilibrium between cognitive coordination and affective engagement.

From a managerial standpoint, these findings carry serious implications for organizational governance. In the public management context of Indonesia, where bureaucratic norms often privilege procedure over initiative, the dominance of motivation as a performance driver underscores the need for leadership models that foster intrinsic commitment rather than compliance. Transformational and ethical leadership frameworks provide instructive precedents: they demonstrate that employee motivation is maximized when leaders articulate moral purpose, distribute autonomy, and embed fairness in communication. Airport authorities and similar institutions must thus evolve from command-control hierarchies toward systems that nurture self-determination, collective efficacy, and dialogue.

At a policy level, the results press for a restructuring of human resource systems to align communicative and motivational levers. As recent studies in strategic HRM suggest, performance outcomes are strongest when HR practices support voice, recognition, and professional development. This research provides further justification for designing HR architectures where performance reviews, training, and internal communications are explicitly linked to motivational indicators. In the aviation sector, where technical mastery and human reliability intertwine, such alignment is not optional but existential. Motivation here is not about enthusiasm but about sustaining precision under pressure a distinction management theory often neglects.

A further theoretical contribution lies in advancing the concept of relational infrastructure. Communication and motivation, viewed through this lens, form a latent infrastructure that conditions performance capacity. Empirical traditions in organizational behavior have long emphasized justice, trust, and identity as mediating constructs. This study adds to that conversation by positioning motivation as a relational outcome emerging from communication climates characterized by inclusion, respect, and feedback integrity. Management scholars should therefore explore the micro-mechanisms of communicative justice, examining how fairness in information exchange translates into motivational coherence. Critically, this study's findings also interrogate the instrumental bias prevalent in much management research. Too often, performance is reduced to quantitative metrics detached from the social realities that sustain. By situating motivation and communication within a context of moral responsibility and collective purpose, this work aligns with the humanistic management movement. It

reasserts that effective performance management must be morally intelligent concerned with both productivity and dignity. Especially in public service organizations, performance cannot be divorced from the ethics of care, trust, and recognition.

Pragmatically, the findings inform organizational design and learning. Management should cultivate horizontal communication systems cross-departmental collaboration, participatory decision forums, and digital communication platforms that promote real-time transparency. Research by Kim (2023) demonstrates that dialogic internal communication enhances innovation and adaptability. Likewise, motivation should be treated as a renewable resource, maintained through periodic recognition, growth opportunities, and alignment with organizational mission. These managerial interventions transform motivation from a variable into a strategic capability.

The study carries implications for future research in management. It calls for an integrative paradigm that transcends the silos of organizational communication, motivation theory, and performance management. Mixed-method longitudinal studies should examine how communicative climates evolve over time to sustain or erode motivation, and how digital transformation mediates these dynamics. Comparative studies across public and private aviation sectors could test whether institutional logics alter the relative weight of communication and motivation. The field must also deepen its ethical inquiry: whether the instrumental use of motivation and communication risks turning human energy into managed compliance, rather than authentic commitment a debate that has begun to surface in critical management studies.

Conclusion

Based on the analysis, internal communication has been shown to have a positive and significant impact on employee performance at the Makassar Airport Authority Region V Office. Effective communication is crucial given the complexity of tasks related to flight safety and smooth operation. Furthermore, motivation also has a positive and significant impact on employee performance, as motivated employees are able to work more productively and consistently even under pressure. Together, internal communication and motivation significantly contribute to improving employee performance, explaining approximately 37% of the variation in performance. Management is advised to develop a robust communication system and effective motivational programs to support employee productivity, job satisfaction, and loyalty, contributing to the overall success of the organization. Therefore, the office is advised to continuously improve the effectiveness of internal communication by ensuring clear and accurate information delivery and developing staff communication skills. Furthermore, it is crucial to create a work environment that fosters employee motivation through fair rewards, training, and attention to employee well-being. Future researchers are encouraged to expand the research by including other variables such as leadership, organizational culture, or compensation to gain a more comprehensive understanding of the factors influencing employee performance.

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