

The Effect of Internal Communication and Work Discipline on Employee Performance in the Protocol and Leadership Communication Section of the Regional Secretariat of Central Lampung Regency

Nia Nur Arini¹, Hujaimatul Fauziah²

^{1,2}Sang Bumi Ruwa Jurai University, Lampung, Indonesia

*Correspondence : nianurarini@gmail.com

Abstract, The objectives to be achieved in this study were to determine: 1. the effect of internal communication on employee performance in the Protocol and Communication Section of the Central Lampung Regency Regional Secretariat, 2. the effect of work discipline on employee performance in the Protocol and Communication Section of the Central Lampung Regency Regional Secretariat, 3. the effect of internal communication and work discipline together on employee performance in the Protocol and Communication Section of the Central Lampung Regency Regional Secretariat.

Data on employees of the Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency totaled 44 people and became the population in this study, while the sample in the study was 31 respondents using slovin. The analytical tools used are validity test, reliability test, normality test, multiple linear regression test, T test, F test and determination coefficient test.

The results of the study are 1. there is an effect of internal communication (X1) on employee performance (Y) in the Protocol and Communication Section of the Central Lampung Regency Regional Secretariat, 2. there is an effect of work discipline on employee performance in the Protocol and Communication Section of the Central Lampung Regency Regional Secretariat, 3. there is an effect of internal communication and work discipline together on employee performance in the Protocol and Communication Section of the Central Lampung Regency Regional Secretariat.

Keywords : Internal communication, work discipline, employee performance.

Pengaruh Komunikasi Internal dan Disiplin Kerja terhadap Kinerja Pegawai pada Bagian Protokol dan Komunikasi Pimpinan Sekretariat Daerah Kabupaten Lampung Tengah

Abstrak, Tujuan yang ingin dicapai dalam penelitian ini adalah untuk mengetahui : 1. pengaruh komunikasi internal terhadap kinerja pegawai di Bagian Protokol dan Komunikasi Pimpinan Sekretariat Daerah Kabupaten Lampung Tengah, 2. pengaruh disiplinkerja terhadap kinerja pegawai di Bagian Protokol dan Komunikasi Pimpinan Sekretariat Daerah Kabupaten Lampung Tengah, 3. pengaruh komunikasi internal dan disiplinkerja secara bersama-sama terhadap kinerja pegawai di Bagian Protokol dan Komunikasi Pimpinan Sekretariat Daerah Kabupaten Lampung Tengah.

Data pegawai Bagian Protokol dan Komunikasi Pimpinan Sekretariat Daerah Kabupaten Lampung Tengah jumlah 44 orang dan menjadi populasi dalam penelitian ini, sedangkan sampel dalam peneltiian adalah 31 responden dengan menggunakan slovin. Alat analisis yang digunakan adalah uji validitas, uji reliabilitas, uji normalitas, uji regresi linier berganda, uji T, uji F dan uji koefisien determinasi.

Hasil penelitian yaitu 1. terdapat pengaruh komunikasi internal (X₁) terhadap kinerja pegawai (Y) di Bagian Protokol dan Komunikasi Pimpinan Sekretariat Daerah Kabupaten Lampung Tengah, 2. terdapat pengaruh disiplin kerja terhadap kinerja pegawai di Bagian Protokol

dan Komunikasi Pimpinan Sekretariat Daerah Kabupaten Lampung Tengah, 3. terdapat pengaruh komunikasi internal dan disiplin kerja secara bersama-sama terhadap kinerja pegawai di Bagian Protokol dan Komunikasi Pimpinan Sekretariat Daerah Kabupaten Lampung Tengah.

Kata Kunci : Komunikasi internal, Disiplin Kerja, Kinerja pegawai.

INTRODUCTION

Human resources (HR) must play a very important role in the process of achieving the goal of building a sustainable organization. To achieve these goals, high-quality human resources are needed who have the willingness and ability to improve quality on an ongoing basis and continuously (continuous quality improvement). The main problem that can hinder the growth and progress of the company is the low quality of human resources.

To achieve organizational goals, both public and private, activities must be driven by individuals or groups of individuals who actively act as actors. In other words, the achievement of organizational goals is only possible because of the efforts made by individuals in the organization.

Since organizational performance is largely determined by the employee element, the most appropriate metric for measuring the work performance of an organization is the work display of its employees. Work performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employees are required to perform the assigned tasks as optimally as possible and avoid doing things that are not desirable.

How employees can improve their abilities in the areas of management, human relations, and technical operations is critical to achieving organizational goals. Therefore, organizational leaders must pay great attention to HR management. This is seen in human resource management policies and

programs ranging from the process of attraction, placement, maintenance, and development to the goal of improving the reliability of human resources, which is an important component of the company.

Organizations must consider various factors that can affect the work performance of their employees; therefore, organizations must play a role in improving work performance effectively and efficiently. This will encourage professional attitudes and actions in completing tasks in accordance with their respective fields and responsibilities. Therefore, every employee must have adequate skills to handle all the tasks and responsibilities assigned to them. With adequate skills, it is expected that employee work performance will increase significantly.

Human resource management experts agree that there are many variables that can affect employee performance. One such factor is the manner of internal communication within the organization. Internal communication is communication that occurs between people within an organization. This happens because of the interactions and relationships that exist within the organization. These relationships exist because work relationships within the organization must be interdependent, despite differences in tasks or specialization needs.

Communication that occurs reciprocally within an organization is called internal communication. It is sad if communication from leaders to subordinates only occurs in one direction, so the management process in large organizations may not run as expected. The transfer of ideas or information from one person to another is called the

communication process. This transfer of understanding includes more than just the words spoken in conversation; it also includes facial expressions, intonation, vocal break points, and other aspects of communication.

To develop an organization well, effective internal communication is essential as it creates a conducive communication environment between leaders and their subordinates, as well as among fellow employees, ensuring that work activities run smoothly. With good communication, employees in an organization can interact, share information, and exchange ideas.

The Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency is experiencing less than optimal internal communication problems. This was caused by less intensive communication between sections, which resulted in delays in completing tasks. The following table shows the current condition of internal communication at the research location.

Table 1. Internal Communication Conditions in the Protocol and Communication Section Leaders of the Regional Secretariat of Central Lampung Regency

No.	constraints	Condition	
		Ideal	Factual
1	Facilities and infrastructure	Availability of intranet facilities and completeness of integrated data systems through computerization	Communication patterns and data systems are still manual
2	Mastery of communication techniques and methods	Employees are able to master effective communication techniques	There has been no training that addresses these competencies
3	Willingness to change	Employees always conduct discussions for future improvements	Employees are less innovative in dealing with the obstacles that occur repeatedly
4	Prejudice is a priori	Transparency created through digitally integrated communication systems and data systems	Lack of openness between sections, leading to a priori attitude

Source: Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency 2023.

Table 2. Schedule of Internal Monthly Meetings in the Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency

No.	Bulan	Target	Realisasi
1	January	4	3
2	February	4	2
3	March	4	2
4	April	4	2
5	May	4	1
6	June	4	3
7	July	4	2
8	August	4	2
9	September	4	2
10	October	4	2
11	November	4	2
12	December	4	3

Source: Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency 2023.

The table above shows that the condition of internal communication in the Protocol and Leadership Communication Section of the Regional Secretariat of Central Lampung Regency is not ideal. This is evident in situations where people still face technical challenges, such as the availability of resources and mastery of communication methods. They also face attitudinal challenges, such as the desire to change and lingering prejudices, and meeting schedules as part of internal communication have not been fully met.

In addition to internal communication factors, work discipline affects employee performance. Obedience to established rules, both written and unwritten, is known as discipline. It is hoped that every human resource in the organization has the nature of performance discipline, because then the organization will run well and can achieve its goals.

To direct behavior to a harmonious reality is the goal of collective and individual discipline. To realize these conditions, the rights and obligations of employees must be harmonized. Work discipline affects performance. Employees who are disciplined at work since leaving, during work time, and after returning home, and in accordance with the rules, are expected to perform well.

The Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency shows that the

employee attendance rate is still low. This is an example of work discipline. In addition, late employee attendance indicates a low level of discipline in the workplace. The following table shows employee attendance data.

Table 3. Percentage of Employee Attendance Rate in 2022

No.	Months	Percentage of Attendance Rate (%)	Percentage of Expected Attendance Rate (%)
1	January	83,11	100
2	February	81,28	100
3	March	84,44	100
4	April	87,04	100
5	May	81,15	100
6	June	82,76	100
7	July	80,97	100
8	August	81,41	100
9	September	75,81	100
10	October	72,68	100
11	November	75,17	100
12	December	76,33	100

Source: Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency 2023.

The table above shows that employee attendance never reached 100% every month during Fiscal Year 2022. The highest level occurred in April, at 87.04%, and the lowest level occurred in October, at 72.68%.

It is suspected that the lack of internal communication and appropriate work standards affect the level of employee performance. The protocol and leadership communication section of the regional secretariat of Central Lampung district still has poor employee performance. This shows how difficult it is to achieve company goals. The following table of performance indicator target achievement shows the weakness of this employee performance.

Table 4. Achievement of Performance Targets that are not on Target in 2022

NO	Program/Activity Performance Indicators	Target	Realization	Achievement (%)
1	Number of Protocol Facilitation for KDH & WKDH Activities	720 activities	600 activities	83,33 %
2	Number of KDH & WKDH Meeting Materials	144 Document	130 Document	90,27 %
3	Number of Drafts of Remarks and Speeches of KDH & WKDH prepared	720 Document	600 Document	83,33 %
4	Number of Policy Materials prepared	4 Document	2 Document	50 %
5	Number of KDH & WKDH Meeting Minutes Documents	144 Document	130 Document	90,27%

Source: DPA Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency, 2022.

Based on the data in the table above, it can be explained that there are still 5 (five) program or activity performance indicator targets for Fiscal Year 2022 that have not achieved the targeted results. Achievement of program/activity indicators: The number of policy materials created can only reach 50% of the total. This shows that the employees of the Regional Secretariat of Central Lampung Regency still have not reached the best performance level.

According to Gie, communication is a process of conveying information or news containing various kinds of information from one person to another. Communication is a process of conveying information from one party to another to inform, change attitudes, opinions, or behavior, either directly or indirectly (Pratiwi, 2010).

The definition of discipline according to Simamora is a procedure that corrects or punishes subordinates for violating rules or procedures. Discipline can also be interpreted as a form of employee self-control and regular implementation and shows the level of seriousness of the work team in an organization (Syarkani, 2017).

Discipline refers to a pattern of behavior with the following characteristics: 1. there is a strong desire to fully implement what has become the norms, ethics, rules that apply; 2. there is controlled behavior; 3. there is obedience. To find out whether or not an employee's work discipline can be seen from: 1. employee compliance with applicable regulations, including being on time and

responsible for their work; 2. working according to existing procedures; 3. maintaining office facilities and equipment properly (Tajiri, 2011).

Robbins defines performance as a result achieved by employees in their work according to certain criteria that apply to a job (Arifin, 2012). Mangkunegara states that performance is the result of work both in quality and quantity achieved by an employee in performing duties in accordance with the responsibilities given to him (Deni, 2018). While Rivai performance is defined as the willingness of a person or group of people to carry out an activity, and perfect it according to their responsibilities with the results as expected (Rivai, 2021).

THEORETICAL BASIS

The definition of discipline according to Simamora is a procedure that corrects or punishes subordinates for violating rules or procedures (Catio & Sunarsi, 2020). Discipline can also be interpreted as a form of employee self-control and regular implementation and shows the level of seriousness of the work team in an organization (Fitriano et al., 2020).

According to Sinungan, discipline is the attitude of a person or group of people who are always willing to follow or obey all the rules or decisions set by them (Siahaan & Meilani, 2019). Meanwhile, according to Siagian, work discipline is a mental attitude that is reflected in the actions or behavior of a person, community group in the form of obedience to the rules, norms that apply in society (Erika et al., 2021).

Robbins defines performance as a result achieved by employees in their work according to certain criteria that apply to a job (Nur Aziz & Dewanto, 2022). Mangkunegara states that performance is the result of work both in quality and quantity achieved by an employee in performing duties in accordance with the responsibilities given to him (Sutedjo &

Mangkunegara, 2018). Meanwhile, Rivai states that performance is defined as the willingness of a person or group of people to carry out an activity, and complete it according to their responsibilities with the results as expected (Monce Brury, 2016).

According to Simamora, performance appraisal feedback lets employees know how well they are doing compared to organizational standards (Farchan, 2016). According to Dessler there are five factors in performance appraisal: 1. Quality of work, including: acquisition, accuracy, appearance and acceptance of output, 2. Quantity of work, including: Required supervision, including: need for advice, direction or improvement, 4. Attendance, including: regularity, trustworthiness/reliability and punctuality, 5. Conservation, including: prevention, waste, damage and maintenance (Latief et al., 2018).

RESEARCH METHODS

The research site is the Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency. The population in this study were employees of the Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency, totaling 44 people and a sample of 31 respondents using Slovin.

The analytical tools used in this study are as follows: validity test, reliability test, normality test, multiple linear regression test, T test, F test and coefficient of determination test.

RESEARCH RESULTS

The T test results show that the tcount value is 9.921. This value is greater than the t table 1.679 because the tcount is compared with the t table at a significant level of 0.05, which means that the tcount is greater than the t table. Thus, it can be concluded that H_a shows that the Internal Communication variable (X_1) has an

influence on the Employee Performance variable (Y).

According to the t-test results, the t-count value is 8.630, which is compared to the t-table at a significant level of 0.05, which is 1.679. Thus, the tcount value is 8.630 greater than the ttable, which means that the hypothesis stating that the Work Discipline variable (X_2) affects employee performance (Y) is acceptable.

The hypothesis proposed that there is an effect of Internal Communication (X_1) and Work Discipline (X_2) simultaneously on Employee Performance (Y) can be accepted, because the calculated F value from the anova test or F test is 55.592, which is much greater than the F table value of 3.200.

With a coefficient of determination of 0.799 (79.9%), it can be concluded that internal communication and work discipline have an influence of 79.9% on employee performance. Other factors not examined by the author accounted for 20.1%.

The regression equation model is as follows: $Y = 1.933 + 0.601X_1 + 0.335X_2 + et$ This shows that employee performance will increase by 0.601 units every time the value of the internal communication variable increases by one unit, and employee performance will increase by 0.335 units every time the value of the work discipline variable increases by one unit.

Based on the information above, we can conclude that the regression coefficient $X_1 = 0.601$ is greater than $X_2 = 0.335$. This shows that the variables of Internal Communication and Work Discipline contribute to improving employee performance in the Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency relatively equally.

CONCLUSION AND IMPLICATION CONCLUSION

The results of the data analysis and discussion are as follows: a) The

hypothesis that internal communication (X_1) affects employee performance (Y) in the protocol and communication section of the leadership of the regional secretariat of Central Lampung Regency. This is evidenced by the T test, which found the t-count value of Internal Communication on Employee Performance of 9.921 and the t-table value of 1.679, which shows that the t-count value is greater than the t-table value.; b) The T test results show that employee performance in the protocol and communication section of the leadership of the regional secretariat of Central Lampung Regency is influenced by work discipline, with a tcount value of 8.630 and a ttable value of 1.679. This shows that the hypothesis about the effect of work discipline on employee performance is accepted; c) Employee performance in the protocol and communication section of the leadership of the regional secretariat of Central Lampung Regency is influenced by work discipline and internal communication; the results of the calculation of Fcount 55.592 are far greater than the Ftable value of 3.200; d) The multiple regression equation between Internal Communication and Work Discipline with Employee Performance is $Y = 1.933 + 0.601X_1 + 0.335X_2 + et$. The results show that the combined effect of internal communication and work discipline on employee performance is 79.9%, with the last 20.1% being influenced by other factors not included in the study.

IMPLICATION

Based on the research results above, the implications of the research are as follows: 1. Internal communication in the agency runs well and in two directions so that employees can work more effectively and efficiently, 2. The work discipline of employees is further improved as seen from the on-time arrival and return of work so that the impact on improving employee performance can be more

optimal, 3. Improving employee performance can be done by the leadership by providing work in accordance with the job description and the basic owned by the employee himself so that the work can be completed effectively and efficiently.

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