

The Effect of Work Stress, Internal Communication, and Work Motivation on Employee Performance at PT. PLN (Persero) UIP SUMBAGSEL

Dina Puspitasari¹, Agustina Marzuki², Irayani³, Sari Sakarina⁴

^{1,2,3,4} Faculty of Economics and Business, Tridianti University Palembang

Article Info

Article history:

Received Apr 14, 2026

Revised May 12, 2026

Accepted Jun 26, 2026

Keywords:

Employee Performance;
Internal Communication;
Work Motivation;
Work Stress

ABSTRACT

At PT. PLN (Persero) UIP SUMBAGSEL, this study aims to investigate the concurrent and individual effects of work stress, internal communication, and work motivation on employee performance. The study used structured questionnaires to collect primary data using a quantitative technique with a descriptive framework. Using the Slovin algorithm and a random selection technique, 68 participants were chosen from the target population of 210 employees. Following the completion of validity, reliability, and normality investigations using SPSS 27, multiple linear regression analysis, t-tests, F-tests, and coefficient of determination (R^2) calculations were carried out. The F-test result (significance value of 0.000, which is less than 0.005) indicates a statistically significant combined effect of work stress, internal communication, and work motivation on employee performance. The partial t-test findings for individual impacts indicate that neither job stress (significance value of 0.502, over 0.005) nor internal communication (significance value of 0.243, also higher than 0.005) significantly affect employee performance. Work motivation does, however, demonstrate a significant positive influence on employee performance with a significance value of 0.001, which is less than the 0.005 limit.

This is an open access article under the [CC BY-SA](#) license.



Corresponding Author:

Name: Dina Puspitasari

Institution: Faculty of Economics and Business, Tridianti University Palembang

Email Dina2003puspita26sari10@gmail.com

1. INTRODUCTION

Effective human resource management (HRM) serves as a foundational element within organizations, acting as the primary force that facilitates the seamless execution of operations and the attainment of corporate objectives. By overseeing employee relations and clearly defining roles, HRM ensures that organizational functions operate both efficiently and effectively, thereby

contributing to the realization of business goals, the well-being of staff, and broader societal interests [1]. When human resources are managed appropriately, leadership gains the ability to cultivate employee capabilities and motivate individuals to deliver peak performance. Within the domain of HRM, several essential and interconnected functions exist, including strategic workforce planning, talent acquisition, onboarding initiatives, performance evaluations,

professional development programs, succession planning, leadership development, and structured compensation frameworks. Collectively, these practices are designed to optimize the utilization of human capital, ensuring alignment with organizational success and goal fulfillment. Consequently, a thorough comprehension of the variables that impact employee productivity is vital for the effective and strategic management of human resources.

Employee performance reflects the outcomes generated by individuals as they fulfill the duties and obligations delegated by their organization. This can be evaluated through both the standard and volume of work delivered by staff members [2]. Beyond indicating levels of productivity and operational efficiency, it also demonstrates how effectively employees manage diverse challenges and adapt to shifts within the workplace. Improving employee performance is essential to helping an organization achieve its goals, while a decline in performance might make it more difficult for the business to do so. As a result, a key element of efficient human resource management is controlling and improving staff performance.

Stress at work is one element that has a big impact on employee performance. Work stress is psychological pressure felt by employees when they face job demands that exceed their abilities and resources. Excessive stress, unclear job descriptions, and conflicts in interpersonal relationships at work are the most common causes of stress. If daily stress is not managed, employees can suffer negative mental and physical effects. These negative effects not only affect individual employees but also the entire organization, resulting in increased absenteeism, increased employee turnover, and decreased productivity and work quality.

Internal communication is an important factor that affects employee performance, including work stress. Internal communication is the process of exchanging information, instructions, and ideas between employees in an organization, such as management and employees [3]. This

communication process can occur vertically, horizontally, or diagonally with the aim of coordinating the implementation of work in the organization. Effective communication can help employees understand their tasks, responsibilities, and changes in the work environment, thereby increasing work efficiency and productivity. Conversely, poor communication can lead to misunderstandings, misinterpretations, and conflicts that can reduce employee morale and performance [4].

A key component of organizational success, work motivation has a substantial impact on employee performance outside of internal communication. Work motivation functions as an intrinsic force that propels individuals to pursue excellence with initiative and determination, activating both energy and drive [5]. This impetus arises from a combination of internal and external sources, including fulfillment in one's role, professional experience, and prospects for career advancement. Employees who exhibit high levels of motivation typically demonstrate passion and commitment, leading to exceptional outcomes. Conversely, diminished motivation often results in reduced enthusiasm, weakened concentration, and lower overall productivity.

This study focuses on the state-owned electricity company PT. PLN (Persero), specifically the South Sumatra Development Unit (UIP Sumbagsel). As a state-owned enterprise (BUMN), UIP Sumbagsel has a significant influence on the government and the population. As part of the PT. PLN system that manages the South Sumatra electricity network, UIP Sumbagsel plays an important role in ensuring a reliable and sustainable energy supply.

A preliminary survey carried out by researchers at PT. PLN (Persero) UIP Sumbagsel uncovered several key issues affecting employee performance. Among the findings was the presence of work-related stress, which was found to stem from heightened workloads, unpredictable work conditions, and ongoing job-related pressure. These stressors were observed to impair employees' ability to focus, diminish

punctuality and attendance, and lower the overall quality of work output.

Additionally, internal communication challenges emerged as a significant concern. Employees reported recurring difficulties in transmitting messages clearly, resulting in ineffective communication and frequent instances of miscommunication or misunderstandings between team members and leadership. This breakdown in information exchange has negatively influenced employee motivation.

The study further highlighted a decline in self-assurance and a noticeable drop in enthusiasm toward work responsibilities. Employees expressed a lack of support and clear guidance in fulfilling their duties, attributed in part to a prevailing individualistic mindset among colleagues. This fragmented interpersonal dynamic fosters feelings of isolation and weakens team cohesion, ultimately eroding motivation and adversely affecting overall job performance.

Informed by the preceding overview, the researcher intends to carry out a study under the title "The Effect of Work Stress, Internal Communication, and Work Motivation on Employee Performance at PT PLN (Persero) UIP SUMBAGSEL".

2. LITERATURE REVIEW

2.1 Work Stress

Occupational stress refers to a condition that can disturb the psychological and physiological equilibrium of workers, influencing their emotional state, cognitive functions, and general well-being, while also impairing their capacity to adjust to workplace demands [6]. Alternatively, it is characterized as a form of job-related tension arising when individuals are required to possess the skills, resources, or capabilities necessary to fulfill their responsibilities, yet the outcomes are perceived as uncertain and lacking meaningful impact [7].

Work-related stress represents a form of psychological pressure that impacts an individual's emotional state,

cognitive functions, and overall physical well-being, with those affected by depressive symptoms often experiencing heightened anxiety and persistent feelings of unease [8].

The dimensions and indicators of work stress are as follows [2]:

1. Workload

- a. Perceived excessive work load
- b. Work conflicts between employees

2. Working hours

- a. Urgent working hours
- b. Unhealthy work environment

3. Feedback

- a. Low work supervision
- b. Differences in thinking between superiors and subordinates.

4. Responsibility

- a. Accountability for work results.
- b. Inadequate work authority

2.2 Internal Communication

Internal communication is the process of exchanging messages between group members for the benefit of the group itself [9]. In another definition, internal communication is interaction between members of an organization, including managers, employees, and supervisors, and includes relationships between people at various levels and hierarchies within the organization [10].

Internal communication is the process of exchanging information within an organization, which can take place vertically, horizontally, or diagonally [11]. The dimensions and indicators of internal communication include [12].

1. Vertical Communication

- a. Superiors give advice to subordinates
- b. Information from superiors
- c. Submission of reports
- d. Complaints

2. Horizontal Communication

- a. Providing advice to coworkers
- b. Support for coworkers
- c. Discussing with coworkers.

2.3 Work Motivation

The Latin verb *movere*, which means "to move" or "to set in motion," is where the word "motivation" comes from. It describes the internal or external forces that prompt individuals to take action in pursuit of specific objectives. This psychological state serves as a driving mechanism, compelling people to behave in particular ways in order to attain either personal aims or shared outcomes [1].

Work motivation is the desire to be motivated, encouraged, and stimulated by all individuals to produce high-quality work through honesty, joy, and interest, thereby optimally achieving group goals [5]. In another definition, work motivation is an individual's internal state that motivates them to act, participate, and make efforts to achieve their goals [12]. The following are the characteristics and markers of job motivation [5]:

1. **Dimension of comfort**
 - a. Rewards
 - b. Working conditions
 - c. Work Facilities
2. **Drive dimension**
 - a. Work Performance
 - b. Recognition from superiors
 - c. The job itself

2.4 Employee Performance

Employee performance refers to the outcomes generated from duties allocated to individuals or teams within an organization, executed in alignment with their designated authority and responsibilities, in strict adherence to applicable laws, regulations, and institutional policies, with the overarching aim of fulfilling organizational objectives [13]. It is further characterized as the measurable output resulting from the work carried out by employees or work units, guided by their assigned roles and obligations, while upholding legal standards, ethical principles, moral conduct, and regulatory compliance to attain collective goals [14]. The various dimensions and

evaluative criteria used to assess employee performance can be systematically identified and quantified as outlined below [15]:

1. **Quality of work**
 - a. Accuracy
 - b. Ability
 - c. Neatness
2. **Quantity of Work**
 - a. Speed
 - b. Satisfaction.
3. **Cooperation**
 - a. Cooperation
 - b. Teamwork
4. **Responsibility**
 - a. Work results
 - b. Facilities and infrastructure
5. **Attendance at work**
 - a. Absenteeism

2.5 Conceptual Framework

The conceptual framework constitutes a theoretical model illustrating the relationship between established theory and multiple factors identified as significant concerns [5].

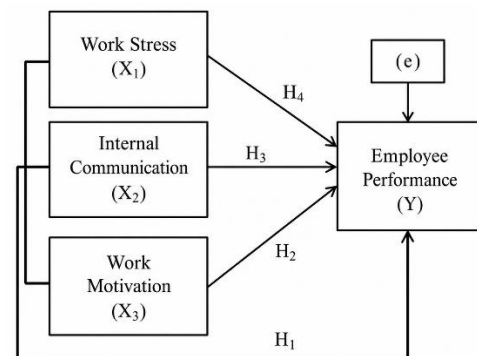


Figure 1. Conceptual Framework

2.6 Hypothesis

- H1: It is hypothesized that there is a simultaneous influence of Work Stress, Internal Communication, and Work Motivation on employee performance at PT PLN (Persero) UIP SUMBAGSEL.
- H2: It is hypothesized that Work Stress partially influences employee performance at PT PLN (Persero) UIP SUMBAGSEL.
- H3: It is hypothesized that Internal Communication partially

influences employee performance at PT PLN (Persero) UIP SUMBAGSEL.

H4: It is hypothesized that work motivation partially influences employee performance at PT PLN (Persero) UIP SUMBAGSEL.

3. METHOD

This research adopts a quantitative framework employing descriptive analytical techniques to examine how occupational stress, internal organizational communication, and employee motivation collectively impact job performance. The investigation was carried out at PT PLN (Persero) Unit Pengembangan Wilayah (UIP) Sumatera Bagian Selatan, situated at Jalan Residen Abdul Rozak No. 2180, Kota Palembang. Data collection spanned a duration of five months, commencing in September 2025 and concluding in February 2026. All 210 employees of UIP Sumbagsel were comprised of the intended audience. By using the Slovin formula with a 10% error tolerance to determine the appropriate sample size, a final sample of 68 people was achieved. Respondents were selected using probability sampling, particularly simple

random sampling. Regardless of departmental or organizational divisions, this method ensures that every member of the population has an equal chance of being chosen.

Both primary and secondary data sources were used in this investigation. While secondary data came from publications, journals, and corporate records, primary data was gathered utilizing a five-point Likert scale questionnaire that ranged from strongly agree to strongly disagree. To guarantee accuracy and consistency, the instrument underwent validity and reliability tests. Multiple linear regression was used in data analysis to look at how work motivation, internal communication, and job stress affected employee performance. IBM SPSS Statistics version 27 was used for t-tests and F-tests.

4. RESULTS AND DISCUSSION

4.1 General Description of Respondents

The respondents from PT. PLN (Persero) UIP SUMBAGSEL employees consisted of 68 samples. The following is a description of the grouping of respondents based on age, gender, and education.

Table 1. Characteristics of Respondents Based on Age

Age	Frequency	Percentage (%)
20-25	28	41 %
26-30	33	49 %
31-35	7	10 %
Total	68	100 %

Source: Primary Data Management (2026)

Respondent characteristics based on age show that most respondents were aged 26–30 years old, with 33 people (49%), while those aged

20–25 years old numbered 28 (41%) and those aged 31–35 years old numbered 7 (10%).

Table 2. Characteristics of Respondents by Gender

Gender	Frequency	Percentage (%)
Male	25	37 %
Female	43	63 %
Total	68	100 %

Source: Primary Data Management (2026)

Characteristics based on gender show that the majority of respondents

were female, with 43 respondents (63%), while 25 respondents (37%) were male.

Table 3. Characteristics of Respondents by Education

Education	Frequency	Percentage (%)
SMA/SMK	14	20 %
D3	6	9 %
S1	34	50 %
S2	12	18 %
S3	2	3 %
Total	68	100 %

Source: Primary Data Management (2026)

Characteristics based on education: the majority had a S1 totaling 34 people (50%), followed by SMK-SMA totaling 14 people (20%), D3 totaling 6

people (9%), S2 totaling 12 people (18%), and S3 totaling 2 people (3%).

4.2 Analysis and Research Results

Table 4. Validity Test Results

Variable	Indicator	Calculated r	Table r	Description
Work Stress (X1)	X1.1	0.510	0.2387	Valid
	X1.2	0.424	0.2387	Valid
	X1.3	0.358	0.2387	Valid
	X1.4	0.412	0.2387	Valid
	X1.5	0.642	0.2387	Valid
	X1.6	0.651	0.2387	Valid
	X1.7	0.648	0.2387	Valid
	X1.8	0.620	0.2387	Valid
	X1.9	0.521	0.2387	Valid
	X1.10	0.570	0.2387	Valid
Internal Communication (X2)	X2.1	0.628	0.238	Valid
	X2.2	0.656	0.2387	Valid
	X2.3	0.644	0.2387	Valid
	X2.4	0.694	0.2387	Valid
	X2.5	0.618	0.2387	Valid
	X2.6	0.676	0.2387	Valid
	X2.7	0.640	0.2387	Valid
	X2.8	0.670	0.2387	Valid
	X2.9	0.587	0.2387	Valid
	X2.10	0.664	0.2387	Valid
Work Motivation (X3)	X3.1	0.628	0.238	Valid
	X3.2	0.656	0.2387	Valid
	X3.3	0.644	0.2387	Valid
	X3.4	0.694	0.2387	Valid
	X3.5	0.618	0.2387	Valid
	X3.6	0.676	0.2387	Valid
	X3.7	0.640	0.2387	Valid
	X3.8	0.670	0.2387	Valid
	X3.9	0.587	0.2387	Valid
	X3.10	0.664	0.2387	Valid
Employee Performance	Y.1	0.627	0.2387	Valid
	Y.2	0.674	0.2387	Valid
	Y.3	0.651	0.2387	Valid
	Y.4	0.669	0.2387	Valid

Variable	Indicator	Calculated r	Table r	Description
	Y.5	0.819	0.2387	Valid
	Y.6	0.589	0.2387	Valid
	Y.7	0.682	0.2387	Valid
	Y.8	0.744	0.2387	Valid
	Y.9	0.639	0.2387	Valid
	Y.10	0.686	0.2387	Valid

Source: SPSS Version 27 (2026) Processing Results

The findings from the validity assessment presented in Table 4 indicate that the computed r values for every question across all variables exceed the

established threshold of 0.2387. As a result, each question is deemed valid and fulfills the required criteria.

Table 5. Reliability Test Results

Variable	Crombach's Alpha	Description
Work Stress (X1)	0.716	Reliable
Internal Communication (X2)	0.846	Reliable
Work Motivation (X3)	0.835	Reliable
Employee Performance (Y)	0.869	Reliable

Source: SPSS Version 27 (2026) Processing Results

As displayed in Table 5, each variable exhibits a CA coefficient exceeding 0.60, indicating that all

constructs measured in this research demonstrate acceptable reliability.

Table 6. Normality Test Results

One Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		68
Normal Parameters ^{a,b}	Mean	.000000
	Std. Deviation	3.44355579
Most Extreme Differences	Absolute	.118
	Positive	.070
	Negative	-.118
Kolmogorov-Smirnov Z		.118
Asymp. Sig. (2-tailed)		.074 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: SPSS Version 27 Processing Results (2026)

The Kolmogorov-Smirnov test produces a significance level of 0.074, which is higher than the 0.05 cutoff, as seen in Table 6. This result validates that the study's data follow a normal

distribution. When the residuals' corresponding significance value is higher than 0.05, they are statistically regarded as having a normal distribution.

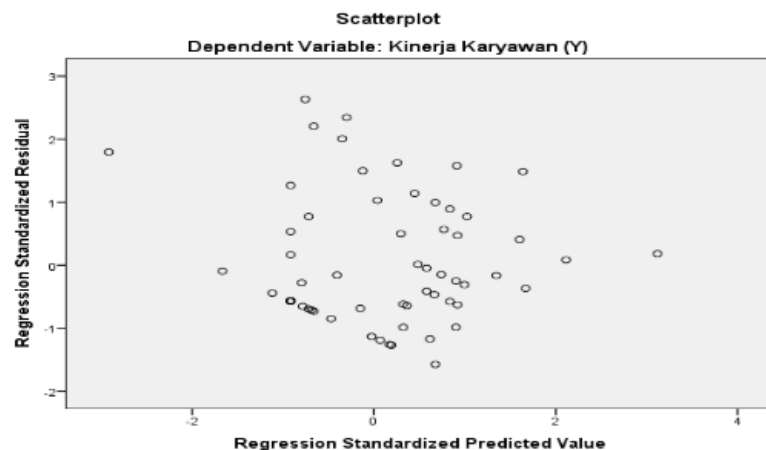


Figure 2. Heteroscedasticity Test Results
Source: SPSS Version 27 Processing Results (2026)

As seen in Figure 2, the scatterplot residuals exhibit a random dispersion with no discernible pattern that occurs both above and below the zero line on the Y-axis. This random

distribution indicates that the variance of the residuals is constant at all levels of the anticipated values. Therefore, it may be said that the study's results show no signs of heteroscedasticity.

Table 7. Multicollinearity Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	19.698	6.972		2,825	.006		
	Work Stress (X1)	-.115	.170	-.072	-.675	.502	.956	1.046
	Internal Communication (X2)	.163	.139	.146	1,178	.243	.717	1,394
	Work Motivation (X3)	.440	.129	.432	3,422	.001	.692	1,446

a. Dependent Variable: Employee Performance (Y)

Source: SPSS Version 27 (2026) Processing Results

Table 7 above shows that the tolerance for each variable is greater than 0.10 and the VIF value is greater than 10. This shows that the factors affecting

employee performance that were studied in this research (internal communication, and work motivation) do not show signs of multicollinearity.

Table 8. Results of Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	(Constant)	19.698	6.972		2,825	.006
	Work Stress (X1)	-.115	.170	-.072	-.675	.502
	Internal Communication (X2)	.163	.139	.146	1,178	.243
	Work Motivation (X3)	.440	.129	.432	3.422	.001

Source: SPSS Version 27 (2026) Processing Results

The multiple linear regression analysis results led to the determination of the regression equation that follows.

$$Y = 19.698 - 0.115 X_1 + 0.163 X_2 + 0.440 X_3$$

Table 9. Correlation Coefficient Analysis Results (r)

Variabel	Statistik	Work Stress (X1)	Internal Communication (X2)	Work Motivation (X3)	Employee Performance (Y)
Work Stress (X1)	Pearson Correlation	1	-0.088	-0.209	-0.176
	Sig. (2-tailed)		0.474	0.088	0.152
	N	68	68	68	68
Internal Communication (X2)	Pearson Correlation	-0.088	1	0.531**	0.382**
	Sig. (2-tailed)	0.474		0.000	0.001
	N	68	68	68	68
Work Motivation (X3)	Pearson Correlation	-0.209	0.531**	1	0.525**
	Sig. (2-tailed)	0.088	0.000		0.000
	N	68	68	68	68
Employee Performance (Y)	Pearson Correlation	-0.176	0.382**	0.525**	1
	Sig. (2-tailed)	0.152	0.001	0.000	
	N	68	68	68	68
*. Correlation is significant at the 0.05 level (one-tailed).					
**. Correlation is significant at the 0.01 level (1-tailed).					

Source: SPSS Version 27 (2026) Processing Results

The findings presented in Table 9, derived from a *Pearson Correlation* analysis involving 68 participants, reveal the following associations:

- a. A correlation coefficient of -0.176 was observed between work stress (X1) and employee performance (Y), with a significance level of 0.152, which exceeds the 0.05 threshold. This result signifies a negligible and inverse relationship, indicating that work stress does not exert a meaningful influence on employee performance.
- b. Internal communication (X2) and employee performance (Y) demonstrated a correlation coefficient of 0.382, accompanied

by a significance level of 0.001, falling below the 0.05 benchmark. This reflects a weak yet positive association, suggesting that improvements in internal communication are linked to slight enhancements in performance.

- c. The correlation between work motivation (X3) and employee performance (Y) was found to be 0.525, with a significance level of 0.000, well under the 0.05 cutoff. This indicates a moderate and positive relationship, implying that higher levels of work motivation are meaningfully connected to better employee performance.

Table 10. Determination Coefficient Analysis Results

Model Summary				
Model	R	R Square	Adjusted R-Square	Standard Error of the Estimate
1	.543 ^a	.295	.262	2.724
a. Predictors: (Constant), Work Motivation (X3), Work Stress (X1), Internal Communication (X2)				

Source: SPSS Version 27 (2026) Processing Results

Work Stress, Internal Communication, and Work Motivation together account for 26.2% of the variation in employee performance,

according to Table 10's Adjusted R Square value of 0.262. Factors beyond the purview of this study account for the remaining 73.8% of the variance.

Table 11. Simultaneous Test Results (F)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	198.784	3	66,261	8,927	.000 ^b
	Residual	475,025	65	7,422		
	Total	673,809	68			
a. Dependent Variable: Employee Performance (Y)						
b. Predictors: (Constant), Work Motivation (X3), Work Stress (X1), Internal Communication (X2)						

Source: Results of SPSS Version 27 (2026) Processing

The analysis results presented in the table above indicate that the computed F value of 8.927 exceeds the critical F table value of 3.140, while the significance level (sig) of 0.000 is below the 0.05 threshold. These findings lead to the conclusion that Work Stress, Internal Communication, and Work Motivation

collectively exert a significant impact on Employee Performance at PT PLN (Persero) UIP SUMBAGSEL. As a result, the alternative hypothesis (Ha) is supported, affirming that these three variables jointly influence employee performance within the organization.

Table 12. Partial Test Results (t)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.698	6.972		2,825	.006
	Work Stress (X1)	-.115	.170	-.072	-.675	.502
	Internal Communication (X2)	.163	.139	.146	1,178	.243
	Work Motivation (X3)	.440	.129	.432	3.422	.001
a. Dependent Variable: Employee Performance (Y)						

Source: SPSS Version 27 (2026) Processing Results

Based on the findings from the data analysis, the following conclusions have been established:

1. Influence of Work Stress (X1) on Employee Performance (Y)

The t-test reveals a significant level of 0.502 above 0.05 and a t-value of -0.675, which is

below the critical value of 1.669. Therefore, the null hypothesis is accepted since job stress has no discernible impact on employee performance.

2. Influence of Internal Communication (X2) on Employee Performance (Y)

The t-test reveals a significant level of 0.243 over 0.05 and a t-value of 1.178, which is less than 1.669. Therefore, the null hypothesis is accepted as employee performance is not greatly impacted by internal communication.

3. Influence of Work Motivation (X3) on Employee Performance (Y)

With a significance threshold of 0.001 below 0.05, the t-test reveals a t-value of 3.422, above 1.669. The null hypothesis is rejected as this shows that employee performance is greatly impacted by job motivation.

4.3 Discussion

1. The simultaneous effect of work stress, internal communication, and work motivation on employee performance at PT PLN (Persero) UIP SUMBAGSEL.

The first hypothesis—that employee performance is impacted by job stress, internal communication, and work motivation—has been confirmed. This conclusion is supported by the results of a multiple linear regression analysis on the study's variables, which yielded the following equation: $Y = 19.698 - 0.115 X_1 + 0.163 X_2 + 0.440 X_3$. The model's explanatory power, as evidenced by an Adjusted R Square value of 0.262 and an F-test result with a significance level of 0.000—well below the 0.05 threshold—provides strong statistical support for the validity of the hypothesis.

2. The effect of Work Stress (X1) on Employee Performance (Y) at PT PLN (Persero) UIP SUMBAGSEL.

The second hypothesis posits that occupational stress does not influence employee performance, implying that it is not a significant determinant of performance levels among staff at PT PLN (Persero) UIP

SUMBAGSEL. The findings of multiple linear regression reveal a negative correlation between job stress and employee performance, with a value of -0.115. This impact is not statistically significant, according to the t-test result (-0.675; $p=0.502$). These results are in line with earlier study by Nainggolan et al. (2025), which likewise found negligible results with a high significance value and a t-value below the crucial threshold, resulting in the hypothesis being rejected. [16].

3. The Effect of Internal Communication (X2) on Employee Performance (Y) at PT PLN (Persero) UIP SUMBAGSEL.

According to the third hypothesis, employee performance is unaffected by internal communication. Despite a positive regression coefficient of 0.163, the t-test findings ($t=1.178$; $p=0.243$) show no meaningful effect. These results imply that the effect is minimal. Tombokan et al. (2019), who likewise discovered no significant link between t-values below the crucial threshold and significance levels over 0.05, concur with this finding. Overall, the study's null hypothesis is accepted since there is not enough data to suggest that internal communication has a substantial impact on worker performance in this situation.[17].

4. The effect of work motivation (X3) on employee performance (Y) at PT PLN (Persero) UIP SUMBAGSEL.

With a regression coefficient of 0.440, the findings show that job motivation has a favorable impact on employee performance. The t-test ($t=3.422$; $p=0.001$) demonstrates that motivation has a significant impact and validates statistical significance. This result is in line with the considerable positive connection observed by Goni et al. (2021). This finding is further supported by

further results ($t=7.613$; $p=0.000$). The idea that motivation has a major impact on performance outcomes is accepted as the research generally shows that increased work motivation improves employee performance. When taken as a whole, these findings highlight how important work motivation is for increasing employee effectiveness and imply that higher motivation levels are directly linked to higher performance levels. [18]

5. CONCLUSION

With a significance value of 0.000, the study finds that job stress, internal communication, and work motivation all significantly affect employee performance. However, performance is not significantly impacted by job stress ($p=0.502$), and there is no significant impact on internal communication ($p=0.243$). On the other hand, a significance score of 0.001 indicates that employee performance is positively and statistically significantly impacted by job motivation. According to these results, work motivation is the only factor that

significantly influences employee performance outcomes when examined separately, even if other factors collectively have an impact on performance.

Recommendations

The study proposes the following recommendations: (1) Future researchers should consider incorporating additional variables that may significantly impact employee performance, including leadership effectiveness, organizational culture, job satisfaction, and work environment conditions. Furthermore, the inclusion of mediating or moderating variables is advised to enhance the depth and accuracy of the analysis. (2) PT PLN (Persero) UIP SUMBAGSEL is encouraged to prioritize initiatives aimed at enhancing employee work motivation, as empirical evidence confirms its substantial influence on performance outcomes. To achieve this, the organization should implement structured reward systems, provide clear pathways for career advancement, and foster a supportive and productive workplace atmosphere.

REFERENCES

- [1] M. S. P. Hasibuan, *Manajemen Sumber Daya Manusia*. Jakarta: BUMI AKSARA, 2017.
- [2] A. P. Mangkunegara, *Manajemen Sumber Daya Manusia, Bandung*. 2017.
- [3] P. Ruliana, "Komunikasi Organisasi, Teori dan Studi Kasus, Edisi Kedua," *Raja Graf. Persada*, 2016.
- [4] M. A. Prihanto dan Ibnu, "Pengaruh Komunikasi Internal dan Stres Kerja Terhadap Kinerja Personel dengan Kepuasan Kerja Sebagai Variabel Intervening," *J. Stud. Multidisipliner*, vol. 8, no. 12, 2024.
- [5] P. Afandi, *Manajemen Sumber Daya Manusia, Konsep, dan Indikator*. Pekanbaru: Zanafa Publishing, 2021.
- [6] S. S. Gadzali, N. Lestari, dan M. A. Kurniawan, "Pengaruh Stres Kerja Terhadap Kinerja Karyawan di PT Perkebunan Nusantara VIII," *WBAJ*, 2020.
- [7] S. Yahya dan D. Darman, *Komunikasi organisasi*, vol. 5, no. 6. Widina Bhakti Persada, 2025. doi: 10.60036/jbm.940.
- [8] M. S. P. Hasibuan, *Manajemen Sumber Daya Manusia (Edisi Revisi)*. Jakarta: Bumi Aksara, 2020.
- [9] R. T. Siregar, U. Enas, dan D. E. Putri, *Komunikasi Organisasi*. Widina Bhakti Persada, 2021.
- [10] Irawati, "Pengaruh Komunikasi Organisasi Terhadap Kinerja Pegawai Di Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu (Dpmpstp) Kabupaten Indragiri Hilir Tembilahan Kota," 2021.
- [11] A. Laksana dan N. K. Fajarwati, "Strategi komunikasi organisasi serikat pekerja nasional PT. Parkland World Indonesia dalam meningkatkan kesejahteraan karyawan: Studi kasus di PT. Parkland World Indonesia," *Bur. J. Indones. J. Law Soc. Gov.*, vol. 1, no. 2, 2021.
- [12] E. P. Rizki, M. Nurfadillah, dan F. Fauziah, "Pengaruh Komunikasi Internal dan Motivasi Kerja Terhadap Kinerja Pegawai," *J. Bus. Manag. Res.*, vol. 8, no. 2, 2025.
- [13] P. D. Sugiyono, *Metode Penelitian Kuantitatif Kualitatif dan R&D (M. Dr. Ir. Sutopo. S. Pd)*. 2019.
- [14] Sedarmayanti, *Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. Refika Aditama, 2017.
- [15] S. P. Robbins, *Essentials of organizational behavior*, vol. 3. Pearson Education (us), 2019.
- [16] H. Nainggolan, N. Agustina, L. Handayani, dan S. Syam, "Pengaruh Komunikasi Internal Stres Kerja Dan Konflik Kerja Terhadap Kinerja Berdasarkan Persepsi Karyawan Pt. Elnusa Petrofin Cabang Balikpapan," *J. Manaj. dan Bisnis*, hal. 37–49, 2025.

- [17] J. R. Tombokan, B. Tewal, G. G. Lumintang, dan G. G. Lumintang, "Pengaruh Komunikasi Internal, Dukungan Organisasi dan Lingkungan Kerja terhadap Kinerja Pegawai Pada Kejaksaan Tinggi Sulawesi Utara," *J. EMBA*, vol. 7, no. 4, hal. 5525–5533, 2019.
- [18] G. H. Goni, W. S. Manoppo, dan J. J. Rogahang, "Pengaruh motivasi kerja terhadap peningkatan kinerja karyawan pada pt. bank rakyat indonesia cabang tahuna," *Productivity*, vol. 2, no. 4, hal. 330–335, 2021.