



Effect of Communication and Work Discipline on Employee Performance Moderated by Motivation in Southeast Minahasa

Yohanes Fernando Tielung^{1*}, Wiwiek Harwiki²

Faculty of Economics and Business, Dr. Soetomo University, Surabaya, Indonesia^{1,2}

*Corresponding author: yohanes.f.tielung@gmail.com | wiwiek.harwiki@unitomo.ac.id

Received: 10 August 2026 | Revised: 6 September 2026 | Revised: 15 September 2026 | Published: 27 October 2026

Abstract

Purpose: This study examines the effects of internal communication and work discipline on employee performance and evaluates whether work motivation moderates these relationships within the Protocol and Leadership Communication Division of the Regional Secretariat of Southeast Minahasa Regency.

Research Methodology: A quantitative associative causal design was employed using a census of all 16 State Civil Apparatus employees. Data were collected through structured five-point Likert-scale questionnaires, supported by administrative observations and supervisory interviews. The data were analyzed using multiple linear regression and Moderated Regression Analysis (MRA) with SPSS.

Results: Internal communication, work discipline, and work motivation each had significant positive effects on employee performance. Simultaneously, internal communication and work discipline explained 87.5% of performance variance ($R^2=0.875$). However, work motivation did not significantly moderate the relationships between internal communication and employee performance or between work discipline and employee performance.

Conclusions: Employee performance is strengthened directly by effective internal communication, strong work discipline, and work motivation, while motivation functions as a direct predictor rather than a moderating variable.

Limitations: The study is limited by its small census sample of 16 employees from a single government unit.

Contributions: This study provides empirical evidence on the distinct roles of communication, discipline, and motivation in public-sector employee performance and clarifies the limited moderating role of motivation in a specialized regional government context.

Keywords: *Employee Performance, Internal Communication, Public Sector Management, Work Discipline, Work Motivation*

How to Cite: Tielung, Y. F., & Harwiki, W. (2026). Effect of Communication and Work Discipline on Employee Performance Moderated by Motivation in Southeast Minahasa. *Journal of People, Culture, and Organizational Growth (JPCOG)*, 1(3), 209-220.

1. Introduction

Public sector performance at the regional level depends substantially on the quality, efficiency, and effectiveness of human resources. State Civil Apparatus (*Aparatur Sipil Negara/ASN*) personnel are expected to provide public services that are responsive, accountable, transparent, and consistent with administrative regulations. In practice, however, public organizations frequently face operational constraints that may reduce employee performance, including ineffective communication, inconsistent work discipline, and fluctuating levels of work motivation. These problems may affect the speed of

coordination, accuracy of task execution, compliance with procedures, and ultimately the quality of public service delivery. Therefore, understanding the organizational and behavioral factors that shape employee performance remains an important issue in public sector human resource management ([Sakaria, & Umar, 2025](#); [Nadya, WA, CN, Surya, Indriyani, Hasbullah, Desmon, & Alie, 2026](#)).

Internal communication is one of the key organizational mechanisms that supports coordination and task implementation. Effective internal communication enables information to flow clearly across vertical and horizontal organizational levels, reduces misunderstanding, facilitates cooperation, and ensures that employees understand their responsibilities. In public organizations, communication becomes especially important because many administrative activities require rapid coordination, accurate information, and consistency in implementing formal procedures ([Maulana, Wibisono, & Sarmini, 2025](#)). [Okunade \(2025\)](#) emphasize that communication supports organizational coordination and alignment, while previous empirical findings indicate that effective internal communication can contribute to improved employee performance. When communication channels are unclear or delayed, employees may encounter difficulties in responding to instructions and coordinating their work efficiently.

Work discipline is another important factor in maintaining employee performance. Discipline reflects employees' willingness to comply with organizational rules, work schedules, procedures, and formal responsibilities. In government institutions, work discipline is closely related to accountability because employees are required to perform their duties in accordance with statutory regulations and institutional standards ([Hidayat, 2021](#); [Ichsan, Surianta, & Nasution, 2020](#)). Consistent attendance, punctuality, compliance with standard operating procedures, and responsibility for assigned tasks can contribute to more reliable work outcomes. Conversely, weak discipline may create delays, reduce administrative consistency, and undermine the effectiveness of public service delivery. For this reason, discipline remains a central component in managing employee performance within public sector organizations ([Maulana et al., 2025](#)).

In addition to communication and discipline, work motivation may also play an important role in shaping employee performance. Work motivation refers to internal and external forces that encourage employees to exert effort, maintain persistence, and pursue organizational objectives. Motivated employees are generally more willing to perform their responsibilities carefully, maintain enthusiasm, and contribute to achieving institutional goals ([Karim, Morin, & Binur, 2025](#)). In the public sector, motivation may derive from recognition, achievement, job security, responsibility, and the opportunity to contribute to public service. However, motivation may not only operate as a direct predictor of performance. It may also potentially strengthen or weaken the influence of organizational factors such as internal communication and work discipline on employee performance ([Riskarini, Putriana, Prakoso, & Martiza, 2025](#)).

Previous studies have examined the relationships among internal communication, work discipline, work motivation, and employee performance in various organizational settings. [Hee, Qin, Kowang, Husin, and Ping \(2019\)](#) reported that internal communication positively influences employee performance, while [Hernandi and Prabowo \(2024\)](#) found that work discipline significantly improves civil servant performance. Other research has also suggested that motivation may function as a moderating variable in relationships between organizational factors and employee outcomes ([Suartina & Sadiarta, 2019](#)). Nevertheless, the existing literature still presents important limitations. First, many previous studies have focused on private organizations or broader central-government institutions, while specialized regional government units remain relatively underexplored. Second, empirical evidence regarding whether work motivation strengthens the effects of internal communication and work discipline on employee performance remains limited and inconsistent.

These gaps are particularly relevant in the Protocol and Leadership Communication Division of the Regional Secretariat of Southeast Minahasa Regency. This division operates in a demanding administrative environment characterized by rapid changes in executive schedules, irregular working hours, strict protocol requirements, and the need for fast and accurate communication. Under such

conditions, employee performance may depend strongly on clear information flow, procedural discipline, and individual motivation. However, it remains unclear whether motivation merely contributes directly to performance or whether it also strengthens the influence of communication and discipline ([Permana, Kusumawijaya, & Antari, 2025](#)). Examining this issue can provide a more specific understanding of employee performance in a high-pressure regional public administration context.

Accordingly, this study investigates the direct effects of internal communication, work discipline, and work motivation on employee performance and examines whether work motivation moderates the relationships between internal communication and employee performance and between work discipline and employee performance. The study focuses on all 16 State Civil Apparatus personnel assigned to the Protocol and Leadership Communication Division of the Regional Secretariat of Southeast Minahasa Regency. The novelty of the study lies in applying Moderated Regression Analysis to a specialized regional government unit to clarify whether work motivation functions as a moderating mechanism or primarily as an independent predictor of performance. The findings are expected to contribute to public sector human resource management by providing empirical evidence on how communication, discipline, and motivation jointly shape employee performance in a regional government context.

2. Literature Review and Hypothesis/es Development

2.1 Employee Performance

Employee performance refers to the quantitative and qualitative outcomes achieved by employees in carrying out assigned duties in accordance with organizational standards, legal requirements, and professional responsibilities. In public sector organizations, performance reflects not only the volume of work completed but also the quality, timeliness, efficiency, accuracy, and responsibility demonstrated in fulfilling public service obligations ([Rosyidi & Suyanto, 2024](#)). High employee performance is essential because government institutions are expected to provide services that are responsive, accountable, and consistent with established regulations. Performance is therefore influenced by both individual attributes and organizational conditions that shape how employees carry out their responsibilities. Within regional government institutions, effective performance becomes particularly important because administrative errors or delays may directly affect the quality of public service delivery ([Satria, 2021](#); [Leatemala, 2022](#)).

Employee performance is also closely related to the extent to which employees understand their duties, comply with organizational standards, and maintain sufficient motivation to complete their work. Clear communication can reduce ambiguity and improve coordination, while discipline can create consistency in attendance, punctuality, and procedural compliance. At the same time, motivation can encourage employees to maintain persistence and effort in achieving organizational objectives. These factors suggest that performance should be understood as the outcome of interacting organizational and behavioral conditions. Accordingly, this study examines employee performance as the dependent variable influenced by internal communication, work discipline, and work motivation ([Wewe, Rao, & Nambe, 2025](#)).

2.2 Internal Communication

Internal communication refers to the formal and informal exchange of information within an organization through vertical and horizontal communication channels. Vertical communication includes downward communication from supervisors to subordinates and upward communication from employees to higher levels of management, while horizontal communication occurs among employees or units at similar organizational levels. Effective internal communication enables information, instructions, feedback, and organizational expectations to be conveyed accurately and consistently. In public organizations, communication plays an important role in coordinating tasks, reducing misunderstanding, and maintaining alignment

between individual responsibilities and institutional objectives ([Maulana, Wibisono, & Sarmini, 2025](#)).

The importance of internal communication becomes more evident in work units that require rapid coordination and timely information. In the Protocol and Leadership Communication Division, employees must respond to changing schedules, coordinate official activities, and communicate accurately across different organizational levels. Poor communication may result in delayed responses, misunderstandings, or inconsistencies in implementing administrative duties. Conversely, clear and open communication can improve coordination, facilitate decision-making, and enable employees to perform their tasks more effectively. Internal communication is therefore expected to contribute positively to employee performance by ensuring that employees receive the information necessary to carry out their responsibilities ([Dewi, Indrawan, & Yanti, 2024](#)).

2.3 Work Discipline

Work discipline represents employees' willingness and consistency in complying with organizational rules, procedures, schedules, and standards of conduct. Discipline is reflected in behaviors such as punctuality, attendance, compliance with standard operating procedures, responsibility, and adherence to institutional policies ([Waru, Andriani, & Janah, 2024](#)). In public sector organizations, work discipline is particularly important because employees are expected to operate within formal administrative systems and statutory requirements. Consistent discipline helps ensure that public services are delivered according to established procedures and minimizes deviations that may reduce organizational effectiveness ([Sarmiento & Suryani, 2025](#)).

Work discipline may directly influence performance because disciplined employees are more likely to complete assignments on time, follow instructions accurately, and maintain consistent work behavior. In contrast, weak discipline may contribute to absenteeism, delays, procedural errors, and reduced accountability ([Audi, 2021](#)). Within a protocol division, discipline becomes critical because many responsibilities are time-sensitive and require strict compliance with formal procedures. Employees must be prepared to respond to official agendas, follow protocol standards, and maintain responsibility for assigned duties. Therefore, stronger work discipline is expected to support higher employee performance by creating reliability and consistency in task execution ([Ivedtaresty, & Suyanto, 2024](#); [Mijaya, & Susanti, 2023](#)).

2.4 Work Motivation

Work motivation refers to the internal and external forces that encourage employees to initiate, direct, and sustain work-related behavior. Motivation influences the intensity of employee effort, persistence in completing tasks, and willingness to pursue organizational goals. Motivated employees are generally more willing to invest their energy, attention, and capabilities in carrying out assigned responsibilities. In organizational settings, motivation may arise from various factors such as recognition, achievement, job security, responsibility, interpersonal relationships, and opportunities for professional development ([Karaferis, Aletras, Raikou, & Niakas, 2022](#)).

In the public sector, work motivation may influence employee performance by encouraging individuals to remain engaged and persistent despite administrative pressures and demanding responsibilities. Employees who are highly motivated may demonstrate greater enthusiasm, responsibility, and willingness to achieve expected performance standards ([Sarmiento & Suryani, 2025](#)). However, motivation may also play a more complex role by influencing how other organizational factors affect performance. For example, employees with high motivation may respond more positively to effective communication or disciplinary systems than employees with lower motivation. For this reason, the present study examines work motivation not only as a direct predictor of employee performance but also as a potential moderating variable in the relationships between internal communication, work discipline, and employee performance ([Diamantidis & Chatzoglou, 2019](#)).

2.5 Relationships among Internal Communication, Work Discipline, Work Motivation, and Employee Performance

Internal communication, work discipline, and work motivation represent complementary factors that may shape employee performance in public sector organizations. Internal communication provides the information and coordination necessary for employees to understand and perform their duties, while work discipline creates consistency in compliance with organizational requirements. Work motivation, in turn, determines the extent to which employees are willing to exert effort and remain persistent in achieving performance targets. When these three factors operate effectively, employees may be better positioned to complete tasks accurately, efficiently, and responsibly (Titisari & Susanto, 2021).

The interaction among these variables is particularly relevant in specialized government units characterized by high coordination demands and strict procedural requirements. Effective communication may facilitate task execution, discipline may ensure procedural compliance, and motivation may strengthen employees' willingness to maintain performance under demanding conditions. Nevertheless, the extent to which motivation strengthens the effects of communication and discipline remains an empirical question. Therefore, the present study investigates both the direct effects of internal communication, work discipline, and work motivation on employee performance and the moderating role of work motivation in the relationships between internal communication and performance and between work discipline and performance (Permana, Kusumawijaya, & Antari, 2025; Pratama, Iswinarti, & Fasikhah, 2021).

2.6 Hypothesis Testing and Regression Analysis

Table 1. Multiple linear regression analysis results

Model	Unstandardized B	Std. Error	Standardized Beta	t-statistic	Sig.
(Constant)	8.164	6.260	-	1.304	.217
Internal Communication (X_1)	.390	.058	.716	6.747	.000
Work Discipline (X_2)	.288	.049	.630	5.851	.000
Work Motivation (Z)	.248	.062	.413	3.971	.002

Based on Table 1, internal communication, work discipline, and work motivation each have a positive and statistically significant effect on employee performance. Internal communication shows the strongest standardized effect ($\beta=0.716$; $t=6.747$; $p<0.001$), followed by work discipline ($\beta=0.630$; $t=5.851$; $p<0.001$) and work motivation ($\beta=0.413$; $t=3.971$; $p=0.002$). These results indicate that improvements in communication, discipline, and motivation are each associated with higher employee performance.

Table 2. Model summary and ANOVA statistics

Model	R	R Square	Adjusted R Square	F-statistic	Sig.
1 (Simultaneous)	.936	.875	.844	28.059	.000

Based on Table 2, the simultaneous regression model shows a strong relationship between the independent variables and employee performance, as indicated by an R value of 0.936. The R^2 value of 0.875 indicates that 87.5% of the variance in employee performance is explained jointly by internal communication, work discipline, and work motivation, while the remaining 12.5% is attributable to factors outside the model. The adjusted R^2 value of 0.844 further indicates strong explanatory power after accounting for the number of predictors. In addition, the F-statistic of 28.059 with $p<0.001$ confirms that the regression model is statistically significant overall. Therefore, internal communication, work discipline, and work motivation simultaneously have a significant effect on employee performance.

Table 3. Moderated Regression Analysis (MRA) Results

Model Term	Unstandardized B	Std. Error	Standardized Beta	t-statistic	Sig.
(Constant)	127.973	166.414	-	.769	.460
Internal Communication (X_1)	-1.463	1.824	-2.685	-.802	.441
Work Discipline (X_2)	.223	1.270	.487	.175	.864
Work Motivation (Z)	-1.755	2.710	-2.920	-.648	.532
$X_1 * Z$ (Interaction 1)	.031	.030	4.458	1.019	.332
$X_2 * Z$ (Interaction 2)	.001	.020	.249	.067	.948

Based on Table 3, the interaction between internal communication and work motivation ($X_1 \times Z$) is not statistically significant ($B=0.031$; $t=1.019$; $p=0.332$). Similarly, the interaction between work discipline and work motivation ($X_2 \times Z$) is also not significant ($B=0.001$; $t=0.067$; $p=0.948$). These results indicate that work motivation does not moderate the effect of internal communication or work discipline on employee performance. Therefore, the moderating hypotheses are not supported. The model explains 89.0% of the variance in employee performance ($R^2=0.890$), with an adjusted R^2 of 0.835. Overall, work motivation functions as a direct predictor rather than as a moderating variable in the relationships examined.

3. Research Methodology

This study employed a quantitative approach with a causal associative research design to examine the relationships among internal communication (X_1), work discipline (X_2), work motivation (Z), and employee performance (Y). The study was conducted at the Protocol and Leadership Communication Division of the Regional Secretariat of Southeast Minahasa Regency, North Sulawesi, Indonesia. Because the population consisted of only 16 State Civil Apparatus (ASN) employees, a census or total sampling technique was applied, whereby all members of the population were included as respondents. This approach was considered appropriate because the study sought to obtain complete information from the entire workforce within the division ([Sugiyono, 2017](#)).

Primary data were collected using a structured questionnaire measured on a five-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). The questionnaire consisted of 60 items distributed across four constructs. Internal communication (X_1) was measured using 15 items covering message clarity, vertical and horizontal communication flows, openness, and the use of communication media. Work discipline (X_2) was measured using 15 items related to attendance, punctuality, compliance with standard operating procedures, and responsibility in performing official duties. Work motivation (Z) was measured using 15 items reflecting physiological needs, security, social recognition, and achievement, while employee performance (Y) was assessed using 15 items covering work quality, quantity, timeliness, efficiency, and independence. Questionnaire data were supplemented by structured supervisory interviews and administrative attendance records to provide additional contextual information.

The research instrument was evaluated through validity and reliability testing before hypothesis testing was conducted. All 60 questionnaire items were reported as valid because their Pearson correlation coefficients exceeded the critical r -table value of 0.361. Reliability testing indicated high internal consistency, with Cronbach's alpha values of 0.931 for internal communication, 0.947 for work discipline, 0.950 for work motivation, and 0.939 for employee performance. These values indicate that the measurement instruments were sufficiently reliable for subsequent statistical analysis.

Data analysis was performed using SPSS and consisted of descriptive statistics, classical assumption testing, multiple linear regression, and Moderated Regression Analysis (MRA). The classical assumption tests included the Kolmogorov–Smirnov test for normality, Tolerance and Variance Inflation Factor (VIF) statistics for multicollinearity, and the Glejser test for heteroskedasticity. Multiple linear regression was used to examine the direct effects of internal communication, work discipline, and work motivation on employee performance, whereas MRA was employed to determine

whether work motivation moderates the effects of internal communication and work discipline on employee performance.

The moderated regression model was specified as follows Formula 1:

$$Y = a + b_1X_1 + b_2X_2 + b_3Z + b_4(X_1Z) + b_5(X_2Z) + e \quad (1)$$

where (Y) represents employee performance, (a) is the constant, (X_1) represents internal communication, (X_2) represents work discipline, (Z) represents work motivation, (b_1)–(b_5) are the regression coefficients, and (e) represents the error term. The interaction terms ($X_1 \times Z$) and ($X_2 \times Z$) were used to test whether work motivation significantly strengthens or weakens the effects of internal communication and work discipline on employee performance.

4. Results and Discussions

The study involved a census of 16 respondents, consisting of 11 male employees (68.75%) and 5 female employees (31.25%). Male respondents had an average age of 41.55 years and an average organizational tenure of 7.82 years, whereas female respondents had an average age of 30.60 years and an average tenure of 2.80 years. Regarding age distribution, 37.50% of respondents ($n=6$) were aged 30–39 years, followed by 31.25% ($n=5$) aged 40–49 years, 18.75% ($n=3$) aged below 30 years, and 12.50% ($n=2$) aged 50 years or older. In terms of tenure, 50.00% of respondents had served in the division for less than five years, whereas 31.25% had more than ten years of service. These characteristics indicate that the respondents represented employees with varying levels of age and organizational experience.

4.1 Classical Assumption Tests

Prior to regression analysis, classical assumption tests were conducted to assess the suitability of the data for linear regression modeling. The Kolmogorov–Smirnov normality test produced an Asymp. Sig. (2-tailed) value of 0.200 and a Monte Carlo significance value of 0.715, both exceeding the 0.05 significance threshold, indicating no evidence of a departure from normality in the residuals. The multicollinearity test showed Tolerance values of 0.922 for internal communication, 0.897 for work discipline, and 0.963 for work motivation, all exceeding the minimum criterion of 0.10. Corresponding VIF values were 1.084, 1.115, and 1.038, respectively, indicating that multicollinearity was not problematic among the independent variables. Furthermore, the Glejser test produced significance values above 0.05 for all predictors, with the lowest value exceeding 0.087, indicating no evidence of heteroskedasticity. Overall, the diagnostic results indicate that the regression model satisfied the tested classical assumptions and was suitable for subsequent hypothesis testing.

4.2 Internal Communication and Employee Performance

The results confirm that internal communication has a positive and significant effect on employee performance, as indicated by a standardized coefficient of $\beta=0.716$, $t=6.747$, and $p<0.001$. Therefore, H_1 is supported. This finding shows that effective communication is an important determinant of performance among employees in the Protocol and Leadership Communication Division of the Regional Secretariat of Southeast Minahasa Regency. Clear, timely, and accurate information enables employees to understand instructions, coordinate responsibilities, and respond appropriately to changes in operational requirements. In a protocol unit, where activities often involve rapidly changing executive schedules and strict ceremonial procedures, communication failures may immediately disrupt task implementation.

The finding is consistent with the theoretical view that internal communication facilitates message dissemination, coordination, and organizational alignment. Effective vertical communication allows supervisors to communicate instructions and expectations clearly, while horizontal communication

enables employees to coordinate tasks across functions and minimize duplication or misunderstanding. This result is also consistent with the empirical findings cited in the study, including ([Jacobsen & Salomonsen, 2021](#)), which emphasize the contribution of internal communication to public-sector performance. In practical terms, the result suggests that strengthening communication channels, encouraging information openness, and ensuring timely delivery of operational instructions may improve employee effectiveness. Internal communication therefore functions not merely as an information-sharing mechanism but as an operational resource that supports reliable public service performance.

4.3 Work Discipline and Employee Performance

Work discipline also has a positive and significant effect on employee performance ($\beta=0.630$; $t=5.851$; $p<0.001$), supporting H_2 . This result indicates that employees who demonstrate stronger attendance, punctuality, compliance with standard operating procedures, and responsibility tend to show higher levels of performance. Within the protocol division, discipline is particularly important because employees are required to follow formal procedures, respond according to established schedules, and maintain precision in supporting official government activities. Even minor delays or procedural deviations may affect the implementation of leadership agendas and ceremonial activities ([Kardiat, Jamaruddin, & Saprudin, 2025](#)).

The result supports the discipline framework used in the study, which considers adherence to organizational rules and responsibilities as an essential element of employee effectiveness. In public administration, discipline also reflects accountability because ASN personnel are expected to perform their duties in accordance with formal regulations and institutional standards. Employees who consistently comply with these requirements are more likely to produce reliable and timely administrative outputs ([McDermott, Conway, Cafferkey, Bosak, & Flood, 2019](#)). Therefore, strengthening work discipline should involve not only attendance control but also consistent enforcement of procedural standards, clarity of responsibilities, and supervisory monitoring. The findings suggest that discipline contributes directly to performance by creating behavioral consistency in a work environment where accuracy and timeliness are critical.

4.4 Work Motivation and Employee Performance

The results further demonstrate that work motivation has a positive and significant effect on employee performance ($\beta=0.413$; $t=3.971$; $p=0.002$), supporting H_3 . This finding indicates that employees who possess stronger motivational drives are more likely to demonstrate higher levels of work performance. Motivation may encourage employees to exert greater effort, persist in completing demanding assignments, and maintain enthusiasm when dealing with irregular schedules and high-pressure protocol activities. Although its standardized coefficient is lower than those of internal communication and work discipline, work motivation remains an important direct predictor of employee performance ([Nadya, WA, CN, Surya, Indriyani, Hasbullah, Desmon, & Alie, 2026](#)).

This finding is theoretically consistent with the view that motivation directs employees' intensity, persistence, and goal-oriented behavior. In the context of the Protocol and Leadership Communication Division, motivation may be reflected through employees' willingness to accept responsibility, respond to urgent assignments, and maintain performance despite changing operational demands. The result suggests that employees do not rely solely on organizational systems but also on internal and external motivational resources to sustain their work effort ([Okunade, 2025](#)). Consequently, management should maintain motivational practices such as recognition, fair treatment, responsibility, and opportunities for achievement. These practices may help sustain employee enthusiasm and support consistent performance in a demanding public-sector work environment.

4.5 Simultaneous Effect of Internal Communication, Work Discipline, and Work Motivation on Employee Performance

The simultaneous regression results indicate that internal communication, work discipline, and work motivation jointly have a significant effect on employee performance. The model produced an R value of 0.936 and an R^2 value of 0.875, indicating that 87.5% of the variance in employee performance is explained collectively by the three predictors. The F -statistic of 28.059 with $p < 0.001$ confirms that the overall regression model is statistically significant. Therefore, H_4 is supported.

This finding suggests that employee performance in the protocol division is shaped by a combination of organizational and individual factors rather than by a single determinant. Effective communication ensures that employees receive accurate information, work discipline maintains procedural consistency, and motivation encourages sustained individual effort. These factors are therefore complementary in supporting public-sector performance. However, the remaining 12.5% of performance variance indicates that other factors not included in the model may also contribute to employee outcomes. Such factors could be explored in future research, particularly in broader public administration settings.

4.6 Moderating Role of Work Motivation in the Relationship between Internal Communication and Employee Performance

The MRA results show that the interaction between internal communication and work motivation ($X_1 \times Z$) is not statistically significant ($B=0.031$; $t=1.019$; $p=0.332$). Therefore, H_5 is not supported. This result indicates that work motivation does not significantly strengthen or weaken the effect of internal communication on employee performance. In other words, the positive contribution of internal communication to performance appears to operate independently of employees' level of work motivation.

One possible interpretation is that clear communication is an operational necessity within the protocol division regardless of whether employees report higher or lower motivational levels. Employees must receive accurate instructions, coordinate schedules, and exchange information effectively because these activities are structurally required by their duties. Therefore, the performance benefits of internal communication may emerge directly rather than depending on motivational conditions. This finding also clarifies the role of work motivation in the model: motivation contributes directly to employee performance, but it does not alter the strength of the relationship between communication and performance ([Suartina, & Sadiartha, 2019](#); [Karim, Morin, & Binur, 2025](#)). From a managerial perspective, communication improvement initiatives should therefore be developed as a distinct performance strategy rather than assuming that their effectiveness depends on employee motivation.

4.7 Moderating Role of Work Motivation in the Relationship between Work Discipline and Employee Performance

The interaction between work discipline and work motivation ($X_2 \times Z$) is also statistically nonsignificant ($B=0.001$; $t=0.067$; $p=0.948$), meaning that H_6 is not supported. This result indicates that work motivation does not moderate the relationship between work discipline and employee performance. The effect of discipline on performance therefore appears to remain relatively independent of employees' motivational levels. Employees who comply with attendance requirements, procedural standards, and official responsibilities are likely to maintain stronger performance because such behaviors are embedded in formal organizational expectations.

In a public-sector protocol unit, discipline may function as a structural mechanism rather than a behavior that depends heavily on individual motivation. ASN employees are subject to formal duties, work schedules, standard operating procedures, and administrative accountability. Consequently, disciplined behavior may continue to influence performance even when motivational conditions differ among employees. This finding suggests that management should distinguish between motivational interventions and disciplinary management. Motivation can directly improve employee effort,

whereas discipline ensures consistency and procedural compliance; the two variables appear to contribute independently rather than interactively in this study.

5. Conclusions

This research concludes that internal communication, work discipline, and work motivation each exert significant direct positive effects on employee performance at the Protocol and Leadership Communication Division of the Regional Secretariat of Southeast Minahasa Regency. Together, internal communication and work discipline account for 87.5% of performance variance. However, work motivation does not function as a moderating variable for either internal communication or work discipline. Primary limitations include the small census sample size ($N=16$) restricted to a single protocol unit.

Acknowledgement

The authors express their gratitude to the leadership and staff of the Regional Secretariat of Southeast Minahasa Regency, specifically the Protocol and Leadership Communication Division, for their cooperation and administrative support during data collection.

Author Contributions

YFT contributed to the conceptualization, methodology, data collection, formal analysis, investigation, and preparation of the original manuscript draft. WH contributed to supervision, validation, interpretation of the findings, critical review and editing of the manuscript, and final approval. Both authors reviewed and approved the final version of the manuscript and agreed to be accountable for the accuracy and integrity of the work.

Conflict of Interest

The authors declare that there are no conflicts of interest regarding the research, authorship, and publication of this article.

References

- Audi, R. V. (2021). Pengaruh Komunikasi Internal dan Komitmen Organisasi terhadap Loyalitas Kinerja Karyawan (Studi pada Bidang Manufaktur PT Rudy Soetadi). *MEDIALOG: Jurnal Ilmu Komunikasi*, 4(2), 124-138. <https://doi.org/10.35326/medialog.v4i2.878>
- Dewi, A., Indrawan, M. G., & Yanti, S. (2024). *Determination of workload, work facilities and communication on employee performance through job satisfaction in regional revenue agency of Karimun District*.
- Diamantidis, A. D., & Chatzoglou, P. (2019). Factors affecting employee performance: An empirical approach. *International journal of productivity and performance management*, 68(1), 171-193. <https://doi.org/10.1108/IJPPM-01-2018-0012>
- Hee, O. C., Qin, D. A. H., Kowang, T. O., Husin, M. M., & Ping, L. L. (2019). Exploring the impact of communication on employee performance. *International Journal of Recent Technology and Engineering*, 8(3), 654-658. <https://doi.org/10.35940/ijrte.c1213.1083s219>
- Hernandi, F. U., & Prabowo, R. J. (2024). The Effect of Discipline Development and Work Motivation on the Performance: Empirical Study from Civil Servants at the Spatial Planning Office Bekasi City, Indonesia. *Golden Ratio of Human Resource Management*, 4(2), 97-110. <https://doi.org/10.52970/grhrm.v4i2.461>

- Hidayat, R. (2021). Pengaruh Komunikasi Internal, Disiplin Kerja Dan Kerjasama Tim Terhadap Kinerja Karyawan. *Jurnal Ilmu Manajemen*, 8(2), 115-126.
- Ichsan, R. N., Surianta, E., & Nasution, L. (2020). Pengaruh disiplin kerja terhadap kinerja pegawai negeri sipil (PNS) di lingkungan Ajudan Jenderal Daerah Militer (Ajendam)-I Bukitbarisan Medan. *Jurnal UDA*, 28(2), 187-210. <https://doi.org/10.46930/ojsuda.v28i2.625>
- Ivedtaresty, G. A., & Suyanto, S. (2024). Impact of Online Attendance and Organizational Culture on Employee Performance Through Work Discipline Sidoarjo Secretariat. *Journal of Economics, Management, Entrepreneurship, and Business*, 4(1), 1-9. <https://doi.org/10.52909/0hyed903>
- Jacobsen, C. B., & Salomonsen, H. H. (2021). Leadership strategies and internal communication in public organizations. *International Journal of Public Sector Management*, 34(2), 137-154. <https://doi.org/10.1108/IJPSM-03-2020-0086>
- Karaferis, D., Aletras, V., Raikou, M., & Niakas, D. (2022). Factors influencing motivation and work engagement of healthcare professionals. *Materia socio-medica*, 34(3), 216. <https://doi.org/10.5455/msm.2022.34.216-224>
- Kardiat, Y., Jamaruddin, J., & Saprudin, S. (2025). Civil servant behavior towards public service compliance: A case study in makassar city. *Journal of Asian Multicultural Research for Social Sciences Study*, 6(3), 83-97. <https://doi.org/10.47616/jamrsss.v6i3.665>
- Karim, L., Morin, H., & Binur, R. E. (2025). Motivation, discipline, and competence: Improving employee performance at the Jayapura Regency Office. *Annals of Human Resource Management Research*, 5(4), 61-76. <https://doi.org/10.35912/ahrmm.v5i4.3307>
- Leatemia, S. Y. (2022). Pengaruh Gaya Kepemimpinan Dan Stres Kerja Terhadap Kinerja Karyawan Perbankan Dengan Dimoderasi Oleh Motivasi. *Ekonomi, Keuangan, Investasi Dan Syariah (EKUITAS)*, 3(4), 729-736. <https://doi.org/10.47065/ekuitas.v3i4.1477>
- Maulana, H. ., Wibisono, C. ., & Sarmini , S. (2025). The influence of communication, teamwork and culture on employee performance at Riau Islands Province regional procurement bureau with self-efficacy as intervening variables. *Global Academy of Multidisciplinary Studies*, 1(2), 115-139. <https://doi.org/10.35912/gams.v1i2.3466>
- McDermott, A. M., Conway, E., Cafferkey, K., Bosak, J., & Flood, P. C. (2019). Performance management in context: Formative cross-functional performance monitoring for improvement and the mediating role of relational coordination in hospitals. *The International Journal of Human Resource Management*, 30(3), 436-456. <https://doi.org/10.1080/09585192.2017.1278714>
- Mijaya, R., & Susanti, F. (2023). Pengaruh Stres Kerja, Komunikasi Internal Dan Lingkungan Kerja Terhadap Kinerja Pegawai Pada BKPSDM Kabupaten Agam. *Jurnal Riset Manajemen*, 5(1), 88-99.
- Nadya, S. ., WA, A. R. ., CN, Y. ., Surya, M. R. E. ., Indriyani, S. ., Hasbullah, H., Desmon, D., & Alie, M. S. (2026). The Effect of Motivation, Leadership Style, and Work Discipline on Employee Performance. *Journal of Multidisciplinary Academic and Practice Studies*, 4(3), 165-176. <https://doi.org/10.35912/jomaps.v4.n3.p165-176.2026>
- Okunade, J. K. (2025). Exploring the impact of effective internal communication strategies on employee morale, productivity, and organizational culture. *Lakhomi Journal Scientific Journal of Culture*, 6(1), 1-11. <https://doi.org/10.33258/lakhomi.v6i1.1272>
- Permana, I. W. Y. R., Kusumawijaya, I. K., & Antari, N. L. S. (2025). Motivation as a Mediator of Communication and Work Discipline on Employee Performance: A Study at Karangasem Hospital. *Journal of Management and Business Innovations*, 7(01), 69-81. <https://doi.org/10.30829/jombi>

- Pratama, Y. A., Iswinarti, I., & Fasikhah, R. S. S. (2021). Hubungan stres kerja dengan performa kerja dimoderasi motivasi berprestasi pada anggota polres blitar. *PSIKOVIDYA*, 25(1), 18-24. <https://doi.org/10.37303/psikovidya.v25i1.156>
- Riskarini, D., Putriana, L., Prakoso, R., & Martiza, S. (2025). Professional commitment mediates the effects of discipline, environment, and motivation on employee performance at Indonesia's Ministry of Agriculture. *Annals of Human Resource Management Research*, 5(4), 387-400. <https://doi.org/10.35912/ahrmr.v5i4.3593>
- Rosyidi, A. Z. ., & Suyanto, S. (2024). The Effect of Training and Career Development on Employee Performance Mediated by Employee Engagemen. *Jurnal Bisnis, Ekonomi, Manajemen, Dan Kewirausahaan*, 4(1), 1-9. <https://doi.org/10.52909/jbemk.v4i2.168>
- Sakaria, M., & Umar, M. (2025). The effect of compensation, discipline and work environment on the performance of State Civil Apparatus (ASN) of the Transportation Service of Parigi Moutong Regency. *Annals of Human Resource Management Research*, 5(1), 209-222. <https://doi.org/10.35912/ahrmr.v5i1.3514>
- Sarmiento, Ângela L. S., & Suryani, T. (2025). Work Motivation, Satisfaction, and Environment Effects on Employee Performance through Work Discipline in Higher Education. *Journal of Economics, Management, Entrepreneurship, and Business*, 5(2), 63-73. <https://doi.org/10.52909/jemeb.v4i2.141>
- Satria, B. (2021). The Effect of Transformational Leadership and Work Motivation on Employee Performance at PT. XYZ. *Jurnal Bisnis, Ekonomi, Manajemen, Dan Kewirausahaan*, 1(1), 37-48. <https://doi.org/10.52909/jbemk.v1i1.25>
- Suartina, I. W., & Sadiartha, A. A. N. G. (2019). The effect of work motivation on the employee performance with organizational commitments as moderation variables at Pt. Asuransi Jiwasraya, Denpasar. *Journal of Life Economics*, 6(3), 249-264. <https://doi.org/10.15637/jlecon.6.015>
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*.
- Titisari, P., & Susanto, A. B. (2021). The Role of Internal Communication, Work Discipline, And Employee Loyalty on Employee Performance. *Quality-Access to Success*, 22(184), 166. <https://doi.org/10.47750/QAS/22>
- Waru, A. P. D. T., Andriani, R., & Janah, Y. (2024). Pengaruh komunikasi internal terhadap kinerja pegawai. *Jurnal Administrasi Bisnis*, 4(1), 12-16. <https://doi.org/10.31294/jab.v4i1.3469>
- Wewe, M., Rao, A., & Nambe, F. (2025). Consistency, discipline, and role modeling: Examining the influence of school culture on student character in a rural vocational school. *Journal of Literacy Education*, 1(4), 250-261. <https://doi.org/10.64780/jole.v1i4.191>