

Internal Communication in The Era of Hybrid Work: The Role of Work Engagement and Work Meaningfulness on Employee Performance in Regional Heads' Protocols Across West Java

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ARTICLE INFO

Article history:

Received 20 June 2025

Accepted 30 June 2025

Available 5 August 2025

Keywords:

Internal Communication, Hybrid Work, Work Engagement, Work Meaningfulness, Performance

ABSTRACT

This study examines the role of internal communication in the hybrid work era and its impact on employee performance, with work engagement as an independent variable and meaningful work as a moderating variable, focusing on regional heads' protocol across West Java. Hybrid work implementation has posed challenges, including communication barriers and declining performance levels. Using an associative quantitative research design, data were collected from 80 respondents out of a population of 387 protocol staff through questionnaires. The analysis employed Multiple Linear Regression and Moderated Regression Analysis (MRA) using SPSS. The findings revealed that internal communication significantly influences employee performance ($p = 0.001$), while work engagement showed no significant effect ($p = 0.920$). Simultaneously, internal communication and work engagement significantly affect performance. Furthermore, meaningful work strengthens the relationship between internal communication and performance but weakens the link between work engagement and performance. In conclusion, effective internal communication plays a critical role in enhancing performance, and meaningful work amplifies this effect. It is recommended that institutions provide training to improve internal communication and cultivate a supportive work environment that promotes engagement and meaningfulness at work, ultimately improving employee performance in hybrid work settings.



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1. INTRODUCTION

Human resources are the only resource that possess intellectual, emotional, willingness, skills, knowledge, motivation, and creative contributions. Therefore, despite the advancement and progress of technology, if the active role of human resources is not maximized, the organization will face difficulties in achieving its goals (Arraniri et al., 2021). For all organizational activities to run effectively, organizations must have experienced and well-informed employees and ensure optimal organizational management to boost employee performance (Hasyimi et al., 2020).

Civil Servants (ASN) are an important part of the Indonesian governmental system that play a role in realizing national objectives and the welfare of the people. To achieve this, ASN are mandated to become public servants and national unifiers, meaning that they have the main duty and responsibility to serve the public as best as possible and to meet the public's needs for basic and public services (Erwin et al., 2024).

The success of a regional head in carrying out their duties is greatly influenced by various factors, one of which is the role of the protocol. The protocol holds a crucial role in managing various activities and interactions of the regional head, both with the public, government institutions, and external parties. In general, the role of the regional head protocol is highly strategic in supporting the performance of the regional head, including event coordination, acting as a liaison, maintaining the regional head's image, supporting performance, strengthening communication, and avoiding protocol errors. Therefore, the role of the regional head protocol is very important in ensuring the continuity of the regional head's performance. By carrying out their duties professionally, the protocol team can assist the regional head in achieving the established governmental objectives.

Currently, the West Java Provincial Government has implemented a Dynamic Work Mechanism (Mekanisme Kerja Dinamis/MKD) or hybrid work for Civil Servants (ASN). This means that ASN can choose their working time flexibly, anytime and anywhere as long as they receive approval from their supervisors and meet certain requirements (West Java Public Relations Release, 2023). A study on workplace adjustment patterns states that forward-thinking organizations should pioneer work-from-anywhere systems as well as distancing concepts (Shakti et al., 2021). This has led more organizations to adopt partial remote work strategies or hybrid models (Iqbal et al., 2021).

Performance is a core element because it has proven to be highly beneficial for organizations. Every institution expects employees to work diligently according to their abilities to achieve optimal results. Without good performance from all employees, achieving organizational goals will be difficult (Novalia & Aliya, 2022).

However, the implementation of hybrid work raises several challenges and problems for employees such as communication issues, unequal technological proficiency among employees, irregular working hours, and risks of internal team problems (Tampubolon, 2023). This is also occurring in the environment of regional head protocol teams across West Java. Based on the data of performance target achievements, a decline was recorded over the last three years, failing to meet the targets. The decline in 2023 was 2%, while in 2024 it fell by 15%. Thus, the issue of performance target achievement has experienced a very significant decrease.

As Tampubolon (2023) stated, one of the challenges and obstacles in implementing hybrid work is communication. Smooth communication, free from obstacles between employees or with supervisors, can result in remarkable work achievements, both personally and for organizational development. Communication significantly impacts the ability of people to work together in reaching set goals (Sholihah et al., 2022). It is feared that communication during hybrid work may not function effectively, thus affecting employee performance. Effective communication among human resources is essential and must be implemented by all parties. According to Suprpto (2011), a communication process is said to be effective if the message recipient can understand the message, meaning, or intent as desired by the sender. The message must also be well responded to, thus creating two-way communication. Therefore, effective communication is a critical skill in the workplace, as it helps improve performance.

In a preliminary survey conducted on November 16-17, communication barriers were suspected to stem from miscommunication and the failure to disseminate messages to other employees. Communication breakdowns in conveying information can become organizational obstacles and influence the work outcomes of members. According to Gani (2014), employee performance becomes suboptimal when communication is hampered. ASN employees in the West Java regional protocol environment exhibit varying levels of work engagement. Some employees demonstrate their best performance, while others are less enthusiastic in preparing themselves and less eager to perform their duties. Some employees even continue working during break hours or are willing to stay late at night, indicating difficulty detaching from their work. This phenomenon is referred to in industrial and organizational psychology as Work Engagement.

Work engagement is positively correlated with job performance (Bakker & Demerouti, 2008, in Pertiwi et al., 2021). Employees engaged with their work will be responsible, enthusiastic, focused on their tasks, hold high performance standards, and be dedicated. This leads to better performance outcomes. Optimal performance is produced by employees with elevated

engagement, as job performance is a key indicator of work engagement. According to Demerouti & Cropanzano (2010), work engagement captures both “can do” and “will do” attributes, which tend to have a stronger impact on resulting performance. Research by Soetrisno & Sutanto (2017), Singh & Karki (2015) found that work engagement positively and significantly influences performance, indicating that increased engagement leads to improved employee performance. Meanwhile, research conducted by Kustya & Nugraheni (2020) revealed a negative impact of work engagement on performance, and research by Reza et al. (2024) showed no effect of work engagement on employee performance. These findings indicate a research gap regarding the role of work engagement on performance.

Among other factors affecting performance is meaningful work. A person feels meaningful when they are useful and valuable to their organization. Conversely, a lack of meaningfulness toward work leads to feelings of insignificance, which hinders the development of one's role at work. To address this phenomenon, organizations should ensure that employees enjoy and find meaning in their work. When work is perceived as meaningful, it creates positive feelings and encourages employees to help the organization achieve better goals (Aeni & Paradila, 2020).

Meaningful work is an important medium for engaging and retaining employees (Deloitte, 2017 in Lysova et al., 2019). Organizations possess the ability to enhance meaningful work through practices that build a purposeful and engaging workplace (Lysova et al., 2019).

In the case of ASN employees within this study's object, they are highly motivated to participate in development programs such as training, further education, or new responsibilities that provide meaningful work experiences. However, in some cases, protocol staff often feel that their positions lack clear career development paths. In fact, structured career paths can increase motivation, loyalty, and performance. Additionally, poor internal communication often leads to task and responsibility ambiguity, ultimately impacting protocol performance. Considering the research gap regarding whether work engagement affects performance, meaningful work is examined as a mediating variable. Research by Rahmi et al. (2021) provided empirical evidence on how perceived stress contributes to work engagement. The implication of that study shows that meaningful work functions to mediate the connection between stress and work engagement. Nawrin (2018) findings also demonstrated that meaningful work plays a mediating role between resources and work engagement.

2. LITERATURE REVIEW

Work Engagement

Work engagement has recently received considerable research attention and has become a relevant and important topic (Karatepe, 2013; Syarifah, 2021). According to Riyanto & Helmy (2020), work engagement is the pride employees feel in being part of the organization and their ability to perform the workload assigned to them.

Sekhar et al. (2017) stated that work engagement is an important factor in the performance and well-being of employees. Because they have a positive attitude, they exhibit high energy levels towards their work and actively engage with the work environment. It is concluded that work engagement represents employee pride and is an important factor in employee well-being, as it reflects a positive attitude, high energy toward the job, and active intervention in the workplace.

Meaningful Work

Meaningful work can be interpreted as a person's perception of their job that gives them a sense of contributing to a higher purpose, and in more specific contexts, it is regarded as a “calling” (Mulyati, 2020). Meanwhile, according to Bailey & Madden (as cited in Grama & Ramona, 2019), meaningful work is defined as something internal to a person when they experience an authentic connection between their work and their life purpose.

Generally, meaningful work is defined by Chalofsky (as cited in Grama & Ramona, 2019) as something related to a person's ideals and ambitions in doing their job, such that whatever is done at work provides a sense of life satisfaction and leads a person to contribute positively through their work.

From the definitions above, it can be concluded that meaningful work is a calling related to one's purpose and life values in performing a job.

Performance

Performance is defined as the achievement of work outcomes tied to organizational aims, particularly in terms of quality, efficiency, and effectiveness standards. Organizations must conduct measurable performance evaluations. In addition, accountable performance assessments enable top management to obtain an objective evaluation basis, avoiding subjective factors. This allows managers to determine performance-based compensation that corresponds to the level of achievement of each division's contribution to the company overall. The goal of this is to improve work motivation and encourage each division to perform better.

In line with performance as defined by Hadi & Mustika (2023), performance refers to work achievement or results attained by human resources in carrying out their duties in accordance with their responsibilities. Employee performance is the work pattern of employees over a specific period in a

company. If a company has productive employees, it is more likely to succeed. Hence, individual or team performance is strongly related to the performance of the organization (Habeahan, 2023). Performance refers to the quality and quantity of work outcomes accomplished by an employee in fulfilling their assigned responsibilities (Umam & Abdurokhim, 2023).

Performance is a process through which organizations evaluate and assess employee achievements. Therefore, every employee expects career advancement and skill development that will be beneficial for themselves as well as for the organization (Fitriani et al., 2024). Based on the explanations above, employee performance can be defined as the successful completion of tasks related to organizational objectives in terms of both quantity and quality. Employee performance is also defined as the ability to meet job requirements and deadlines that have been set.

3. METHODS

This study's conceptual framework is depicted as follows:

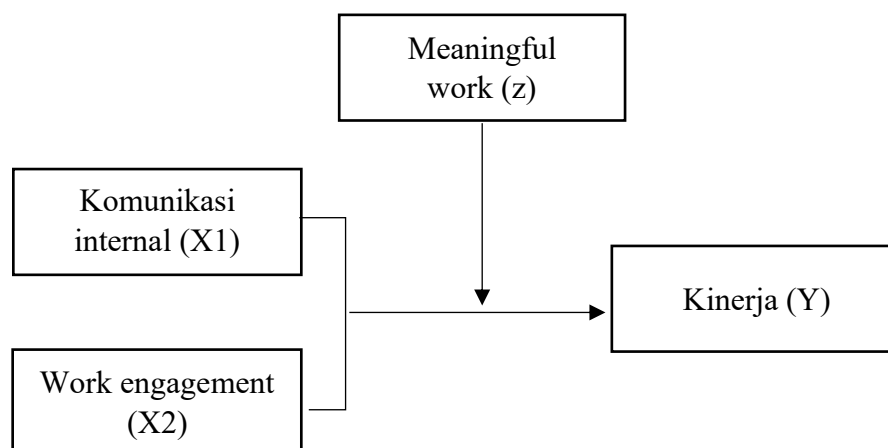


Figure 1. Conceptual Framework

Hypotheses

H1: Internal Communication influences Work Engagement.

H2: Internal Communication influences Performance mediated by Work Engagement.

H3: Work Engagement influences Performance with Meaningful Work as a moderating variable.

The type of research used in this study is associative research. According to Rusadi (2018:18), associative quantitative research is aimed at identifying relationships between two or more variables. Through this type of research, a theory can be constructed that functions to explain, predict, and control a

phenomenon. This study is intended to examine Internal Communication in the Hybrid Work Era: The Role of Work Engagement and Work Meaningfulness on Employee Performance. The data used in this research is quantitative data.

As stated by Sekaran (2017), population refers to the complete collection of individuals, occurrences, or items that a researcher aims to study and from which generalizations are made using sample statistics. The population in this study consists of 387 protocol staff across West Java. Because the population size is considered large, sampling was conducted using the following formula:

Where:

n = number of samples

N = number of population

e = margin of error

By using a 5% margin of error, the sample size in this study can be calculated as follows:

$$n = 387 / (1 + 387 \cdot [0,1]^2)$$

$$n = 387 / 4,87 = 79,46 \approx 80 \text{ responden}$$

Therefore, based on the above calculation, the number of respondents in this study with a 1% margin of error is 80 respondents.

Data Analysis Method

Multiple Linear Regression Analysis

According to Riduwan (2018), multiple correlation tests are used to determine the strength of the relationship and the contribution of two or more independent variables (X) simultaneously to the dependent variable (Y). In this study, two independent variables and one dependent variable were analyzed using the following formula:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

Moderated Regression Analysis (MRA)

In practice, research often involves not only the relationship between independent and dependent variables, but also the influence of a moderating variable that strengthens or weakens this relationship. According to Suliyanto (2011), a moderating variable is a variable that can enhance or reduce the effect of an independent variable on a dependent variable. The moderated regression equation in this study is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + M + \varepsilon$$

Coefficient of Determination Analysis

The coefficient of determination assesses how effectively a model accounts for variations in the dependent variable. A value approaching one signifies a strong influence of the independent variables on the dependent variable, whereas a low R^2 reflects a weak relationship.

To determine the contribution of variable X to Y, the coefficient of determination (KD) is calculated using the following formula:

$$KD = r^2 \times 100\%$$

Hypothesis Testing

Hypothesis testing is used to verify the truth of a hypothesis, to determine whether the hypothesis should be accepted or rejected. To test whether a hypothesis is accepted or rejected, a t-test is used. The purpose of the t-test is to determine the extent to which an independent variable (such as work ability and training) partially influences the dependent variable (employee performance), according to Natawiria & Riduwan (2011).

4. RESULTS AND DISCUSSION

Below are the responses from participants regarding the Internal Communication variable based on the results of questionnaire distribution to 80 employees. The descriptive analysis is presented using frequency distribution and the average value for each statement.

Table 1. Internal Communication Variable

No	Question	Average	Desc.
1	Coordination with superiors in performing tasks is well-established	3,10	Fair
2	My superior praises me when I perform tasks well	3,06	Fair
3	My work reports submitted to superiors receive a good response	3,05	Fair
4	Coordination with colleagues in executing tasks is well-established	3,56	Good
5	I am involved in inter-division meetings to discuss work issues	3,06	Fair
6	I always coordinate tasks with other departments.	3,34	Fair
	Count	19,18	
	Total	3,20	Fair

The Work Engagement variable consists of 9 statements, analyzed descriptively through frequency distribution and average responses:

Table 2. Work Engagement Variable

No	Statement	Average	Category
1	I feel very energetic when doing my job	3.44	Good
2	I am persistent in solving my work problems	3.40	Good
3	I always feel enthusiastic	3.18	Fair
4	I feel excited about my work	3.19	Fair
5	I am proud of my job	3.35	Fair
6	I work creatively for my company's success	3.40	Good
7	Time flies when I work	3.40	Good
8	I enjoy working intensively	3.21	Fair
9	I do my job with dedication	3.29	Fair
	Total	29.85	
	Average	3.32	Fair

The performance variable consists of 10 statements, presented with descriptive analysis results based on frequency distribution, percentage, and the average obtained from each statement:

Table 3. Performance Variable

No	Statement	Average	Category
1	I am able to meet the work quantity set by the institution	3.08	Good
2	The number of tasks I receive motivates me to work	3.74	Good
3	My skills match the required work output	3.21	Fair
4	I always complete tasks according to institutional standards	3.04	Fair
5	I always meet work targets on time	3.08	Fair
6	Task completion time matches the standard working hours	3.73	Good
7	I use spare time to prepare for the next day's work	3.51	Good
8	I utilize institutional facilities to complete tasks on time	3.83	Good
9	I can accomplish tasks assigned by my superiors	3.69	Good
10	I complete tasks without help from others	3.68	Good
	Total	34.56	
	Average	3.46	Good

The meaningful work variable consists of 7 statements, presented with descriptive analysis results based on frequency distribution, percentage, and the average obtained from each statement:

Table 4. Meaningful Work Variable

No	Statement	Average	Category
1	I am able to meet the work quantity set by the institution	3.30	Good
2	The amount of work received motivates me	3.68	Good
3	My skills match the required work results	3.55	Fair
4	Every task is completed according to institutional standards	3.63	Fair
5	I always meet targets on time	3.50	Fair

6	Task completion time matches working hours	3.60	Good
7	I use spare time to prepare for the next day's work	3.06	Good
	Total	24.31	
	Average	3.47	Good

Multiple Linear Regression Analysis

The purpose of multiple linear regression analysis is to determine the influence of internal communication (X1) and work engagement (X2) simultaneously on the performance variable.

Table 5. Regression Coefficient Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.967	2.667		8.610	.000
	kom_internal	.626	.178	.538	3.513	.001
	work_enggament	-.014	.137	-.015	-.101	.920

a. Dependent Variable: performance

From the above calculation results, the constant and regression coefficients were derived, enabling the formulation of the multiple linear regression equation as follows:

$$Y = 22.967 + 0.626X_1 - 0.014X_2$$

The above equation can be explained as follows:

$a = 22.967$ This means that if internal communication and work engagement remain constant, employee performance will have a value of 22.967 units.

$b_1 = 0.626$ This indicates that if internal communication increases by one unit while work engagement remains constant, employee performance will increase by 0.626 units.

$b_2 = -0.014$ This indicates that if work engagement decreases by one unit while internal communication remains constant, employee performance will decrease by 0.014 units.

Coefficient of Determination

Output of the coefficient of determination calculation:

Table 6. Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.526 ^a	.276	.258	5.05729

a. Predictors: (Constant), x2, x1

R Square = 0.276

This means that the performance variable is explained by internal communication and work engagement by 27.6%, while the remaining 72.4% is explained by other factors not examined in this study.

Moderated Regression Analysis (MRA)

The interaction test using Moderated Regression Analysis (MRA), based on data processed with SPSS software, produced the following results:

Table 7. Moderated Regression Analysis Results

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	22.314	1.566		14.251	.000
	internal communication*work meaningful	.027	.006	.762	4.628	.000
	work_engament* work_meaningful	-.001	.004	-.038	-.231	.818

a. Dependent Variable: performance

Based on the results presented in Table 6, the following conclusions can be drawn:

a. The Effect of Internal Communication on Performance Mediated by Meaningful Work

The interaction variable internal communication × meaningful work has a t-value of 4.628 with a significance level of 0.000 (significant). This indicates that meaningful work, as a moderating variable, strengthens the influence of internal communication on performance.

b. The Effect of Work Engagement on Performance Mediated by Meaningful Work

The interaction variable work engagement × meaningful work has a t-value of -0.231 with a significance level of 0.818 (not significant). This indicates that meaningful work, as a moderating variable, weakens the influence of work engagement on performance.

Partial Hypothesis Test (t-test)

Table 8. t-Test

		Coefficients ^a		Standardized Coefficients Beta	t	Sig.
Model		Unstandardized Coefficients B	Std. Error			
1	(Constant)	22.967	2.667		8.610	.000
	kom_internal	.626	.178	.538	3.513	.001
	work_enggament	-.014	.137	-.015	-.101	.920

a. Dependent Variable: performance

With a significance level (α) of 5% and degrees of freedom (df) = $80 - 2 = 78$, using a two-tailed test, the t-table value is 1.991. The partial t-test result for Variable (X1) Internal Communication is $3.513 > 1.991$, indicating that H_0 is rejected and H_a is accepted, meaning there is a significant influence of internal communication (X1) on performance (Y). The partial t-test result for Variable (X2) Work Engagement is $-0.101 < 1.991$, indicating that H_a is rejected and H_0 is accepted, meaning there is no significant influence of work engagement (X2) on performance (Y).

To test the hypothesis simultaneously, the F-test statistic is used, as shown in Table 7 below:

Table 9. ANOVA (F-test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	752.320	2	376.160	14.707	.000 ^b
	Residual	1969.368	77	25.576		
	Total	2721.688	79			

a. Dependent Variable: performance

b. Predictors: (Constant), work_enggament, kom_internal

Based on Table 6 above, the calculated F-value is 14.707 with a significance value of 0.000. This value serves as the test statistic to be compared with the F-table value. At a significance level of $\alpha = 0.05$, with $df_1 = (k) 2$ and $df_2 = n - k - 1 = (80 - 2 - 1) = 77$, the F-table value is 3.12. Since the calculated F-value (14.707) is greater than the F-table value (3.12), at a 5% significance level ($\alpha = 0.05$), it is concluded that H_0 is rejected and H_a is accepted. This means that Internal Communication (X1) and Work Engagement (X2) simultaneously have a significant effect on Performance (Y).

5. CONCLUSION

Employee responses regarding internal communication received a fair rating based on an average score of 3.20, which falls into the "Fair" category. Likewise, work engagement was rated at an average of 3.32, also considered "Fair." In terms of performance, respondents gave a "Good" rating with an average score of 3.46, and meaningful work was also rated as "Good" with an average of 3.47. The hypothesis testing results show that internal communication significantly affects performance, with a significance value of 0.001. Meanwhile, work engagement does not affect performance, as indicated by a significance value of 0.920.

Simultaneously, internal communication and work engagement influence performance. Meaningful work, serving as a moderating factor, reinforces the connection between internal communication and performance while reducing the effect of work engagement on performance. Institutions are encouraged to organize training initiatives to improve internal communication and establish a collaborative work atmosphere that offers social support, which may enhance engagement and subsequently improve performance.

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