

MIDOCEAN UNIVERSITY

FINAL PROJECT

**Impact of Internal Communication on Job
Performance Efficiency among STC
Employees in Riyadh**

MGM497 - Second Trimester

Prepared by

Ahmad Abdulaziz

Student ID: 232000063

August 2026

Abstract

This study examines the relationship between internal communication and job performance efficiency among STC employees in Riyadh. It focuses on four dimensions of internal communication - communication clarity, information sharing, feedback, and communication channels - and evaluates their association with productivity, quality of work, timeliness, and employee effectiveness. A quantitative, deductive, cross-sectional survey design was specified, and a simulated dataset of 150 respondents was analyzed for academic demonstration using procedures corresponding to IBM SPSS Statistics Version 28. The analysis included descriptive statistics, Cronbach's Alpha, the Kaiser-Meyer-Olkin measure, Bartlett's Test of Sphericity, Pearson correlation, and simple linear regression. The simulated results indicated excellent overall instrument reliability (Cronbach's Alpha = 0.925) and strong sampling adequacy (KMO = 0.908). Internal communication recorded an overall mean of 4.16, while job performance efficiency recorded an overall mean of 4.24. A strong positive relationship was observed between the variables ($r = 0.781$, $p < 0.001$), and internal communication explained 61.0% of the variance in job performance efficiency ($R^2 = 0.610$). The study concludes that clear, timely, accessible, and constructive communication is strongly associated with improved employee performance. Because the dataset is simulated, the findings demonstrate the proposed analytical approach and should not be interpreted as evidence from an actual STC employee survey.

Keywords: internal communication, job performance efficiency, employee productivity, STC, organizational communication.

Table of Contents

Abstract.....	2
Chapter One: Introduction.....	4
Chapter Two: Literature Review.....	7
Chapter Three: Research Methodology.....	9
Chapter Four: Statistical Analysis and Findings Discussion.....	12
Chapter Five: Research Limitations, Recommendations, and Conclusion.....	21
5.1 Introduction.....	21
5.2 Research Limitations.....	21
5.3 Recommendations.....	21
5.4 Recommendations for Future Research.....	22
5.5 Conclusion.....	22
References.....	24
Appendix A: Questionnaire.....	25
Appendix B: Research Instruments.....	26

Chapter One: Introduction

1.1 Research Introduction

Internal communication is one of the most important organizational functions in modern organizations. It enables employees and managers to exchange information, coordinate activities, support decision-making, and achieve organizational objectives. In highly competitive industries such as telecommunications, effective communication contributes directly to operational efficiency and employee performance. STC is one of the leading telecommunications companies in Saudi Arabia and relies on effective communication systems to maintain service quality and employee productivity.

1.2 Research Problem

Many organizations experience communication challenges that reduce employee understanding of goals, increase errors, and affect productivity. Despite technological communication tools, communication gaps may still exist. Therefore, this study investigates the impact of internal communication on job performance efficiency among STC employees in Riyadh.

1.3 Research Significance

- Academic significance: contributes to the literature on communication and employee performance.
- Practical significance: helps managers improve communication practices and enhance employee productivity.
- Organizational significance: supports decision-making and performance improvement initiatives.

1.4 Research Questions

1. What is the impact of internal communication on job performance efficiency?
2. Does communication quality improve employee productivity?
3. How does communication affect teamwork and engagement?
4. What communication practices contribute most to employee performance?

1.5 Research Objectives

5. Examine the relationship between internal communication and job performance.
6. Evaluate communication effectiveness within organizations.
7. Identify communication factors influencing productivity.
8. Provide recommendations for improving communication systems.

1.6 Research Hypotheses

H1: Internal communication has a positive impact on job performance efficiency.

H2: Communication quality positively influences employee productivity.

H3: Employee engagement is positively related to communication effectiveness.

H0: There is no significant relationship between internal communication and job performance efficiency.

1.7 Research Model

Table 1.1: Research Model

Variable Type	Variable	Dimensions
Independent Variable	Internal Communication	Communication Clarity; Information Sharing; Feedback; Communication Channels
Dependent Variable	Job Performance Efficiency	Productivity; Quality of Work; Timeliness; Employee Effectiveness

1.8 Scope of the Study

- Population: STC employees.
- Location: Riyadh, Saudi Arabia.
- Subject: Internal communication and job performance efficiency.
- Time scope: Current study period.

1.9 Project Structure

Chapter One introduces the study and defines its problem, questions, objectives, hypotheses, model, and scope. Chapter Two reviews the relevant literature and theoretical perspectives. Chapter Three explains the research methodology. Chapter Four presents the statistical analysis

and findings. Chapter Five discusses research limitations, recommendations, and the overall conclusion.

Chapter Two: Literature Review

2.1 Introduction

This chapter reviews the concepts and theoretical perspectives relevant to internal communication and job performance efficiency. It also summarizes the relationship established in previous organizational and service-sector research.

2.2 Internal Communication

Internal communication refers to the exchange of information between individuals and groups within an organization. Researchers argue that communication improves coordination, trust, and employee engagement. Effective communication supports organizational performance by ensuring that employees understand objectives and responsibilities. Communication clarity reduces misunderstandings, feedback systems help employees improve performance, and communication technologies facilitate information sharing and collaboration.

2.3 Job Performance Efficiency

Employee job performance efficiency refers to the ability of employees to complete tasks effectively while maintaining productivity, work quality, timeliness, and overall effectiveness. Employees who receive timely and accurate information are generally better positioned to perform their duties, coordinate with colleagues, solve problems, and demonstrate stronger engagement.

2.4 Theoretical Perspectives

Organizational Communication Theory suggests that communication acts as a foundation for coordination and organizational success. Social Exchange Theory further explains that effective communication can strengthen trust between employees and management, which may result in improved employee attitudes and performance.

2.5 Relationship between Internal Communication and Performance

Studies conducted in service industries and telecommunications sectors generally demonstrate a positive relationship between communication quality and employee productivity. Organizations with strong communication systems tend to report higher employee satisfaction, stronger collaboration, and lower turnover. Based on these perspectives, the present study expects internal communication to be positively associated with job performance efficiency.

2.6 Chapter Summary

The literature indicates that communication clarity, timely information sharing, constructive feedback, and accessible communication channels can support employee coordination, engagement, and performance. These concepts provide the theoretical basis for the methodology and hypotheses examined in the following chapters.

Chapter Three: Research Methodology

3.1 Introduction

This chapter presents the research methodology used to investigate the impact of internal communication on job performance efficiency among STC employees in Riyadh. The methodology provides a systematic framework for collecting, analyzing, and interpreting data. It explains the operational definitions of the research variables, research design, population and sampling methods, data collection procedures, types of data, statistical analysis techniques, and conclusion.

3.2 Operational Definitions for Research Variables

Internal Communication (Independent Variable): Internal communication refers to the exchange of information, instructions, feedback, and organizational messages among employees and management within STC. The variable is measured through communication clarity, information sharing, feedback mechanisms, and communication channels.

Job Performance Efficiency (Dependent Variable): Job performance efficiency refers to the ability of employees to complete assigned tasks effectively while maintaining productivity, quality standards, timeliness, and employee effectiveness.

3.3 Research Design (Research Onion)

Table 3.1: Research Design

Research Layer	Selected Approach
Research Philosophy	Positivism
Research Approach	Deductive
Research Strategy	Survey
Research Choice	Quantitative Method
Time Horizon	Cross-Sectional
Data Collection and Analysis	Questionnaire and statistical analysis using SPSS

The quantitative approach enables objective measurement of the relationship between internal communication and job performance efficiency.

3.4 Research Population and Sampling

Research Population: The target population consists of STC employees working in Riyadh, Saudi Arabia.

Research Sample: A representative sample of employees from different departments and organizational levels was specified for the study. For the academic analysis in Chapter Four, a simulated dataset of 150 respondents was used.

Sampling Method and Technique: The study adopts probability sampling using simple random sampling. This technique provides all members of the population with an equal chance of participation and improves representativeness.

3.5 Data Collection Method

The proposed primary data-collection instrument is a structured questionnaire developed according to the research objectives and previous studies. A five-point Likert scale ranging from Strongly Disagree to Strongly Agree is used. The independent variable covers communication clarity, information sharing, feedback, and communication channels. The dependent variable covers productivity, quality of work, timeliness, and employee effectiveness.

3.6 Types of Data

- **Primary Data:** data intended to be collected directly from STC employees through questionnaires.
- **Secondary Data:** data obtained from books, academic journals, company reports, previous studies, and academic resources related to internal communication and employee performance.

3.7 Statistical Analysis Procedures

Data are analyzed using statistical procedures corresponding to IBM SPSS Statistics Version 28. The following techniques are applied:

- Descriptive statistics and frequency analysis

- Mean and standard deviation
- Reliability analysis using Cronbach's Alpha
- Validity analysis using KMO and Bartlett's Test of Sphericity
- Pearson correlation analysis
- Simple linear regression analysis
- Hypothesis testing

3.8 Ethical and Analytical Clarification

No actual STC employee responses were used in the statistical demonstration presented in this project. The dataset is simulated for academic purposes. Accordingly, the numerical findings should be interpreted as an illustration of the proposed analytical procedures rather than as verified organizational evidence.

3.9 Conclusion

This chapter presented the methodology adopted to investigate the impact of internal communication on job performance efficiency among STC employees in Riyadh. It discussed the operational definitions, research design, population, sampling method, data collection procedure, types of data, and statistical analysis methods. These procedures provide a structured framework for addressing the study objectives and testing the proposed hypotheses.

Chapter Four: Statistical Analysis and Findings Discussion

4.1 Introduction

This chapter presents the statistical analysis and interpretation of the research findings regarding the impact of internal communication on job performance efficiency among STC employees in Riyadh. The statistical procedures follow the methodology explained in Chapter Three and demonstrate the practical application of quantitative analysis using IBM SPSS Statistics Version 28. Several techniques were employed, including descriptive statistics, reliability analysis, correlation analysis, simple linear regression, and hypothesis testing. All numerical findings in this chapter are based on a simulated dataset developed for academic demonstration.

4.2 Sample Profile

The simulated dataset consisted of 150 respondents representing employees across different departments and organizational levels. The demographic profile includes gender, age, educational qualification, years of experience, and organizational position.

4.2.1 Gender Distribution

Table 4.1: Distribution of Respondents by Gender

Gender	Frequency	Percentage
Male	102	68.0%
Female	48	32.0%
Total	150	100%

Male respondents represented 68.0% of the simulated sample, while female respondents accounted for 32.0%. The inclusion of both genders provides varied perspectives regarding internal communication and job performance.

4.2.2 Age Distribution

Table 4.2: Distribution of Respondents by Age

Age Group	Frequency	Percentage
Less than 25 Years	16	10.7%
25-34 Years	61	40.7%

Age Group	Frequency	Percentage
35-44 Years	49	32.7%
45 Years and Above	24	16.0%
Total	150	100%

The majority of respondents (40.7%) were between 25 and 34 years of age, followed by employees aged 35-44 years (32.7%). This profile suggests a sample largely composed of working-age professionals.

4.2.3 Educational Qualification

Table 4.3: Educational Qualification of Respondents

Qualification	Frequency	Percentage
Diploma	18	12.0%
Bachelor's Degree	97	64.7%
Master's Degree	30	20.0%
PhD	5	3.3%
Total	150	100%

Most respondents (64.7%) possessed a Bachelor's degree, while 20.0% held Master's degrees. The educational profile indicates that the simulated respondents were positioned to evaluate organizational communication practices.

4.2.4 Years of Experience

Table 4.4: Years of Working Experience

Experience	Frequency	Percentage
Less than 5 Years	36	24.0%
5-10 Years	63	42.0%
11-15 Years	34	22.7%
More than 15 Years	17	11.3%
Total	150	100%

Most respondents (42.0%) had between 5 and 10 years of professional experience. This distribution provides varied levels of organizational exposure within the simulated sample.

4.2.5 Organizational Position

Table 4.5: Respondents' Organizational Position

Position	Frequency	Percentage
Administrative Staff	44	29.3%
Technical Staff	53	35.3%
Supervisors	31	20.7%
Managers	22	14.7%
Total	150	100%

Technical staff formed the largest group (35.3%), followed by administrative staff (29.3%), supervisors (20.7%), and managers (14.7%). The distribution incorporates perspectives from multiple organizational levels.

4.3 Validity and Reliability Analysis

Reliability and validity analyses were conducted before hypothesis testing. Internal consistency was evaluated using Cronbach's Alpha, while sampling adequacy and construct validity were assessed using the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity.

4.3.1 Reliability Analysis Using Cronbach's Alpha

Cronbach's Alpha Interpretation Guide

Cronbach's Alpha	Reliability Level
Below 0.60	Poor
0.60-0.69	Acceptable
0.70-0.79	Good
0.80-0.89	Very Good
Above 0.90	Excellent

Table 4.6: Cronbach's Alpha Reliability Statistics

Variable	Number of Items	Cronbach's Alpha
Internal Communication	10	0.912
Job Performance Efficiency	10	0.894
Overall Questionnaire	20	0.925

Internal Communication achieved a Cronbach's Alpha of 0.912, Job Performance Efficiency achieved 0.894, and the overall questionnaire achieved 0.925. All values exceed the recommended threshold of 0.70, demonstrating high internal consistency.

4.3.2 Construct Validity Assessment

Table 4.7: KMO and Bartlett's Test

Test	Value
Kaiser-Meyer-Olkin (KMO)	0.908
Bartlett's Chi-Square	1827.451
Degrees of Freedom	190
Significance (Sig.)	0.000

The KMO value of 0.908 indicates excellent sampling adequacy. Bartlett's Test was statistically significant ($p < 0.001$), confirming meaningful correlations among the questionnaire items and supporting further multivariate analysis.

4.3.3 Item Reliability Analysis

Table 4.8: Corrected Item-Total Correlation

Item	Corrected Item-Total Correlation	Status
IC1	0.713	Acceptable
IC2	0.741	Acceptable
IC3	0.687	Acceptable
IC4	0.772	Acceptable
IC5	0.764	Acceptable
IC6	0.695	Acceptable
IC7	0.738	Acceptable
IC8	0.721	Acceptable
IC9	0.749	Acceptable
IC10	0.768	Acceptable
JP1	0.701	Acceptable
JP2	0.733	Acceptable
JP3	0.684	Acceptable

Item	Corrected Item-Total Correlation	Status
JP4	0.746	Acceptable
JP5	0.758	Acceptable
JP6	0.719	Acceptable
JP7	0.724	Acceptable
JP8	0.737	Acceptable
JP9	0.748	Acceptable
JP10	0.756	Acceptable

All questionnaire items exceeded the recommended threshold of 0.30, with values ranging from 0.684 to 0.772. Each item therefore contributed positively to its corresponding construct, and no item required deletion in the simulated analysis.

4.3.4 Summary of Reliability and Validity

The instrument demonstrated excellent psychometric properties. Cronbach's Alpha coefficients indicated high internal consistency, the KMO statistic confirmed excellent sampling adequacy, and Bartlett's Test demonstrated statistically significant correlations among the questionnaire items.

4.4 Descriptive Statistics

Descriptive statistics were used to summarize respondents' perceptions on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The mean represents the average level of agreement, while the standard deviation indicates the dispersion of responses.

4.4.1 Internal Communication

Table 4.9: Descriptive Statistics for Internal Communication

Code	Statement	Mean	Std. Deviation	Level
IC1	Management communicates organizational goals clearly.	4.21	0.69	High
IC2	Information is shared promptly.	4.14	0.72	High
IC3	Communication channels are effective.	4.08	0.74	High
IC4	Employees receive adequate work-related information.	4.26	0.65	High
IC5	Feedback from supervisors is constructive.	4.11	0.76	High
IC6	Departments communicate effectively with each other.	3.98	0.82	High

Code	Statement	Mean	Std. Deviation	Level
IC7	Organizational announcements are communicated clearly.	4.18	0.71	High
IC8	Employees can easily communicate with supervisors.	4.15	0.69	High
IC9	Communication improves teamwork.	4.29	0.63	High
IC10	Overall communication supports daily work.	4.23	0.67	High

Overall Internal Communication

Variable	Mean	Std. Deviation
Internal Communication	4.16	0.71

Respondents expressed positive perceptions of internal communication, with an overall mean of 4.16. The highest-rated item was IC9 (communication improves teamwork), with a mean of 4.29. The lowest was IC6 (departments communicate effectively with each other), with a mean of 3.98, suggesting that interdepartmental communication is the clearest area for improvement.

4.4.2 Job Performance Efficiency

Table 4.10: Descriptive Statistics for Job Performance Efficiency

Code	Statement	Mean	Std. Deviation	Level
JP1	I complete my assigned tasks efficiently.	4.31	0.61	High
JP2	I consistently meet work deadlines.	4.24	0.67	High
JP3	I maintain high work quality.	4.27	0.65	High
JP4	Communication improves my productivity.	4.18	0.70	High
JP5	Team cooperation enhances my performance.	4.34	0.58	High
JP6	I solve work problems efficiently.	4.16	0.73	High
JP7	I understand my work responsibilities clearly.	4.36	0.56	High
JP8	Organizational communication reduces work errors.	4.12	0.74	High
JP9	I receive sufficient information to perform my job effectively.	4.20	0.69	High
JP10	Overall, I am satisfied with my work performance.	4.25	0.66	High

Overall Job Performance Efficiency

Variable	Mean	Std. Deviation
Job Performance Efficiency	4.24	0.66

Job Performance Efficiency recorded an overall mean of 4.24. The highest-rated item was JP7 (clear understanding of work responsibilities), with a mean of 4.36. The lowest was JP8 (communication reduces work errors), with a mean of 4.12. Overall, the simulated respondents reported favorable perceptions of both study variables.

4.5 Hypothesis Testing

4.5.1 Pearson Correlation Analysis

Pearson Correlation Interpretation Guide

Pearson (r)	Relationship Strength
0.00-0.19	Very Weak
0.20-0.39	Weak
0.40-0.59	Moderate
0.60-0.79	Strong
0.80-1.00	Very Strong

Table 4.11: Pearson Correlation Matrix

Variables	Internal Communication	Job Performance Efficiency
Internal Communication	1.000	0.781
Job Performance Efficiency	0.781	1.000
Sig. (2-tailed)	-	0.000
N	150	150

Pearson correlation analysis revealed a strong positive relationship between Internal Communication and Job Performance Efficiency ($r = 0.781$, $p < 0.001$). The result is statistically significant, so the null hypothesis of no relationship is rejected.

4.5.2 Simple Linear Regression Analysis

Simple linear regression analysis was conducted to determine the extent to which Internal Communication predicts Job Performance Efficiency. The estimated regression equation is: $\text{Job Performance Efficiency} = 1.224 + 0.725 \times \text{Internal Communication}$.

4.5.2.1 Model Summary

Table 4.12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.781	0.610	0.607	0.412

The R Square value was 0.610, indicating that Internal Communication explains approximately 61.0% of the variance in Job Performance Efficiency. The remaining 39.0% may be associated with factors not included in the model, such as leadership style, motivation, training, technological support, workload, organizational culture, reward systems, and individual employee characteristics.

4.5.2.2 Analysis of Variance

Table 4.13: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	39.303	1	39.303	231.700	0.000
Residual	25.102	148	0.170	-	-
Total	64.405	149	-	-	-

The ANOVA results show that the regression model was statistically significant ($F = 231.700$, $p < 0.001$). The model containing Internal Communication therefore predicts Job Performance Efficiency significantly better than a constant-only model.

4.5.2.3 Regression Coefficients

Table 4.14: Regression Coefficients

Model	B	Std. Error	Standardized Beta	t	Sig.
Constant	1.224	0.201	-	6.090	0.000
Internal Communication	0.725	0.048	0.781	15.222	0.000

The coefficient for Internal Communication was positive and statistically significant ($B = 0.725$, $t = 15.222$, $p < 0.001$). A one-unit increase in Internal Communication is associated with an estimated 0.725-unit increase in Job Performance Efficiency. The standardized Beta of 0.781 indicates a strong effect.

4.5.3 Testing the Research Hypothesis

Null Hypothesis (H0): Internal communication has no statistically significant impact on job performance efficiency among STC employees in Riyadh.

Alternative Hypothesis (H1): Internal communication has a statistically significant positive impact on job performance efficiency among STC employees in Riyadh.

Table 4.15: Summary of Hypothesis Testing

Hypothesis	Statistical Evidence	Decision
H1: Internal Communication has a statistically significant positive impact on Job Performance Efficiency.	Beta = 0.781; B = 0.725; t = 15.222; F = 231.700; p < 0.001	Supported

Because the significance value was below 0.05, the null hypothesis was rejected and the alternative hypothesis was supported. However, the cross-sectional design and simulated data do not establish definitive causality. Other organizational and individual factors may also influence employee performance.

4.6 Chapter Summary

The simulated sample included 150 respondents. Reliability and validity results were strong: Internal Communication achieved a Cronbach's Alpha of 0.912, Job Performance Efficiency achieved 0.894, and the overall questionnaire achieved 0.925. The KMO value was 0.908, and Bartlett's Test was significant at $p < 0.001$. Internal Communication recorded an overall mean of 4.16, while Job Performance Efficiency recorded 4.24. Pearson correlation identified a strong positive relationship ($r = 0.781$, $p < 0.001$), and regression analysis showed that Internal Communication explained 61.0% of the variance in Job Performance Efficiency ($R^2 = 0.610$). These results support the proposed alternative hypothesis within the simulated academic analysis.

Chapter Five: Research Limitations, Recommendations, and Conclusion

5.1 Introduction

This chapter presents the research limitations, practical recommendations, suggestions for future research, and the overall conclusion. It interprets the results within the boundaries of the study design and distinguishes the analytical demonstration from verified organizational evidence.

5.2 Research Limitations

- The statistical analysis relied on a simulated dataset prepared for academic demonstration rather than responses collected from actual STC employees. The numerical findings therefore cannot be generalized as verified evidence about STC.
- The study focused conceptually on STC employees in Riyadh. Findings from a future real survey may not apply to employees in other regions, organizations, or industries.
- The cross-sectional design examines variables at one point in time and cannot establish definitive causality, even when correlation and regression results are statistically significant.
- The model examined Internal Communication as the primary independent variable. Leadership style, motivation, training, workload, rewards, technology, and organizational culture may also influence performance but were not included.
- The proposed questionnaire uses self-reported perceptions, which may be affected by social desirability, response bias, or differences in individual interpretation.
- The study uses a quantitative approach. It does not include interviews or focus groups that could explain why particular communication practices succeed or fail.

5.3 Recommendations

- STC should maintain clear, timely, and consistent communication of organizational goals, work expectations, and operational updates.
- Management should strengthen constructive two-way feedback so employees can ask questions, report obstacles, and receive guidance promptly.
- Interdepartmental communication should receive particular attention because it recorded the lowest mean among the internal communication items in the simulated analysis.
- Managers should select communication channels according to message urgency, sensitivity, and complexity, while avoiding unnecessary duplication and information overload.

- Regular communication-skills training should be provided to managers, supervisors, and employees, with emphasis on clarity, active listening, feedback, and conflict resolution.
- Organizations should periodically evaluate communication effectiveness using employee surveys, operational indicators, and follow-up action plans.
- Communication improvement initiatives should be linked to measurable performance outcomes such as error rates, task completion, service quality, productivity, and employee engagement.

5.4 Recommendations for Future Research

- Collect and analyze actual employee responses using documented ethical approval and organizational authorization.
- Expand the study to multiple STC regions or compare telecommunications organizations to improve generalizability.
- Use longitudinal designs to examine whether changes in communication practices lead to sustained performance improvements over time.
- Test additional variables, including leadership style, organizational culture, motivation, engagement, workload, and technological support.
- Combine quantitative surveys with interviews or focus groups to obtain deeper explanations of employee experiences.
- Examine whether demographic or organizational characteristics moderate the relationship between internal communication and job performance efficiency.

5.5 Conclusion

This study examined the relationship between internal communication and job performance efficiency among STC employees in Riyadh. The conceptual framework emphasized communication clarity, information sharing, feedback, and communication channels as important organizational practices connected with productivity, work quality, timeliness, and employee effectiveness.

The simulated statistical analysis demonstrated a strong and statistically significant positive relationship between Internal Communication and Job Performance Efficiency ($r = 0.781$, $p < 0.001$). The regression model indicated that Internal Communication explained 61.0% of the variance in Job Performance Efficiency, and the alternative hypothesis was supported. The descriptive results also suggested favorable perceptions of both variables, while interdepartmental communication emerged as the clearest area for further improvement.

Overall, the study concludes that effective internal communication is an important management practice for supporting employee performance. Organizations should prioritize clear information, accessible communication channels, constructive feedback, and stronger coordination across departments. Nevertheless, because the analysis used simulated data, the results should be treated as an academic demonstration. Future research using actual organizational data is required before drawing empirical conclusions about STC employees.

References

- Armstrong, M. (n.d.). Human resource management practice.
- Daft, R. L. (n.d.). Management.
- Dessler, G. (n.d.). Human resource management.
- Gibson, J. L. (n.d.). Organizations: Behavior, structure, and processes.
- Kotler, P., & Keller, K. L. (n.d.). Marketing management.
- Kreitner, R., & Kinicki, A. (n.d.). Organizational behavior.
- Moorhead, G., & Griffin, R. W. (n.d.). Organizational behavior.
- Noe, R. A. (n.d.). Human resource management.
- Robbins, S. P., & Judge, T. A. (n.d.). Organizational behavior.
- Yukl, G. (n.d.). Leadership in organizations.

Appendix A: Questionnaire

Please indicate your level of agreement with each statement using the following five-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree.

Table A.1: Questionnaire Items

No.	Statement	1	2	3	4	5
1	Internal communication in STC is clear and understandable.					
2	I receive the information required to perform my work.					
3	Information is communicated in a timely manner.					
4	Managers communicate expectations clearly.					
5	Internal communication supports teamwork.					
6	Feedback is encouraged within the organization.					
7	Communication channels are effective.					
8	Communication helps reduce work errors.					
9	Internal communication improves productivity.					
10	Employees can easily communicate with management.					
11	Communication contributes to employee engagement.					
12	Communication enhances job satisfaction.					
13	I understand organizational goals through communication.					
14	Information sharing is encouraged.					
15	Communication supports decision-making.					
16	Internal communication improves service quality.					
17	Communication helps resolve problems quickly.					
18	Communication improves coordination among departments.					
19	Employees trust information received from management.					
20	Overall internal communication is effective.					

Appendix B: Research Instruments

Table B.1: Research Instruments

Variable	Dimensions	Measurement Tool
Internal Communication	Clarity; Feedback; Information Sharing; Communication Channels	Questionnaire
Job Performance Efficiency	Productivity; Quality; Timeliness; Effectiveness	Questionnaire