



RESEARCH ARTICLE

The Effect of Job Demand and Internal Communication on Employee Performance at PT Lao Chow Indonesia

Rifqy Munif^{1*} | Sunimah²

^{1,2} Management Study Program, The Faculty of Economics and Business, Universitas Swadaya Gunung Jati, Cirebon City, West Java Province, Indonesia.

Correspondence

¹ Management Study Program, The Faculty of Economics and Business, Universitas Swadaya Gunung Jati, Cirebon City, West Java Province, Indonesia.

Email. sunimah@ugj.ac.id.

Funding information

Universitas Swadaya Gunung Jati.

Abstract

Employee performance is a critical determinant of organizational success, particularly in the manufacturing sector where workload management and effective communication are key operational challenges. This study aims to examine the effect of job demand and internal communication on employee performance at PT Lao Chow Indonesia. The research employs a quantitative approach using a survey method with a sample of 110 employees selected through a purposive sampling technique. Data were collected using structured questionnaires and analyzed using multiple linear regression analysis. The results indicate that job demand does not have a significant effect on employee performance, while internal communication has a positive and significant effect on employee performance. Simultaneously, job demand and internal communication significantly influence employee performance. The coefficient of determination shows that these variables explain 26.2% of the variance in employee performance, while the remaining 73.8% is influenced by other factors.

Keywords

Job Demand; Internal Communication; Employee Performance; JDR Theory.

1 | INTRODUCTION

In recent years, increasing attention has been given to organizational effectiveness and employee performance, driven by growing market competition, technological advancements, and changing work expectations in both industrial and public sectors. Employee performance that is optimal, efficient, and effective is essential for the sustainability and success of organizations. Conversely, inadequate performance can hinder the achievement of strategic organizational goals. Therefore, examining the factors that influence employee performance remains a relevant and important area of research.

Recent developments highlight two important psychosocial and organizational factors that influence employee performance, namely job demand and internal communication. Job demand refers to aspects of work that require sustained physical, psychological, or cognitive effort, which may lead to stress and fatigue. High job demand is often associated with emotional exhaustion and burnout, which can reduce employee productivity. Previous studies show that job demand tends to have a negative relationship with employee performance (Rahayu Endah Purwanti *et al.*, 2022); (Kumala, 2023) Furthermore, research by (Putra Surya Yanuar & Mulyadi Hari, 2010) indicates that burnout acts as a moderating variable that strengthens the negative relationship between job demand and employee performance.

However, empirical findings regarding the relationship between job demand and employee performance remain inconsistent. While many studies report negative effects, other studies show different results. For example, (Khoeriyah & Widarta, 2024) found that job demand has a positive and significant effect on employee performance, suggesting that employees may perceive job demand as a motivating challenge. Meanwhile, (Telaumbanua Putri Teri & Nugraheni Setyanigrum Krisnawati, 2023) found that job demand has only a minimal direct effect on performance. These conflicting findings indicate the need for further investigation into the role of job demand in influencing employee performance.

In addition to job demand, internal communication is recognized as a crucial mechanism for information exchange and coordination within organizations. Effective internal communication, both vertically and horizontally, plays an important role in supporting organizational processes. Several studies show that internal communication has a positive and significant effect on employee performance, as it enhances understanding, motivation, and collaboration among employees. Clear and transparent communication helps employees align their tasks with organizational goals.

Nevertheless, previous research has also revealed inconsistent findings regarding internal communication. While most studies highlight its positive role, research by (Priyatama *et al.*, 2025) found that internal communication has a negative and significant effect on employee performance. This suggests that communication characterized by poor message quality, excessive bureaucracy, or information overload may act as a barrier rather than a facilitator.

Based on these empirical inconsistencies, there is a research gap in understanding how job demand and internal communication jointly influence employee performance. In addition, studies that specifically examine these variables simultaneously in the context of the plywood manufacturing industry are still limited. Therefore, this study is important both theoretically and practically to re-examine the relationship between these variables within the framework of the Job Demands–Resources (JD-R) theory.

PT Lao Chow Indonesia was selected as the research object because the company operates in the manufacturing sector, where employee performance is highly dependent on workload management and effective communication among departments. Preliminary observations indicated several challenges related to production targets, coordination between work units, and information delivery within the organization. Employees often face demanding workloads due to production schedules and operational targets, while effective internal communication is required to ensure smooth coordination and task completion. These conditions make PT Lao Chow Indonesia an appropriate context for examining the relationship between job demand, internal communication, and employee performance.

This study aims to analyze the effect of job demand and internal communication on employee performance at PT Lao Chow Indonesia. To achieve this objective, this study employs a quantitative research approach using survey data and multiple linear regression analysis. The results indicate that job demand does not have a significant effect on employee performance, while internal communication has a positive and significant effect. Furthermore, both variables simultaneously influence employee performance.

Theoretically, this study contributes to the development of human resource management literature by providing empirical evidence on the role of job demand and internal communication within the JD-R framework. Practically, the findings provide insights for management in designing balanced job demand and improving internal communication systems to enhance employee performance.

This paper is organized as follows. Section 2 presents the background theory, Section 3 describes the research method, Section 4 discusses the results and findings, and Section 5 concludes the study.

2 | BACKGROUND THEORY

2.1 Job Demand

Job demand refers to aspects of work that require continuous physical, cognitive, or emotional effort from employees. High job demand often emerges through heavy workloads, tight deadlines, role ambiguity, and increased responsibilities. According to (Bakker & Demerouti, 2007), excessive job demands may consume employees' energy and potentially reduce their performance. Previous studies have reported inconsistent findings regarding the relationship between job demand and employee performance. Research conducted by Rahayu Endah (Rahayu Endah Purwanti *et al.*, 2022), (Kumala, 2023), and (Kurnia & Widigdo, 2021) found that job demand negatively affects employee performance due to increased stress and burnout. Similarly, Putra Surya Yanuar and (Putra Surya Yanuar & Mulyadi Hari, 2010) found that burnout strengthens the negative relationship between job demand and performance. However, other studies found different results. (Khoeriyah & Widarta, 2024) reported that job demand positively influences employee performance because employees may perceive work demands as motivating challenges. Meanwhile, (Ahmad Zaeni *et al.*, 2025) and (Telaumbanua Putri Teri & Nugraheni Setyanigrum Krisnawati, 2023) found that job demand does not significantly affect employee performance. These inconsistent findings indicate that the relationship between job demand and employee performance remains open for further investigation. According to Bakker and Demerouti (2007), job demand can be reflected through several indicators, including workload, time pressure, task complexity, emotional demands, role ambiguity, and responsibility. These indicators describe the extent to which employees are required to exert physical, cognitive, and emotional effort in carrying out their work responsibilities. Unlike previous studies that examined job demand or internal communication in isolation, or in sectors such as healthcare and public services, this study simultaneously examines both variables within a manufacturing company context. This combination and setting have rarely been explored empirically, making this study a valuable contribution to the existing literature.

2.2 Job Demands–Resources (JD-R) Theory

The Job Demands–Resources (JD-R) Theory proposed by (Bakker & Demerouti, 2007) explains how working conditions influence employee outcomes. According to this theory, every occupation has specific job demands and job resources that affect employee well-being and performance. Job demands refer to physical, psychological, social, or organizational aspects of work that require sustained effort and are associated with physiological or psychological costs. Examples include workload, time pressure, and task complexity. Conversely, job resources refer to aspects of work that help employees achieve work goals, reduce job demands, and stimulate personal growth and development. The JD-R theory suggests that excessive job demands may lead to stress, fatigue, and reduced performance, whereas adequate job resources can motivate employees and enhance performance. Internal communication can be considered a job resource because it supports employees in understanding their roles, coordinating tasks, and managing work-related challenges.

2.3 Internal Communication

Internal communication refers to the process of exchanging information within an organization to ensure coordination, collaboration, and alignment of organizational goals. Effective internal communication involves the transmission of clear information, feedback mechanisms, openness, and communication across hierarchical levels. According to (Nurul Maghfirah & Felix Chandra, 2024), effective internal communication helps employees understand organizational objectives, clarify job responsibilities, and facilitate teamwork. Consequently, internal communication is expected to improve employee motivation and performance. Empirical evidence generally supports the positive role of internal communication. Studies conducted by (Djohar *et al.*, 2024), (Isabella *et al.*, 2025) and (Nurul Maghfirah & Felix Chandra, 2024) found that internal communication positively and significantly affects employee performance. However, (Priyatama *et al.*, 2025) found a negative relationship, indicating that poor communication quality or information overload may hinder employee performance. These findings suggest that the effectiveness of internal communication depends on organizational conditions and communication quality. Internal communication can be measured through several indicators, namely clarity of information, communication openness, feedback effectiveness, communication frequency, coordination among departments, and communication flow between superiors and subordinates. Effective internal communication enables employees to understand organizational goals and perform their tasks efficiently.

2.4 Employee Performance

Employee performance is a central concept in human resource management and reflects the extent to which employees successfully accomplish tasks in accordance with organizational goals. Employee performance is not only assessed based on work outcomes but also on how employees perform their duties effectively and efficiently. According to (Pradhan & Jena, 2017), employee performance consists of three dimensions, namely task performance, adaptive performance, and contextual performance. These dimensions indicate that employee performance is influenced by both individual and organizational factors. Employee performance plays a critical role in determining organizational success because high-performing employees contribute to productivity, service quality, and competitive advantage. Therefore,

identifying factors that influence employee performance remains an important topic in human resource management research. Based on Pradhan and Jena (2017), employee performance consists of three main dimensions: task performance, adaptive performance, and contextual performance. Task performance refers to the accomplishment of core job duties, adaptive performance reflects employees' ability to adjust to changes, and contextual performance relates to behaviors that support the organizational environment and teamwork.

2.5 Research Hypotheses Development

Based on the JD-R theory, job demands require employees to exert physical and psychological effort. Excessive job demands may lead to stress and fatigue, which can reduce employee performance. Although previous studies have reported mixed findings, the theoretical perspective generally suggests that higher job demands tend to influence employee performance. Therefore, the following hypothesis is proposed:

H1: Job demand significantly affects employee performance at PT Lao Chow Indonesia.

Internal communication functions as an important organizational resource that supports employee coordination, information sharing, and task completion. Effective communication helps employees understand expectations and perform their work more efficiently. Therefore, the following hypothesis is proposed:

H2: Internal communication significantly affects employee performance at PT Lao Chow Indonesia.

According to the JD-R theory, employee performance is influenced by the interaction between job demands and job resources. Job demands represent work pressures, while internal communication serves as a resource that helps employees cope with those pressures. Therefore, both variables are expected to jointly influence employee performance.

H3: Job demand and internal communication simultaneously affect employee performance at PT Lao Chow Indonesia.

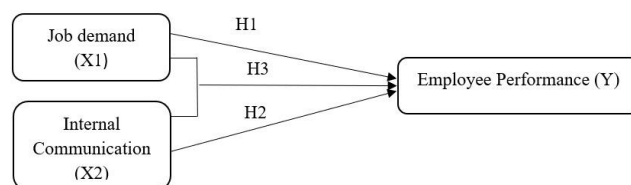


Figure 1. Research Model

3 | METHOD

This study employs a quantitative research design using a survey approach to examine the effect of job demand and internal communication on employee performance. A quantitative method was selected because it allows for systematic measurement of variables and statistical testing of hypotheses (Sugiyono, 2023). The population of this study consisted of 150 employees of PT Lao Chow Indonesia. The sampling technique used is purposive sampling, where respondents are selected based on specific criteria relevant to the research objectives (Sugiyono, 2023). A total of 110 respondents were included in the study. The sampling technique used is purposive sampling, where respondents are selected based on specific criteria relevant to the research objectives (Sugiyono, 2023).

The criteria for selecting respondents were: (1) permanent employees, (2) employees who had worked for at least one year, and (3) employees directly involved in operational activities. A total of 110 respondents were included in the study. Data collection was conducted from January to February 2026 through the distribution of structured questionnaires. Data were collected using a structured questionnaire distributed to respondents. The questionnaire utilized a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), which is commonly used to measure perceptions and attitudes (Sugiyono, 2023). The job demand instrument was adapted from the Job Demands–Resources (JD-R) framework developed by Bakker and Demerouti (2007), while the internal communication and employee performance instruments were adapted from previous studies relevant to each construct. To ensure data quality, validity and reliability tests were conducted.

The validity test was performed using correlation analysis, and all items were found to be valid. Reliability testing using Cronbach's Alpha showed values above 0.60, indicating that the instruments were reliable. Prior to regression analysis, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests, to ensure that the regression model met the required statistical assumptions. The data analysis technique used in this study is multiple linear regression analysis to examine the effect of independent variables on the dependent variable. Hypothesis testing was conducted using the t-test for partial effects and the F-test for simultaneous effects. The coefficient of determination (R^2) was also used to measure the explanatory power

of the model. The research was conducted within the organizational setting of PT Lao Chow Indonesia. Participation was voluntary, and respondents' confidentiality was maintained. The data collected were used solely for academic purposes.

4 | RESULTS AND DISCUSSION

4.1 Results

4.1.1 Respondent Characteristics

The following table presents the demographic characteristics of the respondents involved in this study. This data is essential to understand the background profile of the 110 employees at PT Lao Chow Indonesia who participated in the survey, specifically categorized by their age and gender. These demographic insights are crucial for providing a comprehensive overview of the research subjects, ensuring that the sample is truly representative of the company's workforce and accurately reflects the productive operational staff within the organization's manufacturing divisions.

Table 1. Gender Percentage

No	Demographic Characteristics	Category	Frequency (F)	Percentage (%)
1	Age	20-30 years	50	45.45%
		31-40 years	50	45.45%
		>40 years	10	9.10%
2	Gender	Male	70	63.64%
		Female	40	36.36%

Source: Processed Primary Data (2026)

The respondents in this study consisted of 110 employees of PT Lao Chow Indonesia. Based on the collected data, the respondents vary in terms of demographic characteristics, specifically age and gender, which provide a comprehensive overview of the workforce profile. The data reveals that the workforce is predominantly composed of younger and middle-aged employees, with those aged 20-30 years and 31-40 years each constituting 45.45% (50 employees) of the total sample. Only a small fraction, 9.10% (10 employees), are over 40 years old. Furthermore, in terms of gender distribution, male employees make up the majority at 63.64% (70 employees), compared to female employees who account for 36.36% (40 employees). These characteristics indicate that the sample represents employees who are actively involved in the company's daily operational activities and possess sufficient physical and mental capacity to handle the given job demands.

4.1.2 Validity Test

The validity test was conducted using correlation analysis to determine whether each item in the questionnaire accurately measures the intended variable. The results indicate that all questionnaire items have correlation values above the required threshold, confirming that all items are valid. This means that each statement in the questionnaire is capable of representing the constructs of job demand, internal communication, and employee performance. Therefore, the instrument used in this study is considered appropriate for further analysis.

Tables 2. Test validity results

Varibel	r Hitung	r Tabel	Keterangan
Variabel X1 (Job Demand)			
X1.1	0,818	0,180	VALID
X1.2	0,756	0,180	VALID
X1.3	0,854	0,180	VALID
X1.4	0,873	0,180	VALID
X1.5	0,779	0,180	VALID
X1.6	0,743	0,180	VALID
Variabel X2 (Komunikasi Internal)			
X2.1	0,690	0,180	VALID
X2.2	0,609	0,180	VALID
X2.3	0,509	0,180	VALID
X2.4	0,539	0,180	VALID
X2.5	0,442	0,180	VALID
X2.6	0,400	0,180	VALID
X2.7	0,405	0,180	VALID

X2.8	0,440	0,180	VALID
X2.9	0,423	0,180	VALID
X2.10	0,411	0,180	VALID
X2.11	0,437	0,180	VALID
X2.12	0,532	0,180	VALID
X2.13	0,441	0,180	VALID
X2.14	0,483	0,180	VALID
Variabel Y (Kinerja Karyawan)			
Y.1	0,800	0,180	VALID
Y.2	0,774	0,180	VALID
Y.3	0,644	0,180	VALID
Y.4	0,627	0,180	VALID
Y.5	0,747	0,180	VALID
Y.6	0,785	0,180	VALID

Based on the table above, all items for the variables Job Demand (X1), Internal Communication (X2), and Employee Performance (Y) have a calculated r value greater than 0.180. Therefore, it can be concluded that all items in this questionnaire are VALID and suitable for use as a research instrument.

4.1.3 Reliability Test

Reliability testing was conducted using Cronbach's Alpha to measure the consistency of the instrument. The results show that all variables have Cronbach's Alpha values above 0.60, indicating acceptable reliability. For example, the employee performance variable has a Cronbach's Alpha value of 0.824, which falls into the category of high reliability. This indicates that the questionnaire produces consistent results when used to measure the same construct. Thus, the data collected in this study can be considered stable and reliable for analysis.

Table 3. Results of the Job Demand Reliability Test

Cronbach's Alpha	Number of Items
0.888	6

The results of the reliability test on the research instrument showed a Cronbach's Alpha value of 0.888 for the six items. Given that the testing criteria set a minimum threshold of 0.60, this value indicates that all items in this instrument possess a high level of reliability. Thus, the questionnaire used is deemed RELIABLE and can be relied upon as a consistent data collection tool for this study.

Table 4. Reliability Statistics for Internal Communication

Cronbach's Alpha	Number of Items
0.737	14

The reliability test results showed a Cronbach's Alpha value of 0.737 for Internal Communication, indicating that the instrument is reliable because the value exceeds the minimum threshold of 0.60.

Table 5. Reliability Statistics for Employee Performance

Cronbach's Alpha	Number of Items
0.824	6

The results of the reliability test on the research instrument indicate a high level of consistency. Based on the Reliability Statistics table, a Cronbach's Alpha value of 0.824 was obtained for the six items tested. In accordance with standard decision-making criteria in research, an instrument is considered reliable if it has a Cronbach's Alpha value above 0.60. Given that the obtained value (0.824) exceeds this standard, it can be concluded that this instrument is reliable. This proves that the items in the questionnaire are reliable and consistent for use as a data collection tool in this study.

4.1.4 Classical Assumption Tests

Before conducting the multiple linear regression analysis, a series of classical assumption tests were performed to ensure that the data and the regression model met the underlying statistical requirements. These tests are essential to guarantee that the regression coefficients generated are unbiased, consistent, and reliable as best linear unbiased estimators (BLUE). In this study, the classical assumption tests consist of normality, multicollinearity, and

heteroscedasticity tests.



Figure 2. Normal P-P Plot of Regression Standardized Residual
Classical Assumption Tests

Normality testing was conducted using the Normal P-P Plot of Regression Standardized Residual. Based on the plot, the data points are distributed around and follow the diagonal line. Although there are slight deviations at several points, the overall pattern remains close to the diagonal line. Therefore, it can be concluded that the residuals are normally distributed and the regression model satisfies the normality assumption.

Tabel 6. Multikolinearitas Tests

Model	Variable	Unstandardized Coefficient B	Std. Error	Standardized Coefficient Beta	t	Sig.	Tolerance	VIF
1	Constant	9.978	2.555		3.905	0.000		
1	Job Demand	0.022	0.047	0.041	0.469	0.640	0.918	1.090
1	Internal Communication	0.269	0.047	0.496	5.739	0.000	0.918	1.090

Note. Dependent Variable: Employee Performance.

The multicollinearity test was conducted to determine whether a high correlation existed among the independent variables in the regression model. Multicollinearity can affect the stability and accuracy of regression coefficients, leading to biased estimates. The results show that both Job Demand and Internal Communication have tolerance values of 0.918, which exceed the minimum threshold of 0.10. Likewise, the VIF values for both variables are 1.090, which are well below the maximum threshold of 10. These findings indicate that there is no significant correlation among the independent variables. Therefore, the regression model is free from multicollinearity problems and is suitable for further analysis.

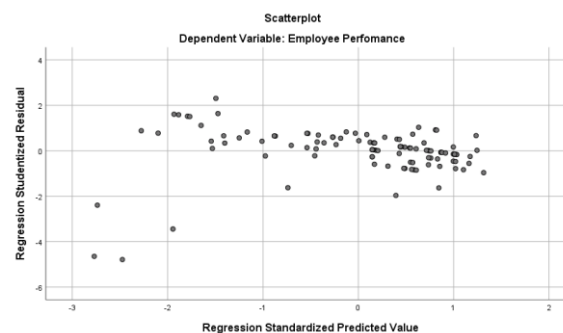


Figure 3. Scatterplot of Heteroscedasticity Test
Heteroscedascity Tests

The heteroscedasticity test was conducted using a scatterplot of the regression standardized residuals against the regression standardized predicted values. Based on the scatterplot, the data points are randomly distributed above and below the zero line and do not form a specific pattern such as a funnel, wave, or other systematic shape. This indicates that the variance of the residuals is constant across all levels of the predicted values. Therefore, it can be concluded that the regression model does not suffer from heteroscedasticity and satisfies the homoscedasticity assumption.

4.1.5 Multiple Linear Regression Analysis

This study uses multiple linear regression analysis to examine the effect of Job Demand and Internal Communication on Employee Performance. The results show that Job Demand has a positive but insignificant effect, while Internal Communication has a positive and significant effect. Thus, effective internal communication contributes more strongly to employee performance than job demand in this research model, based on the statistical findings.

Table 7. Regression Coefficients

Model	Variable	Unstandardized Coefficient B	Std. Error	Standardized Coefficient Beta	t	Sig.
1	Constant	9.817	2.574		3.815	0.000
1	Job Demand	0.020	0.047	0.038	0.432	0.666
1	Internal Communication	0.272	0.047	0.500	5.761	0.000

Note. Dependent Variable: Employee Performance.

Multiple linear regression analysis was conducted to examine the effect of Job Demand and Internal Communication on Employee Performance. The regression results show that the constant value is 9.817, indicating that when Job Demand and Internal Communication are assumed to be constant, the baseline level of Employee Performance is 9.817. The regression coefficient for Job Demand is 0.020, indicating a positive relationship with Employee Performance. This means that a one-unit increase in Job Demand is associated with an increase of 0.020 units in Employee Performance, assuming other variables remain constant. However, the magnitude of this effect is relatively small. Meanwhile, Internal Communication has a regression coefficient of 0.272, indicating that a one-unit increase in Internal Communication is associated with an increase of 0.272 units in Employee Performance. These findings suggest that Internal Communication has a stronger influence on Employee Performance compared to Job Demand at PT Lao Chow Indonesia.

4.1.6 Hypothesis Testing

The partial test (t-test) is used to examine the individual effect of each independent variable on the dependent variable in the regression model. The results indicate that Job Demand does not significantly influence Employee Performance, while Internal Communication shows a significant positive effect. This suggests that only Internal Communication contributes meaningfully to variations in Employee Performance within the study framework.

Table 8. Hypothesis Testing

Model	Variable	Unstandardized Coefficient B	Std. Error	Standardized Coefficient Beta	t	Sig.
1	Constant	9.817	2.574		3.815	0.000
1	Job Demand	0.020	0.047	0.038	0.432	0.666
1	Internal Communication	0.272	0.047	0.500	5.761	0.000

Note. Dependent Variable: Employee Performance.

The results of the partial test (t-test) show that job demand has a significance value of 0.666, which is greater than the significance level of 0.05. Therefore, H1 is rejected, indicating that job demand does not have a significant effect on employee performance. This finding suggests that employees may be able to adapt to their workload and work demands effectively. In contrast, internal communication has a significance value of 0.000, which is lower than 0.05. Therefore, H2 is accepted, indicating that internal communication has a positive and significant effect on employee performance. This means that better communication within the organization contributes to higher employee performance.

Table 9. Simultaneous Test (F-Test)

Model	Source	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	399.811	2	199.905	19.011	0.000
	Residual	1125.107	107	10.515		
	Total	1524.918	109			

Notes.

Dependent Variable: Employee Performance

Predictors: (Constant), Internal Communication, Job Demand

The results of the simultaneous test (F-test) indicate that the regression model is statistically significant. Based on the ANOVA table, the F-value is 19.011 with a significance value of 0.000, which is lower than the significance level of 0.05. Therefore, H3 is accepted, indicating that job demand and internal communication simultaneously have a significant effect on employee performance at PT Lao Chow Indonesia. These findings suggest that although job demand does not have a significant partial effect, the combined influence of job demand and internal communication contributes significantly to employee performance.

4.1.7 Coefficient of Determination (R^2)

The coefficient of determination (R^2) measures the proportion of variance in the dependent variable explained by the independent variables in the regression model. It indicates the goodness of fit of the model. A higher R^2 value suggests stronger explanatory power, while a lower value indicates limited ability of predictors to explain variations in the dependent variable.

Table 10. Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.512	0.262	0.248	3.243

Based on the Model Summary table, the correlation coefficient (R) is 0.512, indicating a moderate relationship between job demand, internal communication, and employee performance. The coefficient of determination (R^2) is 0.262, which means that 26.2% of the variation in employee performance can be explained by job demand and internal communication. Meanwhile, the remaining 73.8% is influenced by other variables not included in this study. The Adjusted R^2 value of 0.248 indicates that, after adjusting for the number of predictors in the model, 24.8% of the variation in employee performance can still be explained by the independent variables. These findings suggest that employee performance is influenced by various factors beyond job demand and internal communication.

4.2 Discussion

The findings of this study indicate that Job Demand does not have a significant effect on Employee Performance at PT Lao Chow Indonesia. This finding is consistent with the studies of (Ahmad Zaeni *et al.*, 2025), (Telaumbanua Putri Teri & Nugraheni Setyanigrum Krisnawati, 2023), and (Rahayu Endah Purwanti *et al.*, 2022), which also found that job demand does not significantly influence employee performance. According to the Job Demands–Resources (JD-R) Theory, job demands do not always produce negative outcomes. In certain situations, employees may perceive job demands as challenge stressors that encourage adaptation and productivity. Employees at PT Lao Chow Indonesia may have become accustomed to their workload and operational targets, enabling them to manage work demands effectively without reducing their performance. This aligns with (Bakker & Demerouti, 2007), who noted that the negative impact of job demands on performance can be buffered by organizational resources such as peer support and effective communication systems. In addition, support from colleagues, established work procedures, and organizational resources may help employees cope with work pressures.

The findings also indicate that Internal Communication has a positive and significant effect on Employee Performance at PT Lao Chow Indonesia ($t = 5.761, sig. = 0.000$). This result is consistent with studies by (Nurul Maghfirah & Felix Chandra, 2024), (Djohar *et al.*, 2024), and (Isabella *et al.*, 2025), all of which found that effective internal communication positively and significantly influences employee performance. Within the JD-R Theory framework, internal communication functions as a job resource that helps employees understand their roles, coordinate tasks across departments, and manage work-related challenges. At PT Lao Chow Indonesia, effective communication between supervisors and subordinates, as well as across departments, appears to play a critical role in enabling employees to perform their tasks efficiently. Clear information flow and open communication channels reduce ambiguity, enhance motivation, and support collaborative work, ultimately improving employee performance. This finding contrasts with (Priyatama *et al.*, 2025), who found a negative relationship between internal communication and employee performance, suggesting that the effectiveness of communication depends heavily on its quality and organizational context. As emphasized by (Nurul Maghfirah & Felix Chandra, 2024), effective internal communication that supports clarity and coordination directly contributes to employee engagement and role clarity, both of which are critical antecedents of performance.

The simultaneous effect of Job Demand and Internal Communication supports the JD-R Theory, which emphasizes the interaction between job demands and job resources in influencing employee outcomes. Although Job Demand does not significantly affect Employee Performance individually, its combined influence with Internal Communication contributes significantly to employee performance. This suggests that organizational resources, particularly effective communication, can help employees manage work demands and maintain performance. The coefficient of determination (R^2) of 0.262 indicates that 26.2% of the variation in Employee Performance can be explained by Job Demand and Internal Communication, while the remaining 73.8% is influenced by other factors outside the model. This finding suggests that

employee performance is also affected by variables such as motivation, leadership style, job satisfaction, organizational culture, compensation, and work environment. Therefore, future studies are encouraged to include additional variables to provide a more comprehensive explanation of employee performance.

5 | CONCLUSIONS AND FUTURE WORK

This study examined the effect of Job Demand and Internal Communication on Employee Performance at PT Lao Chow Indonesia. The results indicate that Job Demand does not have a significant effect on Employee Performance, whereas Internal Communication has a positive and significant effect. Furthermore, Job Demand and Internal Communication simultaneously have a significant effect on Employee Performance. These findings highlight the importance of effective internal communication as an organizational resource that supports employee performance. Practically, management is encouraged to implement structured internal communication programs, such as regular team briefings, transparent cross-departmental information sharing, and open-door communication policies between supervisors and employees. In addition, workload monitoring mechanisms should be maintained to prevent long-term burnout in high-pressure operational divisions. This study has several limitations. The coefficient of determination (R^2) of 0.262 indicates that employee performance is also influenced by other factors not included in this research. In addition, the use of a cross-sectional design limits the ability to observe changes over time. Therefore, future studies are recommended to examine additional variables such as motivation, leadership style, job satisfaction, organizational culture, and compensation. Researchers may also consider incorporating burnout or work engagement as mediating variables to better capture the psychological mechanisms linking job demand to performance. Furthermore, experimental or longitudinal designs could be used to evaluate the direct impact of internal communication improvement programs or workload management strategies on employee performance over time.

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How to cite this article: Munif, R., & Sunimah. (2026). The Effect of Job Demand and Internal Communication on Employee Performance at PT Lao Chow Indonesia. *Indonesian Journal Economic Review (IJER)*, 6(2), 806–816. <https://doi.org/10.59431/ijer.v6i2.851>.