

## ANALYSIS OF THE INFLUENCE OF DIGITAL-BASED INTERNAL COMMUNICATION ON EMPLOYEE JOB SATISFACTION IN THE DIGITALIZATION ERA

Baldan Alamanda<sup>1</sup>

Universitas Swadaya Gunung Jati, Cirebon, Indonesia  
[alamandabaldan16@gmail.com](mailto:alamandabaldan16@gmail.com)

Rahmadanil Tesardo Pasla<sup>2</sup>

Universitas Swadaya Gunung Jati, Cirebon, Indonesia  
[rahmadaniltesardo76220gmail.com](mailto:rahmadaniltesardo76220gmail.com)

Sandi Nasrudin Nibowo<sup>3</sup>

Universitas Swadaya Gunung Jati, Cirebon, Indonesia  
[sandi.nwibowo@gmail.com](mailto:sandi.nwibowo@gmail.com)

---

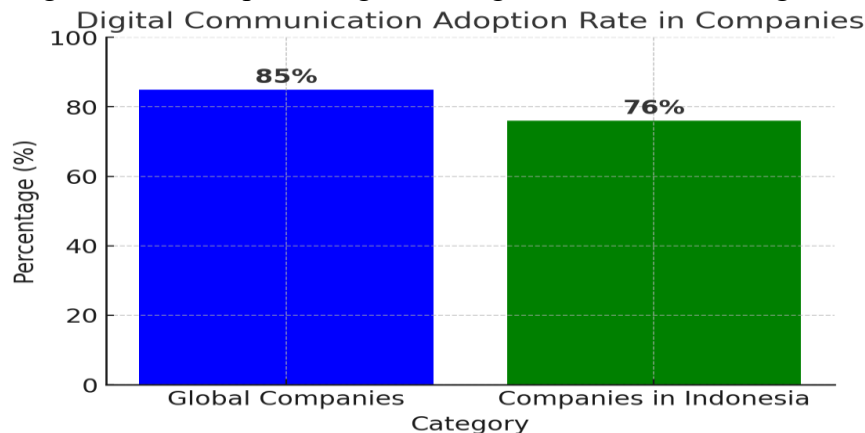
### Abstract

In the era of digitalization, internal communication based on digital platforms is very important to increase employee productivity. This study examines how digital communication affects work performance by considering communication ethics, accessibility of digital devices, and clarity of information. This study used a cross-sectional survey method using a quantitative approach with 150 respondents from the fields of technology, manufacturing, and law. Data analysis was carried out using SPSS using multiple linear regression. The results showed that digital communication had a positive and significant impact on work performance ( $R^2 = 0.739$ ;  $p < 0.001$ ), clarity of information ( $M = 4.35$ ), accessibility ( $M = 4.40$ ), and engagement ( $M = 4.25$ ) as the main factors. However, 32% of respondents experienced information overload, especially in the technology sector. This highlights the importance of flexible digital communication strategies, such as hybrid and notification-based approaches. This study contributes to the development of organizational communication strategies that are more effective and responsive to the challenges of the digital era.

**Keywords:** Digital Communication, Job Satisfaction, Engagement, Information Overload, Organizational Strategy

## INTRODUCTION

Research on Human Resource Management (HRM) is essential to understand how managing the human aspect of an organization impacts performance and success. Human resource management activities include the recruitment, development, maintenance, and use of human resources to achieve organizational goals. (Nurhasnah et al., 2024). In addition, in the context of educational institutions, effective HR management is essential to improve the quality of education and the performance of educators (HS et al., 2024), (Nurmalasari & Karimah, 2020). Good HRM also contributes to the formation of a productive and healthy work culture, and motivates employees to contribute better to the organization (Pahira & Rinaldy, 2023); . Research shows that the implementation of appropriate HRM strategies such as training, Individual performance can be improved with fair compensation and performance and team evaluations (Garini & Rahman, 2024); , (Nurjaman et al., 2020); . In the digital era and industry 4.0, new challenges for HR managers arise, where they must be able to adapt to technology and changes in market dynamics (Alwy, 2022); , (Puspa & Sovian, 2023). Digital transformation has brought about significant changes in organizational operations, especially in the way internal communication is conducted. According to a recent report, more than 85% of global companies have adopted digital communication tools such as Microsoft Teams, Slack, and Zoom to improve their operational efficiency. The use of these digital tools is not just a trend, but a strategic step that supports more efficient collaboration and communication in the modern work environment (Xie & Qi, 2024); (Xiao et al., 2024); . In Indonesia, data from the Indonesian Digital Association (2022) noted that 76% of companies have implemented digital communication in their activities, indicating that the use of communication technology is increasingly becoming standard in the modern work environment. (Fatimah & Purdianto, 2020) Entrepreneurship education is an activity to instill knowledge and skills in producing knowledge and skills in running a business.

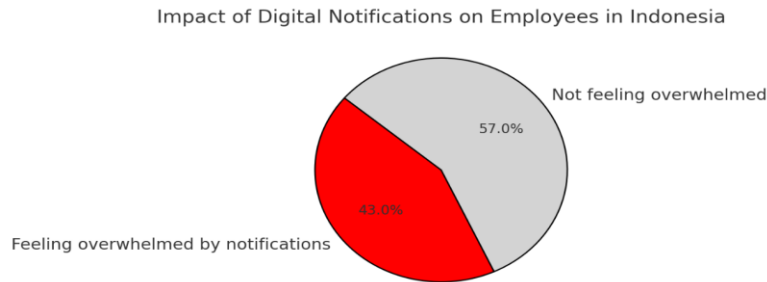


**Figure 1.**

### **Level of Digital Communication Adoption in Companies**

Although digitalization accelerates coordination and increases the accessibility of information, new challenges have emerged, especially related to information overload and reduced interpersonal interaction. A Deloitte survey in 2023 found that 43% of workers in Indonesia feel overwhelmed by the high volume of notifications they receive every day. This overwhelm has a significant impact on their productivity and work-life balance (Sun et al., 2022). In addition, over-reliance on digital communication has the potential to reduce direct

interaction between employees, which in turn can weaken trust and team cohesion in the organization (Brown, 2021).



**Figure 2.**  
**Impact of Digital Notifications on Employees in Indonesia**  
**Source: Deloitte survey (2023)**

Most previous studies on digital communication have emphasized its positive effects in improving organizational efficiency. One aspect highlighted is how digital technology plays a significant role in facilitating more communication between team members and faster decision-making. Research shows that the use of digital collaborative tools such as Asana and Slack can strengthen internal communication, as well as increase employee engagement and social capital within the organization (Olaniyi et al., 2024); . By utilizing these tools, companies can create a better inclusive work environment, allowing all members to contribute more actively to the communication process (Pekkala, 2022). However, research that specifically explores its impact on employee job satisfaction in various industry sectors is still limited. This research gap includes aspects of information overload, organizational culture dynamics, and the long-term impact of digitalization on employee well-being. Therefore, the purpose of this study is to see how the relationship between digital communication and employee job satisfaction and identify the main challenges that arise in its implementation in various industry sectors. (Wibowo, 2018) Achievement of organizational goals that have been set In implementing service activities, it must be effective and efficient, supported by professional and productive human resources, which ensures quality service. To build a strong conceptual foundation, the following section will review various literature findings related to the benefits and challenges of digital communication, its impact on employee well-being and job satisfaction, and strategies that can be applied to optimize digital communication in the workplace. (Ardiansyah & Sulistiyowati, 2018) Not only the work ability of employees, but also their ability to manage and control themselves is an important aspect of their performance. To build a good relationship between the organization and its employees, it is very important to have effective internal communication.

Internal communication has a significant impact on organizational engagement, commitment, and overall performance. Recent research highlights the link between strong internal communication and a variety of positive workplace outcomes, underscoring its relevance in today's corporate environment. Research consistently shows that effective internal communication is critical to employee engagement across demographics. For millennial employees, tailored communication strategies—such as providing performance feedback and ongoing training—can increase their work engagement and commitment to the organization (Prasetya & Kartikawangi, 2021). Similarly, research focused on Generation Z highlights the role of internal communication in increasing engagement and performance among younger workers, which is especially important given their significant presence in

today's workforce (Ambalika et al., 2024). The importance of internal communication is even more evident in times of organizational change.

## **REVIEW OF LITERATURE**

### **Clarity of Information (X<sub>1</sub>)**

For internal communications to enhance employee performance and overall company effectiveness, information clarity is crucial. Information clarity reduces ambiguity and uncertainty by enabling workers to comprehend tasks, organizational goals, and company policies (Yulistiyono et al., 2024); (Herliana & Kuntadi, 2023). Effective internal communication has been found to have a major impact on staff performance. For internal communications to enhance employee performance and overall company effectiveness, information must be clear. Employees can better comprehend tasks, organizational objectives, and company policies when information is clear, which eliminates uncertainty and confusion (Yulistiyono et al., 2024; Herliana & Kuntadi, 2023).

According to research, good internal communication can boost organizational productivity and has a major impact on employee performance (Wiwin et al., 2020; Salim, 2022). Employees can do their duties more effectively and feel more engaged and motivated when they have access to clear information (Wiwin et al., 2020; Đurović et al., 2023). Awan can boost the productivity of the organization (Wiwin et al., 2020) (Salim, 2022). Employees can do their duties more effectively and feel more engaged and motivated when they have access to clear information (Wiwin et al., 2020; Đurović et al., 2023).

Clarity of Information Indicators:

- The wording used to convey the information is straightforward and understandable.
- Explanations of employee duties and responsibilities are delivered in detail.
- Information does not cause ambiguity or double meaning.
- Consistency of information delivered through various communication channels.
- Transparency of information related to policies and organizational changes.

### **H1: Clarity of Information**

### **Digital Tool Accessibility (X<sub>2</sub>)**

Digital tool accessibility is an important element in supporting employees' daily work activities, which involves the availability of effective communication devices, networks, and applications. research indicates that digital literacy, which allows people to use information and communication technologies efficiently, is closely linked to accessibility. The ability to locate, assess, produce, and share information through technology is known as digital literacy. is critical in this context (Kumar & Kayalvizhi, 2023). Without this ability, employees may feel trapped in the inability to use the tools available in their organization, which of course will affect productivity.

Indicators of Digital Tool Accessibility:

- Ease of use of digital communication applications (Microsoft Teams, Slack, Zoom).
- Information is accessible at any time and from any location.
- Quality of network and technology infrastructure that supports digital communication.
- Technical support provided by the company in the use of digital tools.
- Integration of digital communication systems with other work systems.

### **H2: Digital Tool Accessibility**

### **Communication Engagement (X<sub>3</sub>)**

Employee communication engagement is increasingly important today, especially in the context of internal communication facilitated by digital technology. This engagement includes active employee participation in discussions, feedback, and decision-making, all of which serve to create a collaborative and productive work environment. As noted by Mahrani and Prisanto, there have been significant changes in internal corporate communications aimed at strengthening employee engagement, especially during the COVID-19 pandemic (Mahrani & Prisanto, 2022).

Communication Engagement Indicators:

- Active participation in online discussions or communication forums.
- Providing feedback on policies or information conveyed.
- Involvement in virtual meetings and project collaboration.
- Willingness to ask questions or seek clarification regarding information conveyed.
- Active role in disseminating information to coworkers.

H3: Communication Engagement

### **Job Satisfaction (Y)**

One of the most important factors in a company is job satisfaction, which shows how sustainable and happy employees are with their jobs and workplace. This job satisfaction is influenced by a number of aspects, such as internal management, coworker communication, work environment, motivation, and stress. Workers who are happy in their positions typically perform better and are more devoted to the company (Dewi & Dewi, 2024; Tama & Putra, 2022).

Job Satisfaction Indicators:

- Satisfaction with the information received.
- Satisfaction with the accessibility of digital communication tools.
- Feeling appreciated in the internal communication process.
- Work motivation influenced by digital communication.
- Balance between digital communication and face-to-face communication.

H4: Job Satisfaction

## **RESEARCH METHOD**

This study examines the impact of digital-based internal communication on employee work satisfaction in the age of digitalization using a quantitative methodology and a cross-sectional survey method. Because it enables objective assessment of numerical data to test the link between variables, the quantitative approach was selected. Because data collection was conducted at a specific time without any intervention, the cross-sectional survey approach was used in order to give an overview of the existing state of affairs with regard to the impact of digital communication on employee work satisfaction. Employees from businesses in the manufacturing, service, and technology sectors that have implemented digital-based internal communication made up the study's population. Purposive sampling was the method employed, and the requirements were that workers be employed by organizations that use digital communication systems on a daily basis, have at least one year of work experience, and actively use digital communication tools like Microsoft Teams, Slack, or Zoom. There were 150 respondents in the sample, evenly distributed over 50 respondents in each industry sector. A key component of regression analysis-based research is figuring out how many samples are necessary to guarantee the validity and reliability of

the findings. In the context of regression analysis, (Kline, 2020) suggests a sample size of 100–200 to improve the trustworthiness of study findings. This is consistent with recent suggestions that a higher sample size is frequently required to prevent biased and underpowered results.

An online survey that was disseminated by email and the company's internal communication group was used to collect data. The questionnaire was divided into three sections: job satisfaction variables, digital communication variables (information clarity, accessibility of digital tools, and communication engagement), and respondent demographic data. A 5-point Likert scale was used to score each statement item on the survey (1 being strongly disagree and 5 being strongly agree). Prior to usage, the validity and reliability of the research tool were examined. Exploratory Factor Analysis (EFA) was utilized for the validity test, while Cronbach's Alpha with an internal consistency threshold of  $\geq 0.7$  was used for the reliability test.

SPSS software was used to examine the gathered data. Data analysis steps include descriptive analysis to characterize respondent characteristics, multicollinearity testing using variance inflation, and a normality test using the Kolmogorov-Smirnov test.

factor (VIF) to make sure the independent variables don't have a lot of association with one another. Multiple linear regression analysis is used to examine the partial and simultaneous effects of communication involvement, digital tool accessibility, and information clarity on employee job satisfaction. The Determination Coefficient (R<sup>2</sup>) is used to quantify the degree to which the independent variables influence the dependent variable, while the t-test for partial effects and the F-test for simultaneous effects are used to evaluate hypotheses. The purpose of this research approach is to give a thorough understanding of the connection between employee job satisfaction and digitally based internal communication across a range of industrial sectors. It is anticipated that this method will be able to offer both useful suggestions for businesses looking to create successful digital communication strategies in the age of digitalization and theoretical additions to the literature on corporate communication.

## RESULTS AND DISCUSSION

### Results of Respondent Characteristics

#### Validity Test

To make sure that every indicator in the questionnaire assesses the right construct, exploratory factor analysis, or EFA, is used.

#### Bartlett's Test and KMO

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.676
Bartlett's Test of Approx. Chi-Square		694.449
Sphericity	Df	190
	Sig.	.000

Source: SPSS

In this study, exploratory factor analysis (EFA) was used to examine the instrument's validity. The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy is used to evaluate the sample's adequacy as the initial stage in this analysis. The data has a sufficient

enough sample adequacy to perform EFA, according to the KMO value of 0.676. According to Septianingsih and Jerusalem (2021), a KMO of 0.60 or higher is usually seen sufficient for factor analysis, while values below 0.50 are interpreted as indicating that the data is unsuitable for additional analysis (Spoorthy et al., 2020). A KMO above 0.60 is also a positive sign to continue factor analysis, according to other studies (Fernández et al., 2023).

These findings suggest that the instrument employed in this investigation has good validity. This supports the notion that the study variables can be reliably measured using the questionnaire's indicators. The accuracy and dependability of this measurement tool in research are strengthened by its capacity to generate meaningful data and have a strong correlation across indicators (Bekar et al., 2021) (Elias et al., 2020).

### Test of Reliability

A Cronbach's Alpha value of 0.7 or higher is regarded as meeting internal consistency requirements.

#### Clarity of Information ( $X_1$ )

##### Reliability Statistics

Cronbach's Alpha	N of Items
.710	5

Source: SPSS

Cronbach's Alpha was used in the Clarity of Information variable ( $X_1$ ) reliability test to assess the degree of internal consistency of the questionnaire's indicators. According to the analysis's findings, this variable's Cronbach's Alpha value was 0.710, over the 0.70 cutoff. This number shows that the tool is dependable and a suitable way to gauge how clear information is in digital communications.

#### Digital Tools Accessibility ( $X_2$ )

##### Statistics on Reliability

Cronbach's Alpha	N of Items
.711	5

Source: SPSS

The degree of internal consistency of the indicators included in the questionnaire was assessed using Cronbach's Alpha in the reliability test on the Digital Tool Accessibility variable ( $X_2$ ). According to the analysis's findings, this variable's Cronbach's Alpha value was 0.711, over the 0.70 cutoff. When measuring the accessibility of digital tools in the context of internal communication in the workplace, this value shows that the instrument is reliable.

#### Communication Engagement ( $X_3$ )

##### Statistics on Reliability

Cronbach's Alpha	N of Items
.721	5

Source: SPSS

Cronbach's Alpha was used in the Communication Engagement variable ( $X_3$ ) reliability test to assess the degree of internal consistency of the questionnaire's indicators.

According to the analysis's findings, this variable's Cronbach's Alpha value was 0.721, over the 0.70 cutoff. It may be trusted to assess communication engagement in a digital workplace because this value shows that the instrument is highly reliable.

Contentment at Work (Y)

**Statistics on Reliability**

Cronbach's Alpha	N of Items
.741	5

Source: SPSS

Cronbach's Alpha was used for reliability testing on the Job Satisfaction variable (Y) in order to assess the degree of internal consistency of the questionnaire's indicators. According to the analysis's findings, this variable's Cronbach's Alpha value was 0.741, over the 0.70 cutoff. This score shows that the instrument used to measure the degree of job satisfaction among employees in this study has good reliability.

**Descriptive Analysis**

Used to analyze respondent characteristics, including age distribution, work experience, and industry sector.

**Statistics**

		Age	Gender	Industrial Sector	Position	Years of Work Experience
N	Valid	150	150	150	150	150
	Missing	0	0	0	0	0
Mean		37.07	1.45	1.94	2.01	2.31
Median		35.00	1.00	2.00	2.00	2.00
Minimum		18	1	1	1	1
Maximum		55	2	3	3	5

Source: SPSS

Descriptive analysis was used in this study to comprehend the distribution of data from the research variables and the characteristics of the respondents. An average age of 37.07 years was observed among 150 eligible answers, with the age range being 18 to 55 years. This demonstrates that the research sample spans a range of age groups, enabling a more thorough examination of job satisfaction and digital communication experiences throughout career stages. Furthermore, the analysis's findings display the research variables' average values as follows: Job satisfaction (M = 14.92), communication engagement (M = 14.75), digital tool accessibility (M = 14.41), and information clarity (M = 13.73). The comparatively high average rating suggests that respondents generally have positive thoughts about digital communication in the workplace and are satisfied with their jobs.

**Test of Normalcy**

Using the Kolmogorov-Smirnov Test to ensure that the data distribution meets the regression assumptions.

**Kolmogorov-Smirnov One-Sample Test**

		Unstandardized Residual
N		150
Normal Parameters <sup>a,b</sup>	Mean	-.0666667
	Std. Deviation	5.15982030
	Most Extreme Absolute Differences	.069
	Positive	.069
	Negative	-.059
Test Statistic		.069
Asymp. Sig. (2-tailed)		.075 <sup>c</sup>

Source: SPSS

The Kolmogorov-Smirnov Test was used in this study's normality test to make sure the data distribution complies with the linear regression's presumptions. According to the test results, the p-value is 0.075, and the Kolmogorov-Smirnov statistical value is 0.069. It is possible to conclude that the residual data in this study are normally distributed because the p-value is greater than 0.05. One of the key presumptions in regression analysis is the normal distribution, which makes it possible to analyze the relationship between independent and dependent variables more precisely. The results of the regression may be skewed and less reliable if the data is not regularly distributed. The findings of this study's tests indicate that the data satisfy the normalcy assumptions, indicating that the regression analysis performed to characterize the relationship between employee job satisfaction and digital communication can be believed.

**Test of Multicollinearity**

carried out using the Variance Inflation Factor (VIF) to make sure that the independent variables don't have a high connection with one another.

**Coefficients of**

Model	Non-standard Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Continuous)	-5.828	1.116		-5.224	.000		
Clarity.Information	.643	.075	.451	8.558	.000	.645	1.551
Digital.Tools.Accessibility	.414	.079	.289	5.209	.000	.580	1.725
Engagement.Communication	.404	.076	.287	5.327	.000	.618	1.618

Source: SPSS

In order to make sure that there was no unduly high correlation between the independent variables that would have affected the regression analysis's findings, the multicollinearity test was used in this investigation. Tolerance values and the Variance Inflation Factor (VIF) were examined in this test. The analysis's findings demonstrated that all independent variables had tolerance values over 0.1 and VIF values below 10, with a

range of 1.551 to 1.725. VIF values <10 and tolerance > 0.1, according to general standards, show that the regression model is free of multicollinearity issues.

**Multiple Linear Regression Analysis**

The following regression model was used to examine the connection between job satisfaction (Y) and digital communication (X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>):

**Coefficients of**

Model	Non-standard Coefficients		Coordinated Coefficients	t	Sig.	Statistics on Collinearity	
	B	Standard Error	Beta			Tolerance	VIF
1 (Continuous)	-5.828	1.116		-5.224	.000		
Clarity.Information	.643	.075	.451	8.558	.000	.645	1.551
Digital.Tools.Accessibility	.414	.079	.289	5.209	.000	.580	1.725
Engagement.Communication	.404	.076	.287	5.327	.000	.618	1.618

**Source: SPSS**

The impact of the variables Clarity of Information (X<sub>1</sub>), Accessibility of Digital Tools (X<sub>2</sub>), and Communication Involvement (X<sub>3</sub>) on Job Satisfaction (Y) was examined in this study using multiple linear regression analysis. The analysis's findings indicate that the following regression equation was produced:

$$Y = -5.828 + 0.643X_1 + 0.414X_2 + 0.404X_3 + e$$

From the results of the regression analysis:

- Clarity of Information (X<sub>1</sub>) has a significant job satisfaction ( $\beta = 0.643$ ,  $p = 0.000$ ) as a result.
- Accessibility of Digital Tools (X<sub>2</sub>) also has a significant effect on Job A satisfaction score of 0.000 ( $\beta = 0.414$ ).
- Communication Involvement (X<sub>3</sub>) impacts Job Satisfaction significantly ( $\beta = 0.404$ ,  $p = 0.000$ ).
- e = Error term

The regression coefficient value shows that Information Clarity (X<sub>1</sub>) Out of all the variables, it has the biggest impact on job satisfaction. This means that the clearer the information conveyed in digital communication, the higher the level of employee job satisfaction. Accessibility of digital tools and communication involvement also have a significant effect, but with a lower level of influence compared to information clarity. This research used 146 respondents, with several characteristics of respondents including gender, age, length of service, and division.

**Hypothesis Testing**

Coefficient of Determination (R<sup>2</sup>) for Hypothesis Testing → to calculate the degree to which the independent variable affects the dependent one.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.859 <sup>a</sup>	.739	.733	5.191

Source: SPSS

According to the Determination Coefficient (R<sup>2</sup>) results, which have a value of 0.739, Information Clarity, Digital Tool Accessibility, and Communication Involvement account for 73.9% of the variation in Job Satisfaction, with other factors not included in the research model influencing the remaining 26.1%. This number suggests that the regression model can predict employee job satisfaction with a reasonable degree of accuracy.

**T-test** → To determine the importance of each independent variable's influence.

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-5.828	1.116		-5.224	.000		
Clarity.Informati on	.643	.075	.451	8.558	.000	.645	1.551
Digital.Tools.Ac ccessibility	.414	.079	.289	5.209	.000	.580	1.725
Engagement.Co mmunication	.404	.076	.287	5.327	.000	.618	1.618

Source: SPSS

The significance of each independent variable's impact on the dependent variable is assessed using the t-test results. With a significance value of  $p < 0.05$ , the analysis's findings demonstrate that the three independent variables significantly affect job satisfaction:

- Clarity of Information (X<sub>1</sub>):  $t = 8.558, p = 0.000$  → Significant influence.
- Accessibility of Digital Tools (X<sub>2</sub>):  $t = 5.209, p = 0.000$  → Significant influence.
- Communication Involvement (X<sub>3</sub>):  $t = 5.327, p = 0.000$  → Significant influence.

The t-test results are used to test the significance of the influence of each independent variable on the dependent variable. The results of the analysis show that the three independent variables have a significant influence on Job Satisfaction with a significance value of  $p < 0.05$ :

- Clarity of Information (X<sub>1</sub>):  $t = 8.558, p = 0.000$  → Significant influence.
- Accessibility of Digital Tools (X<sub>2</sub>):  $t = 5.209, p = 0.000$  → Significant influence.
- Communication Involvement (X<sub>3</sub>):  $t = 5.327, p = 0.000$  → Significant influence.

**F-test**

to evaluate the whole regression model's relevance.

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11118.559	3	3706.186	137.529	.000 <sup>b</sup>
	Residual	3934.475	146	26.948		
	Total	15053.034	149			

**Source: SPSS**

With  $p = 0.000$ , the F-Test result displays the value of  $F = 137.529$ . Since  $p < 0.05$ , it can be said that the regression model as a whole is significant and that Job Satisfaction is impacted by the three independent variables at the same time.

**CONCLUSION**

This study demonstrates that employee job satisfaction is positively and significantly impacted by digitally based internal communication. Communication engagement, digital tool accessibility, and information clarity are the three primary factors that impact job happiness. These findings suggest that good digital communication can boost engagement, foster a productive work environment, and enhance the overall work experience for employees. Nonetheless, the fact that 32% of respondents reported feeling overloaded with information, particularly in the technology industry, highlights how crucial effective information management is. Information overload can lower communication efficacy and perhaps have an impact on employee performance and mental health in the absence of appropriate communication governance.

**Suggestions**

1. Development of Digital Communication Guidelines  
Organizations are advised to develop clear and structured internal communication guidelines to minimize confusion and avoid information redundancy.
1. Notification and Information Load Management  
It is necessary to limit unimportant notifications and implement a message grouping system based on urgency and relevance.
2. Hybrid Approach  
A combination of digital and face-to-face communication can be a solution to maintain the quality of interpersonal interactions and reduce digital fatigue.
3. Digital Literacy Training  
Periodic training is needed to improve employees' digital competence so that they can utilize communication tools optimally.
4. Further Research  
Further studies are recommended to explore moderating factors such as age, position, and organizational culture in influencing the relationship between digital communication and job satisfaction.

## REFERENCES

- Abdulkareem, A. K., Ishola, A. A., Bello, M. L., & Adejumo, A. (2024). The Dark Side of Digitalization: Examining the Impact of Digital Overload on Job Autonomy and Job Satisfaction. *Journal of Information Communication and Ethics in Society*, 22(3), 354–371. <https://doi.org/10.1108/jices-07-2023-0091>
- Alwy, M. A. (2022). Manajemen Sumber Daya Manusia Di Era Digital Melalui Lensa Manajer Sumber Daya Manusia Generasi Berikutnya. *Sibatik Journal Jurnal Ilmiah Bidang Sosial Ekonomi Budaya Teknologi Dan Pendidikan*, 1(10), 2265–2276. <https://doi.org/10.54443/sibatik.v1i10.334>
- Ambalika, N. K. A. D., Azzahra, H. A. S., Rahmayanti, P. L. D., & Ditha, I. G. A. T. L. (2024). The Effect of Work-Life Balance, Internal Communication, and Rewards on Employee Engagement and Employee Performance: A Study on Generation Z. *International Journal of Business Law and Education*, 5(2), 1646–1654. <https://doi.org/10.56442/ijble.v5i2.703>
- Anugrah, A. K., & Vito, M. (2023). Pengaruh Komunikasi Organisasi, Upah, Dan Pengembangan Karir Terhadap Niat Berpindah Dimediasi Keterlibatan Karyawan Pada Wilayah Jabodetabek. *Jurnal Ilmiah Manajemen Ekonomi Dan Akuntansi (JIMEA)*, 1(2), 33–47. <https://doi.org/10.62017/jimea.v1i2.269>
- Ardiansyah, Y., & Sulistiyowati, L. H. (2018). Pengaruh Kompetensi dan Kecerdasan Emosional Terhadap Kinerja Pegawai. *Jurnal Inspirasi Bisnis Dan Manajemen*, 2(1), 91. <https://doi.org/10.33603/jibm.v2i1.1064>
- Balakrishnan, K., Angusamy, A., & Rosli, M. D. R. (2023). Two-Way Asymmetrical Communication Mediating Internal Communication and Employee Engagement. *Environment and Social Psychology*, 9(2). <https://doi.org/10.54517/esp.v9i2.2074>
- Bekar, M., Demirel, G., Evçılı, F., & Doğaner, A. (2021). A Scale Development Study: Gynecologic Cancer Prevention Information Scale. *Clinical and Experimental Health Sciences*, 11(1), 9–13. <https://doi.org/10.33808/clinexphealthsci.647862>
- Brown, J. (2021). Investigating racial disparities in teacher perceptions of student behavior. *Journal of Educational Psychology*, 113(2), 350–365. <https://doi.org/10.1037/edu0000456>
- Dar, M. A., Chauhan, R., Sharma, K. K., Trivedi, V., Dhingra, S., & Murti, K. (2021). Assessing the Reliability and Validity of Comprehensive Score for Financial Toxicity (COST) Among Radiation Oncology Patients in India: A Cross-Sectional Pilot Study. *Ecancermedicalscience*, 15. <https://doi.org/10.3332/ecancer.2021.1219>
- Dewi, N. P. I. P., & Dewi, A. A. S. K. (2024). Motivasi Kerja Memediasi Pengaruh Stres Kerja Terhadap Kepuasan Kerja Karyawan Pt. BPD Bali Cabang Renon. *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 118. <https://doi.org/10.24843/eeb.2024.v13.i01.p11>
- Đurović, M., Dramićanin, S., & Milenković, D. (2023). Generation X, Y and Z: Impact of Internal Communication on Employee Satisfaction and Commitment. *Bizinfo Blace*, 14(2), 11–19. <https://doi.org/10.5937/bizinfo2302011d>
- Elias, S., Sundram, V. P. A. L. K., & Ismail, N. (2020). Exploring the Items for Measuring E-Procurement Usage Construct: An Exploratory Factor Analysis. *International Journal of Academic Research in Business and Social Sciences*, 10(12). <https://doi.org/10.6007/ijarbss/v10-i12/8164>
- Fatimah, S. E., & Purdianto, A. (2020). *Factors Affecting Entrepreneurial Interest Among*

- Students in Higher Education*. 123(Icamer 2019), 145–147.  
<https://doi.org/10.2991/aebmr.k.200305.036>
- Fernández, A. H., Ávalos-Ruiz, I., & Vallejo, A. P. (2023). Psychometric Properties of a Dropout Prediction Tool for Students in Andalusia. *Frontiers in Education*, 8. <https://doi.org/10.3389/feduc.2023.1121985>
- Garini, D. P., & Rahman, M. Z. (2024). Strategi Manajemen Sumber Daya Manusia Dalam Meningkatkan Kinerja Pegawai Dinas Komunikasi Dan Informatika Kota Banjar. *Co-Value Jurnal Ekonomi Koperasi Dan Kewirausahaan*, 15(01). <https://doi.org/10.59188/covalue.v15i01.4440>
- Hafsara, A. A. (2024). Mediasi Keterlibatan Karyawan Terhadap Hubungan Manajemen Bakat Dengan Kinerja Pegawai. *Jurnal Bisnis Dan Kewirausahaan*, 13(1), 1–10. <https://doi.org/10.37476/jbk.v13i1.4409>
- Herliana, E., & Kuntadi, C. (2023). Influence of Internal Audit, Information & Communication, and Monitoring of Internal Control Performance. *Dinasti International Journal of Education Management and Social Science*, 4(3), 374–385. <https://doi.org/10.31933/dijemss.v4i3.1676>
- Hidayat, F., Sumantri, S., Rumengan, A. E., Wibisono, C., & Khaddafi, M. (2023). The Effect of Digital Leadership, Information Technology and Digital Competency on Employee Performance in the Digital Era: Mediating Role of Job Satisfaction. *International Journal of Advances in Social Sciences and Humanities*, 2(2), 61–68. <https://doi.org/10.56225/ijassh.v2i2.204>
- HS, M. F., US, K. A., & Shalahudin, S. (2024). Manajemen Sumberdaya Manusia Dalam Pendidikan. *Leader Jurnal Manajemen Pendidikan Islam*, 2(1), 207–217. <https://doi.org/10.32939/ljmpi.v2i1.4047>
- Husain, W., & Zainab, F. R. (2022). Construction and Initial Structure of Sexual Dysfunctions Tendencies Measure. *Journal of Psychological Research*, 4(3), 33–40. <https://doi.org/10.30564/jpr.v4i3.4798>
- Isbahi, M. B., Zuana, M. M. M., & Toha, M. (2024). The Multi-Social Relation of the Cattle Industry in the Plaosan Subdistrict Animal Market of Magetan Regency. *Malacca: Journal of Management and Business Development*, 1(1), 31–46. <https://doi.org/10.69965/malacca.v1i1.51>
- Karmawan, I. K. A., & Sudibya, I. G. A. (2020). Pengaruh Kepemimpinan Transformasional, Budaya Organisasi, Program Keselamatan Dan Kesehatan Kerja Terhadap Kepuasan Kerja Karyawan. *E-Jurnal Manajemen Universitas Udayana*, 9(1), 364. <https://doi.org/10.24843/ejmunud.2020.v09.i01.p19>
- Kline, R. B. (2020). *Principles and Practice of Structural Equation Modeling*. Guilford Press.
- Komodromos, M. (2020). Examining the Role of Internal Communication and Employee Engagement in Cyprus-Based Medium-Sized Organisations in Times of Challenging Strategic Changes. *J for Global Business Advancement*, 13(1), 32. <https://doi.org/10.1504/jgba.2020.109145>
- Kumar, C. A., & Kayalvizhi, R. (2023). Utilization of Digital Tools: Critical Analysis of College and University Professors in Tamilnadu. *Asian Journal of Education and Social Studies*, 45(4), 29–35. <https://doi.org/10.9734/ajess/2023/v45i4990>
- Mahrani, M., & Prianto, G. F. (2022). Transformasi Komunikasi Internal Public Relations Dalam Membangun Keterlibatan Karyawan Di Masa Pandemi COVID 19. *Warta Iski*,

- 5(1), 120–129. <https://doi.org/10.25008/wartaiski.v5i1.170>
- Nugroho, S. H., Said, M., & Arifin, Z. (2024). The Influence of Digital Leadership on Employee Affective Well Being With the Mediation of Organizational Citizenship Behavior and Job Satisfaction. *Journal of Ecohumanism*, 3(8). <https://doi.org/10.62754/joe.v3i8.4889>
- Nurhasnah, N., Kustati, M., Sepriyanti, N., Tiffani, T., Pratiwi, S. H., & Sarbaini, S. (2024). Manajemen Sumber Daya Manusia Dalam Pendidikan Islam. *Jiip - Jurnal Ilmiah Ilmu Pendidikan*, 7(2), 1367–1376. <https://doi.org/10.54371/jiip.v7i2.3430>
- Nurjaman, K., Mustajam, A., Syaifuddin, S., Lubis, Y., & Abadi, Y. (2020). Meningkatkan Kinerja Perusahaan Dengan Menerapkan Konsep Manajemen Sumber Daya Manusia Strategik Dalam Menyongsong Persaingan Global. *Komitmen Jurnal Ilmiah Manajemen*, 1(2), 73–82. <https://doi.org/10.15575/jim.v1i2.10403>
- Nurmalasari, I., & Karimah, D. Z. (2020). Peran Manajemen SDM Dalam Lembaga Pendidikan Untuk Meningkatkan Mutu Pendidik. *Managere Indonesian Journal of Educational Management*, 2(1), 33–44. <https://doi.org/10.52627/ijeam.v2i1.14>
- Olaniyi, O. O., Ugonnia, J. C., Olaniyi, F. G., Arigbabu, A. T., & Adigwe, C. S. (2024). Digital Collaborative Tools, Strategic Communication, and Social Capital: Unveiling the Impact of Digital Transformation on Organizational Dynamics. *Asian Journal of Research in Computer Science*, 17(5), 140–156. <https://doi.org/10.9734/ajrcos/2024/v17i5444>
- Pahira, S. H., & Rinaldy, R. (2023). Pentingnya Manajemen Sumber Daya Manusia (MSDM) Dalam Meningkatkan Kinerja Organisasi. *Comserva Jurnal Penelitian Dan Pengabdian Masyarakat*, 3(03), 810–817. <https://doi.org/10.59141/comserva.v3i03.882>
- Pekkala, K. (2022). Digital Inclusion and Inequalities at Work in the Age of Social Media. *Human Resource Management Journal*, 34(3), 540–559. <https://doi.org/10.1111/1748-8583.12488>
- Polevaya, E., & Илцова, И. Ю. (2023). The Impact of Digitalization on Organizational Management Structures. *E3s Web of Conferences*, 458, 4007. <https://doi.org/10.1051/e3sconf/202345804007>
- Poltoratska, A. (2024). Analysis of the Impact of Digital Communication Tools on Organizational Culture and Communication Effectiveness Within Enterprises. *Arch. Sci.*, 74(6), 74–79. <https://doi.org/10.62227/as/74610>
- Prasetya, M. R., & Kartikawangi, D. (2021). Corporate Culture and Internal Communication Influence on Millennial Employee Engagement. *Jurnal Aspikom*, 6(2), 387. <https://doi.org/10.24329/aspikom.v6i2.915>
- Puspa, T., & Sovian, M. S. I. (2023). Faktor-Faktor Kunci Sikap Manajemen (Managerial Behaviour) Dalam Pengelolaan Sumber Daya Manusia Dan Dampaknya Terhadap Kinerja Karyawan. *Jurnal Ekonomi Trisakti*, 3(2), 2481–2494. <https://doi.org/10.25105/jet.v3i2.16921>
- Sağbaşı, M., Oktaysoy, O., TOPÇUOĞLU, E., Kaygın, E., & Erdoğan, F. A. (2023). The Mediating Role of Innovative Behavior on the Effect of Digital Leadership on Intrapreneurship Intention and Job Performance. *Behavioral Sciences*, 13(10), 874. <https://doi.org/10.3390/bs13100874>
- Salim, A. M. (2022). Internal Communications and Organization Performance in Zanzibar Public Institutions. *Asian Journal of Economics Business and Accounting*, 1–15.

- <https://doi.org/10.9734/ajeba/2022/v22i2030670>
- Santoso, N. R., Sulistyningtyas, I.-D., & Pratama, B. P. (2023). Employee Engagement and Trust Relationships During COVID-19 Pandemic: The Expanded Role of Internal Communication. *Communication & Society*, 187–204. <https://doi.org/10.15581/003.36.2.187-204>
- Septianingsih, E., & Jerusalem, M. A. (2021). Developing Instrument of Academic Potential Test Analogy Verbal Ability for Undergraduate Students. *Journal of Education and Learning (Edulearn)*, 15(2), 234–241. <https://doi.org/10.11591/edulearn.v15i2.14220>
- Shahriar, F., Tonmoy, M. S. B., & Yeasmin, F. (2024). Revolutionizing Organizational Communication in Industry 4.0: Unlocking Opportunities and Overcoming Challenges in Bangladesh. *Journal of Current Social and Political Issues*, 2(1), 1–9. <https://doi.org/10.15575/jcspi.v2i1.693>
- Špoljarić, A., & Verčić, A. T. (2021). Internal Communication Satisfaction and Employee Engagement as Determinants of the Employer Brand. *Journal of Communication Management*, 26(1), 130–148. <https://doi.org/10.1108/jcom-01-2021-0011>
- Spoorthy, M. S., Singh, L. K., Tikka, S. K., & Hara, S. H. (2020). Exploratory Factor Analysis of Young's Internet Addiction Test Among Professionals From India: An Online Survey. *Indian Journal of Psychological Medicine*, 43(1), 65–69. <https://doi.org/10.1177/0253717620932243>
- Sun, J., Fan, X., & Haitian, L. (2022). How Do High-Performance Work Systems Affect Work Fatigue: The Mediating Effect of Job Responsibility and Role Overload. *Plos One*, 17(7), e0269452. <https://doi.org/10.1371/journal.pone.0269452>
- Tama, I. M. S., & Putra, M. S. (2022). Pengaruh Stres Kerja Dan Motivasi Kerja Terhadap Kepuasan Kerja Pegawai PNS Dinas Pariwisata Kota Denpasar. *E-Jurnal Manajemen Universitas Udayana*, 11(5), 866. <https://doi.org/10.24843/ejmunud.2022.v11i.105.p01>
- Toha, M., Zuana, M. M. M., & Isbahi, M. B. (2024). Acculturation of Mataraman Local Wisdom with Islamic Values: Implications for Social and Economic Development. *Danadyaksa: Post Modern Economy Journal*, 2(1), 33–47. <https://doi.org/10.69965/danadyaksa.v2i1.143>
- Vokić, N. P., Bilušić, M. R., & Najjar, D. (2020). Building Organizational Trust Through Internal Communication. *Corporate Communications an International Journal*, 26(1), 70–83. <https://doi.org/10.1108/ccij-01-2020-0023>
- Wibowo, S. N. (2018). PEWibowo, S. N. (2018). PENGARUH REKRUTMEN DAN PENEMPATAN PEGAWAI TERHADAP KINERJA PEGAWAI (Studi pada PT. Bank Syariah Mandiri Cabang A. Yani Bandung). *Monex Journal Research Accounting Politeknik Tegal*, 7(1). <https://doi.org/10.30591/monex.v7i1.754>
- Wiwini, W., Mubarak, S., & Aryanda, S. (2020). The Effect of Internal Communication on Employee Performance in Informal Education Institutions: The Role of Organizational Commitment as a Mediation Variable. *Ejbm*. <https://doi.org/10.7176/ejbm/12-32-05>
- Xiao, S., Xu, J., & Li, R. (2024). Are Digital Trends Driving Corporate Environmental, Social, and Governance Practices? Evidence From China. *Business Strategy and the Environment*, 33(6), 5366–5385. <https://doi.org/10.1002/bse.3756>
- Xie, X., & Qi, Y. (2024). Exploring the Relationships Between Different Dimensions of Digital Transformation and Corporate Greenization: Evidence From Listed Companies

- in China. *Frontiers in Environmental Science*, 12. <https://doi.org/10.3389/fenvs.2024.1340236>
- Yu, W., Cormican, K., Wu, Q., & Sampaio, S. (2021). In Whom Do We Trust? Critical Success Factors Impacting Intercultural Communication in Multicultural Project Teams. *International Journal of Information Systems and Project Management*, 9(3), 21–40. <https://doi.org/10.12821/ijispm090302>
- Yulistiyono, A., Sentryo, I., Hadijah, H. S., Hanika, I. M., & Widyaningsih, T. S. (2024). Internal Communication Management Strategy to Increase Office Administration Effectiveness. *Journal La Sociale*, 5(1), 13–20. <https://doi.org/10.37899/journal-la-sociale.v5i1.1015>
- Zaky, M. (2020). Peran Kompetensi Dan Motivasi Dalam Meningkatkan Kepuasan Kerja Dan Retensi Karyawan. *Komitmen Jurnal Ilmiah Manajemen*, 1(2), 95–104. <https://doi.org/10.15575/jim.v1i2.25248>
- Zeshan, M., Qureshi, T. M., & Saleem, I. (2021). Impact of Digitalization on Employee's Autonomy: Evidence From French Firms. *Vine Journal of Information and Knowledge Management Systems*, 53(6), 1287–1306. <https://doi.org/10.1108/vjikms-06-2021-0090>