

Analysis of the Influence of Internal Communication on the Work Culture of Outsourced Employees

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Abstract

This study examines the phenomenon of information gaps, misunderstandings, and psychological alienation from organizational culture experienced by outsourced employees due to their limited access to formal internal communication channels. This issue is evident at PT X, where the implementation of the "SOLUTION" work culture (Serve, Organized, Leading, Uniqueness, Totality, Innovative, Open-minded, and Networking) has not been fully internalized among outsourced employees. This condition is influenced by the limited frequency of work culture training programs, which are conducted only once a year, as well as the dominance of permanent employees in formal discussion forums. This study aims to analyze the influence of internal communication on the work culture of outsourced employees at PT X. A quantitative method with an explanatory approach was employed. Primary data were collected through structured questionnaires distributed to 32 outsourced employees with a minimum of two years of work experience, while secondary data were obtained through a literature review. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings indicate that internal communication has a positive and significant effect on employees' understanding of work culture, as reflected by a P-value of 0.000 (< 0.05) and a path coefficient of 0.904. These results suggest that more effective internal communication contributes to a stronger understanding and internalization of organizational culture among outsourced employees. Furthermore, the R^2 value of 0.818 indicates that internal communication explains 81.8% of the variance in employees' understanding of work culture, while the remaining 18.2% is influenced by other variables outside the scope of this study.

Keywords: *internal communication; work culture; outsourcing; PLS-SEM; SOLUTION*

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1. Introduction

Organizational culture within a corporate environment extends beyond administrative concerns, serving as a foundation of values and norms that shape employee behavior in alignment with the company's vision and strategic objectives. In an increasingly competitive industrial environment, organizational success is strongly influenced by management's ability to internalize work culture across all levels of the workforce (Sono, 2025). Organizational culture implicitly shapes employees' attitudes and behaviors to support the achievement of the organization's vision, mission, and strategic goals (Nugraha & Muchtar, 2025). Therefore, organizational cultural values should not remain merely conceptual but must also be reflected in employees' daily work activities.

In this context, work culture represents the practical manifestation of organizational culture through employees' behaviors, habits, and interaction patterns in carrying out their responsibilities. As such, work culture plays an important role in supporting organizational performance and achieving expected work outcomes. Robbins and Judge, as cited in Hadijaya et al., (2023), define work culture as a shared system of meanings embraced by organizational members that distinguishes one organization from another. Meanwhile, Triguno, as cited in

Indriani et al., (2019), describes work culture as a philosophy grounded in values that become embedded in organizational characteristics, habits, and behavioral patterns, which are subsequently reflected in employees' attitudes, beliefs, perspectives, and work practices.

According to Zainuddin & Nasikhah, (2020), the development of work culture is influenced by both internal and external factors, including leadership style, organizational structure, reward systems, and the quality of interaction among organizational members. To measure the extent to which these values are internalized, this study adopts six indicators of work culture: (1) creativity and innovation; (2) accountability in task execution; (3) focus on work achievement; (4) mastery of work-related knowledge and competencies; (5) work mechanisms and governance; and (6) work motivation and enthusiasm (M. W. Darmawan & Riana, n.d.).

However, the effectiveness of work culture internalization largely depends on the quality of internal communication. Internal communication is considered the foundation of organizational culture, as the values consistently communicated within the organization significantly contribute to the achievement of corporate (Agustini & Purnaningsih, 2009; Surya et al., 2024). Ferdiana, (2025) defines internal communication as the process of exchanging messages among organizational members, both formally and informally, to coordinate tasks and maintain professional relationships. More specifically, Septyani & Sutarjo, (2022) explain that internal communication includes vertical communication (top-down and bottom-up communication), horizontal communication among employees at the same hierarchical level, and diagonal communication, often referred to as cross-channel communication.

Effective internal communication is essential for achieving organizational goals, both in the relationship between management and employees and in interactions among employees themselves (Wicaksono et al., 2023). Clear, open, and structured communication processes strengthen the implementation of organizational culture within the company. Ferdian & Devita, (2020) further found that internal communication and organizational culture simultaneously exert a positive and significant influence on employee performance by enhancing work motivation.

Despite its importance, effective internal communication remains challenging, particularly in organizations that employ outsourced workers. Differences in status between permanent and outsourced employees frequently create communication barriers and gaps in the implementation of organizational culture. In the context of modern employment practices, outsourcing has become a strategic approach for improving operational efficiency. Although this system provides organizational flexibility, outsourced employees often experience psychological and sociological challenges, including feelings of exclusion from formal organizational structures, which may lead to information gaps and a low sense of belonging toward the company's culture (Budiantara et al., 2022).

Previous studies on organizational culture in outsourcing companies indicate that physical distance, limited interaction with management, and high employee turnover weaken the transfer of organizational values, knowledge, and cultural norms, resulting in lower integration of outsourced workers into organizational culture (Silva et al., 2024). In inter-organizational settings, differences in organizational support from client and supplier companies also influence employees' psychological ownership and willingness to share knowledge (Qin & Wan, 2024). Furthermore, effective vertical communication through clear instructions, performance feedback, and motivation has been shown to improve employee competence and work enthusiasm (Puspita & Darwin, 2023). Conversely, ineffective communication within outsourcing systems often creates role ambiguity and decreases employee creativity due to limited informational support from top management.

Both global and national data indicate an increasing reliance on outsourcing systems in Indonesia. Data from the Ministry of Manpower show that approximately 62% of companies have utilized outsourcing services to support their business operations (Sebastian, 2025). This phenomenon is also evident at PT X, where outsourced employees number 32, exceeding the 21 permanent employees within the company. At PT X, organizational culture is reflected in the "SOLUTION" values - Serve, Organized, Leading, Uniqueness, Totality, Innovative, Open-minded, and Networking, which function as the company's core standards of professionalism.

The primary issue addressed in this study concerns the barriers to internalizing the “SOLUTION” work culture among outsourced employees. Preliminary observations indicate that work culture training for outsourced employees at PT X is conducted only once annually, which is considered insufficient to maintain consistency in work behavior. In addition, outsourced employees have limited access to formal discussion forums, which are predominantly dominated by permanent employees. According to Suryani et al., (2025), insufficient communication intensity may lead outsourced employees to experience stagnation in competencies and decreased work motivation due to limited recognition within the organizational culture framework.

Based on these issues, this study aims to analyze the influence of internal communication on outsourced employees’ understanding of work culture at PT X. The findings are expected to provide practical contributions for management in developing more integrative communication strategies, while also contributing theoretically to the development of organizational communication studies, particularly within the context of industrial relations.

2. Method

This study employed a quantitative method with an explanatory approach to analyze the influence of vertical internal communication on the “SOLUTION” work culture, particularly in relation to competence, creativity, and work enthusiasm. This approach enables researchers to examine causal relationships and the significance between variables through measurable statistical testing (Sofya et al., 2024). The study was conducted at PT X, a heavy equipment distribution company characterized by intensive interaction dynamics between management and outsourced employees. Data collection was carried out from August 11, 2025, to November 11, 2025.

Data were collected through structured questionnaires developed based on indicators of vertical internal communication and the internalization of the “SOLUTION” work culture. The research instrument employed a four-point Likert scale consisting of: 1 = strongly disagree, 2 = disagree, 3 = agree, and 4 = strongly agree. This study utilized both primary and secondary data sources. Primary data were obtained directly through observation and questionnaire distribution, while secondary data were collected from existing documents, institutional publications, company profiles, books, and previous research relevant to the study. These secondary sources were used to enrich the analytical framework and support the interpretation of primary findings (Soesana et al., 2023).

The primary data in this study were obtained from self-administered questionnaires completed by outsourced employees at PT X. Categorically, these data represent internal organizational perspectives from outsourced workers regarding the dynamics of vertical internal communication and the implementation of the “SOLUTION” work culture in daily operational activities.

Data analysis was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, a variance-based structural equation modeling technique. The first stage involved evaluating the measurement model to assess convergent validity and construct reliability through outer loading values, Average Variance Extracted (AVE), and composite reliability. The results of the validity and reliability tests are presented in the corresponding table.

The second stage involved evaluating the structural model (inner model) to assess the predictive capability of the model and examine the hypothesized causal relationships among latent variables. This evaluation included several key outputs, namely the coefficient of determination (R^2), path coefficients, T-statistics, and P-values. The simultaneous contribution of the independent variables was measured using the R^2 value. Furthermore, bootstrapping procedures were employed to test the significance of partial effects and generate T-statistics and P-values. In this study, the hypothesis was considered empirically supported when the statistical criteria of P-value < 0.05 or T-statistic > 1.96 were fulfilled (Ghozali, 2012).

3. Results and Discussion Results

This study involved outsourced employees at PT X as the primary respondents. The following section presents the findings of the study.

Respondent Characteristics

A descriptive analysis of respondent characteristics was conducted to provide an overview of the demographic profile of participants involved in this study. The demographic data were classified into three main categories: gender, age group, and length of employment. A comprehensive summary of respondent characteristics is presented in Figure 1:

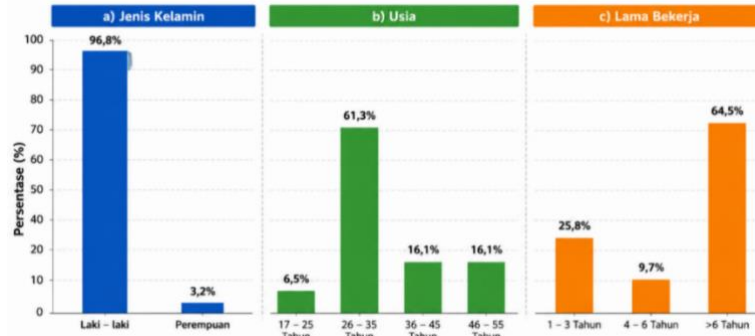


Figure 1. Respondent Characteristics

Source: Author's data analysis (2026)

Based on the respondent demographic data at PT X, the findings indicate a workforce profile that strongly supports organizational productivity. Male employees accounted for the vast majority of respondents, representing 96.8% (31 individuals), which is consistent with the operational demands of the heavy equipment industry that require strong physical capability and field responsiveness. In addition, most respondents were within the productive age range of 26–35 years (61.3%), a demographic generally characterized by high adaptability, strong learning motivation, and proactive engagement in internalizing the “SOLUTION” cultural value.

This operational capacity is further supported by employees’ work experience and organizational loyalty, as the majority of respondents had more than six years of work experience, accounting for 64.5% (21 individuals). Overall, these demographic characteristics indicate that the company is supported by a productive workforce possessing not only strong operational resilience but also substantial technical competence and familiarity with organizational work dynamics.

Overview of Internal Communication at PT X

In this study, the internal communication variable was measured using three main indicators representing the direction and flow of information within the organization. These dimensions consist of vertical internal communication, horizontal internal communication, and diagonal internal communication, which are explained in detail as follows:

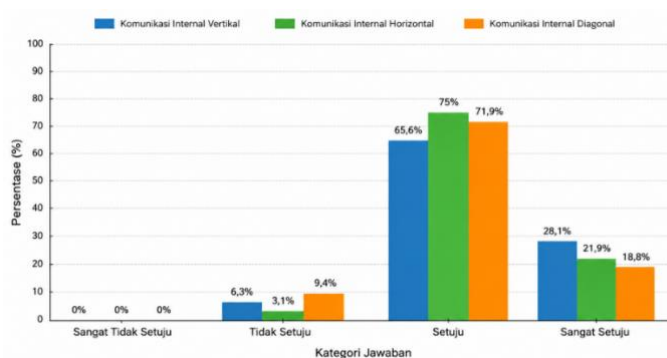


Figure 2. Internal Communication Understanding Among Outsourced Employees

Source: Author's data analysis (2026)

Based on the histogram of internal communication indicators, respondents demonstrated generally positive perceptions toward the communication patterns implemented within the company. Horizontal internal communication recorded the highest level of agreement, with 75% of respondents selecting the “Agree” category. This finding indicates that communication among employees tends to be open and supportive of teamwork. Observations conducted during the study also revealed that coordination among coworkers was relatively active, particularly in sharing information and collaboratively completing work tasks, thereby creating more flexible and effective workplace interactions.

Diagonal internal communication also produced positive results, with 71.9% of respondents selecting the “Agree” category. This finding suggests that communication across divisions and hierarchical levels has functioned effectively in supporting operational needs. Meanwhile, vertical internal communication recorded 65.6% in the “Agree” category and 28.1% in the “Strongly Agree” category, indicating a generally positive communication relationship between supervisors and subordinates. The relatively low percentage of disagreement across all indicators suggests that communication barriers within the company are minimal, allowing information exchange and work coordination to operate smoothly.

Overview of Work Culture at PT X

A descriptive analysis of the work culture variable was conducted to evaluate the extent to which organizational values have been internalized by employees. In this study, the work culture variable was measured using six main dimensions representing the principles of the “SOLUTION” work culture. A summary of respondents’ assessments regarding the frequency distribution and mean scores of these variables is presented in Figure 3:

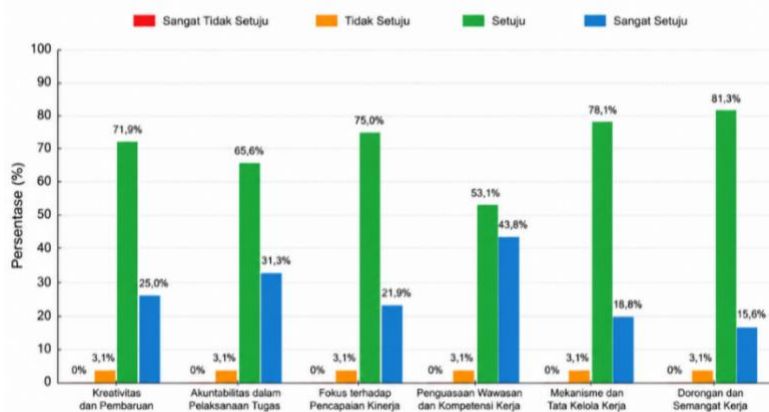


Figure 3. Work Culture Understanding Among Outsourced Employees

Source: Author's data analysis (2026)

All indicators of the “SOLUTION” work culture demonstrated highly positive perceptions among respondents. The creativity and innovation indicator recorded a total agreement level of 96.9%, indicating that the values of Innovative and Open-minded have been effectively implemented within the organization. Accountability in task execution also achieved a 96.9% agreement rate, reflecting the successful internalization of the Totality and Serve values in employees’ daily work practices.

Similarly, the indicator related to performance achievement recorded a 96.9% level of agreement, suggesting that the Leading value has encouraged employees’ independence and responsibility in completing their tasks. The indicator of work-related knowledge and competency achieved the highest proportion of “Strongly Agree” responses (43.8%), with an overall agreement rate of 96.9%. This finding demonstrates that the combined implementation of the Leading, Organized, Totality, Innovative, and Serve values has functioned effectively within the workplace.

In addition, the indicators of work mechanisms and governance, as well as work motivation and enthusiasm, both recorded agreement levels of 96.9%. These findings suggest that the values of Leading and Totality play an important role in encouraging employees’ work enthusiasm and organizational commitment.

Discussion

Analysis of the Influence of Internal Communication on the Work Culture of Outsourced Employees

Before conducting hypothesis testing, this study first presents the structural research model analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The model illustrates the relationships among variables (constructs) and the indicators representing each construct. The visualization of the structural model (path diagram) evaluated using the SmartPLS program is presented in Figure 4.

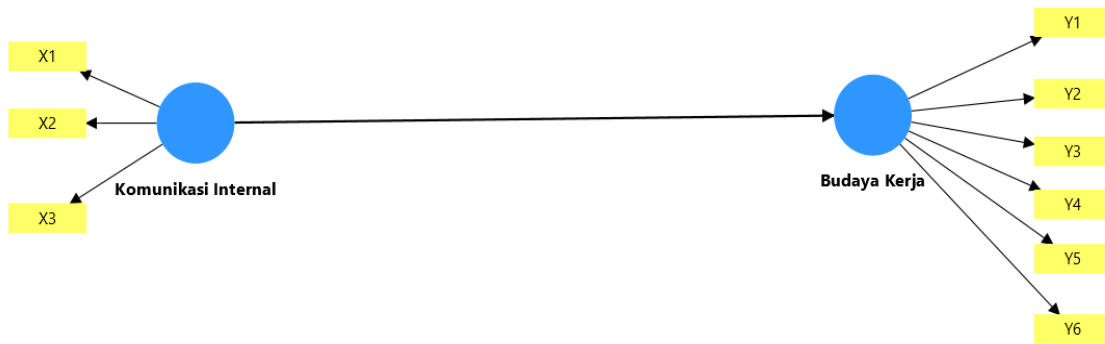


Figure 4. Structural Research Model
 Source: Author's data analysis (2026)

Based on the structural model above, this study evaluates two main models, namely:

1. Outer Model (Measurement Model): This model links the latent variables of internal communication (X) and work culture (Y) with their respective indicators to assess the validity and reliability of the research instrument.
2. Inner Model (Structural Model): This model illustrates the relationship and causal influence between internal communication and the work culture of outsourced employees. After confirming that the structural model satisfied the evaluation criteria of the outer model, including validity and reliability requirements, the analysis proceeded to the evaluation of the inner model to examine the strength of the relationships among variables.

Evaluation of the Measurement Model (Outer Model)

Based on the analysis conducted using SmartPLS software, all indicators measuring internal communication, competence, creativity, and work enthusiasm recorded loading factor values above 0.70. Convergent validity was also achieved, as indicated by the Average Variance Extracted (AVE) values exceeding the recommended threshold of 0.50. In addition, the reliability test showed Composite Reliability (CR) values above 0.70 for all constructs, confirming that the research instrument demonstrates a high level of accuracy, consistency, and stability in measuring the variables examined in this study

Convergent Validity

The evaluation of convergent validity aims to assess the extent to which the indicators accurately represent their corresponding latent constructs. In PLS-SEM analysis with reflective indicators, this relationship strength is reflected in the standardized loading factor values. An indicator is considered to meet convergent validity requirements when its loading factor coefficient exceeds 0.50 (Ghozali, 2012).

Table 1. Convergent Validity Test Results

Research Variables		Number of Indicators	Average Loading Factor	Conclusion
Vertical	Internal Communication (X1)	5	0,863	Valid

Horizontal Internal Communication (X2)	5	0,746	Valid
Diagonal Internal Communication (X3)	5	0,871	Valid
Budaya Kerja (Y)	5	0,860	Valid

Source: Author's data (2026)

Referring to the data presented in the table above, all instrument indicators recorded loading factor values exceeding the threshold of 0.60. These results indicate that each indicator demonstrates a strong ability to represent the latent constructs examined in this study. Therefore, all measurement items satisfied the requirements of convergent validity and were considered valid for inclusion in the subsequent structural model analysis.

Discriminant Validity

Discriminant validity was evaluated using cross-loading analysis to ensure that each indicator correlated more strongly with its respective latent construct than with other constructs. This validity criterion is fulfilled when the cross-loading value for the relevant construct exceeds 0.50 and demonstrates statistical significance (P -value < 0.01). This analysis was conducted to empirically confirm that internal communication and work culture represent two structurally distinct constructs, despite their interrelationship within the research model (Ghozali, 2012).

Table 2. Discriminant Validity Test Results

	Work Culture	Internal Communication	Conclusion
X1	0.889	0.923	Valid
X2	0.804	0.947	Valid
X3	0.848	0.945	Valid
Y1	0.962	0.876	Valid
Y2	0.942	0.799	Valid
Y3	0.973	0.844	Valid
Y4	0.935	0.846	Valid
Y5	0.960	0.899	Valid
Y6	0.962	0.914	Valid

Source: Author's source (2026)

Based on the table above, the cross-loading evaluation indicates that all constructs satisfied the requirements of discriminant validity. The dimensions of internal communication (X1, X2, and X3) demonstrated strong loadings on their respective constructs, with correlation coefficients ranging from 0.923 to 0.947, which were substantially higher than their cross-correlations with the work culture construct (0.804–0.889). A similar pattern was observed for the six dimensions of work culture (Y1–Y6), which recorded very high internal correlations with their own construct, ranging from 0.935 to 0.973, compared with their correlations with internal communication (0.799–0.914). Since each dimension exhibited stronger correlations with its respective construct than with other constructs, it can be concluded that the two variables in this research model represent empirically distinct conceptual entities.

Reliability Test

Construct reliability testing, based on the loading factor results obtained after validity testing, was conducted to assess the internal consistency of each indicator. According to Ariyanto et al. (2023), a construct is considered reliable when the coefficient value exceeds 0.70. In this study, reliability testing was performed to evaluate the consistency of the internal communication and "SOLUTION" work culture indicators in capturing respondents' perceptions. The fulfillment of the empirical thresholds for Composite Reliability and Cronbach's Alpha indicates that the research instrument possesses a high level of stability and consistency in measuring the operational variables.

Table 3. Reliability Test Results

Variabel	Composite Reliability	Cronbach's Alpha
Vertical Internal Communication	0,936	0,914

Horizontal Internal Communication	0,866	0,816
Diagonal Internal Communication	0,940	0,921
Creativity and Innovation	0,911	0,878
Accountability in Task Execution	0,944	0,925
Focus on Performance Achievement	0,922	0,894
Mastery of Work-Related Knowledge and Competencies	0,945	0,927
Work Mechanisms and Governance	0,931	0,907
Work Motivation and Enthusias	0,944	0,925

Source: Author's source (2026)

Evaluation of the Structural Model (Inner Model)

The inner model evaluation was conducted to assess the predictive strength of the model and the relationships among variables within the research framework. The results of the inner model analysis are presented in Table 4.

Table 4. Inner Model Test Results

Variable Relationship	Original Sampel (O)	P-values	R-square
Internal Communicatiom→ work culture	0,904	0,000	0,818

Source: Author's source (2026)

Based on the significance testing conducted through the bootstrapping procedure, the hypothesis in this study was empirically supported, as indicated by a P-value of 0.000 (< 0.05). The causal relationship between variables demonstrated a positive and strong effect, with a path coefficient (original sample) value of 0.904. These findings indicate that more effective and well-managed internal communication channels contribute to a stronger level of work culture internalization among outsourced employees. The findings are consistent with the study published by Prihantono et al., (2021) which explains that effective organizational communication support coordination, accelerates information exchange, and creates harmonious working relationship within the company. Effective communication patterns also contribute to improving employees' understanding of organizational goals and work procedures. This condition is in line with the findings of the present study, where internal communication among outsourced employees at PT X was perceived positively and contributed significantly to the internalization of the "SOLUTION" work culture.

Furthermore, the structural model evaluation (inner model) recorded an R-square (R^2) value of 0.818. This result indicates that internal communication accounts for 81.8% of the variance in employees' understanding and implementation of the "SOLUTION" work culture, while the remaining 18.2% is influenced by other factors outside the scope of this study. These substantive findings are consistent with the study by Dipayana & Heryanda, (2020), which emphasizes that smooth and transparent information flow serves as a strategic managerial instrument for disseminating organizational cultural values consistently and sustainably. In addition, the findings of this study provide a meaningful theoretical contribution to organizational communication research, particularly in explaining how communication structures shape work culture within outsourcing employment systems.

Conceptually, these findings also support the argument proposed by Pace & Faules., (2015), who state that in organizations characterized by high levels of bureaucracy and standardization, internal communication performs a normative function. In the context of PT X, internal communication functions as a key mechanism for ensuring that professional standards are consistently maintained despite the non-permanent employment status of outsourced workers

The structural position of outsourced employees within the organizational system places internal communication as a primary organizational mechanism. Darudono & Siregar, (2023) argue that a conducive communication climate within an organization strongly influences how employees perceive their roles. For outsourced employees, internal communication functions not

merely as a channel for delivering instructions, but also as a bridge that reduces structural distance and enables the effective internalization of organizational culture. This finding is also consistent with the argument proposed by Wegge et al., (2006), which emphasizes that employees' organizational identification is highly influenced by the quality of information they receive. In this context, communicative signals from supervisors become the primary reference through which outsourced employees construct their professional identity and understand expected work behaviors.

These findings explain the significant influence of vertical communication on all dimensions of the "SOLUTION" work culture and indicate that strong managerial intervention through vertical communication channels can effectively overcome structural barriers in the process of organizational culture internalization.

Further analysis of the research indicators revealed variations in the level of influence across different dimensions of work culture. The competency dimension showed the strongest influence (Path Coefficient = 0.714), indicating that cognitive and technical aspects are more easily transmitted through direct instructions, policy socialization, and performance feedback. This finding aligns with the regulatory function of vertical communication proposed by Pace & Faules., (2015), which emphasizes the role of communication in distributing work standardization throughout the organization.

Meanwhile, work enthusiasm demonstrated a moderate influence (Path Coefficient = 0.482). This finding suggests that employee motivation is influenced not only by informational content but also by relational quality and emotional support embedded within managerial communication. As explained in the Leader-Member Exchange (LMX) theory proposed by Liden & Maslyn, (1998), supportive supervisor-subordinate relationships play a crucial role in fostering employee enthusiasm beyond the mere delivery of formal instructions.

However, the effectiveness of organizational culture formation does not rely solely on vertical communication. Based on the evaluation of the measurement model (outer model), diagonal communication (X3) recorded the highest average loading factor value (0.871) and the strongest reliability level (CR = 0.940). These findings indicate that, for outsourced employees, flexible cross-functional communication without rigid bureaucratic boundaries serves as a major accelerator in understanding complex work processes. This result is reinforced by the study conducted by Pandelaki et al., (2025), which found that diagonal communication significantly reduces information distortion among contract-based workers and accelerates the understanding of organizational operational values.

On the other hand, although horizontal communication (X2) satisfied the validity requirements, it recorded the lowest coefficient value (0.746). This finding suggests that peer-to-peer interactions among outsourced employees tend to focus more on short-term operational coordination rather than the dissemination of strategic organizational values. This result also supports the argument proposed by Publikasi et al., (2025), which states that horizontal communication lacking managerial alignment may lead to the emergence of isolated subcultures within the organization. Therefore, the strong overall influence of internal communication, reflected in the R^2 value of 0.818, confirms that the combination of clear vertical instruction and flexible diagonal coordination represents the most effective communication configuration for strengthening cultural commitment among outsourced employees.

From a practical perspective, the successful internalization of work culture is reflected in the high reliability values of the work culture dimensions, particularly work-related knowledge mastery (CR = 0.945) and task accountability (CR = 0.944). Professionally managed information transparency also contributes to employees' sense of psychological safety. This finding is consistent with Achirul et al., (2025), who argue that a healthy and open communication climate creates a psychologically safe environment that encourages employees to understand their work roles more meaningfully.

When management consistently communicates performance expectations through transparent communication channels, outsourced employees no longer perceive themselves merely as complementary labor resources. Instead, they develop stronger emotional loyalty and perceive themselves as integral members of the organizational system. Ultimately, the integration

of effective internal communication and the reinforcement of the “SOLUTION” work culture contributes to the establishment of responsive service standards while minimizing the risk of performance degradation, which is often considered one of the primary challenges in outsourcing workforce management.

4. Conclusion

This study successfully achieved its primary objective by empirically demonstrating that internal communication has a positive, significant, and strong influence on the internalization of the “SOLUTION” work culture among outsourced employees at PT X. The structural model findings indicate that effective management of internal communication channels serves as a highly dominant predictive factor, explaining most of the variance in outsourced employees’ understanding of work culture, while the remaining variance is influenced by factors outside the research model.

Through the evaluation of the measurement model, diagonal communication was identified as the dimension with the highest reliability in representing respondents’ perspectives, while work-related knowledge mastery emerged as the strongest indicator reflecting employees’ work culture. These findings confirm that transparent information exchange and effective communication flow not only reduce structural distance for outsourced employees but also create psychological safety, which in turn strengthens their emotional loyalty as integral members of the organization in achieving the company’s vision.

Based on these findings, company management is advised to pay greater attention to the horizontal communication dimension, which recorded the lowest reflective coefficient. This can be achieved by facilitating regular discussion forums among outsourced employees at the same hierarchical level so that their interactions are not limited to short-term operational coordination but also incorporate organizational strategic values.

For future research, broader operational coverage and larger cross-branch samples are recommended to enhance the generalizability of the research model. Future researchers are also encouraged to explore additional variables outside the current model that may influence the work culture of outsourced employees, such as inclusive leadership style, organizational commitment, and compensation systems.

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The author also extends appreciation to fellow students and all individuals who provided moral support and encouragement during the preparation of this article. The author acknowledges that this study still has several limitations; therefore, constructive criticism and suggestions are highly welcomed for future improvement. It is hoped that this article will contribute to the development of organizational communication studies, particularly in understanding the role of internal communication in outsourcing employment systems, and serve as a reference for future research.

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