

# The Relationship Between Employee Communication And Performance: An Analysis Of Public Hospitals In Makassar City

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Article Info	ABSTRACT
<p><b>Keywords:</b> Organizational Performance, Communication, Employee Participation,</p>	<p>Health is a global issue that is important to everyone. Based on the performance report of the Indonesian Ministry of Health in the vision (2014-2030), the average health system performance of 47 districts is at 69.72%, while Makassar City only reached 42.69%, placing it at the lowest rank in the entire country. The main causes of the low performance in Makassar City are not yet known with certainty. The literature suggests that organizational performance can be improved through succession planning, job design, workplace recognition, dialogue, and problem solving, among other factors. However, the influence of employee communication on performance has not been studied in depth, especially in Makassar City. This study aims to explore the impact of employee communication on the performance of public health organizations in Makassar City, Indonesia. This study uses Komal and Tahir's System Theory and Employee Participation Model as a reference framework. In a correlational study involving 384 health workers in Makassar City, data were collected through a five-point Likert scale questionnaire that was tested for validity and reliability. The results of the study indicate that employee communication has a positive and significant influence on organizational performance (<math>\beta=.313</math>, <math>p&lt;.05</math>). Based on these results, it is concluded that the improvement of government health organization performance is influenced by the quality of employee communication. This study recommends that management encourage increased employee involvement in work-related decision making and integrate their views into organizational performance evaluations to increase employee ownership and involvement in the organization. The results of this study can provide benefits for employee voice managers, human resource managers, local governments, and other researchers or academics.</p>
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## INTRODUCTION

Communication refers to the effort made by an individual to obtain meaningful assessments. This communication can be verbal, written, or manifested through body language (Erika & Bala, 2017). Employers strive to promote communication through employee voices that encourage honest two-way dialogue. Measuring employee engagement can also reflect how well employee communication is structured within the organization. According to Hambley et al. (2014), communication can be

individual, collective, or both. It is essential for organizations to create a culture that fosters an environment where employees feel safe to speak up and are empowered to suggest new ways of working. This communication allows the organization to function as a whole despite its many parts and sub-parts.

Makamara (2016) argues that communication should seek to align business policies and procedures to provide better opportunities for employees to communicate meaningfully in the workplace by assessing how job design, organizational processes, values, and behaviors can be developed. Effective employee communication in a business is reflected in how often employees participate in discussions about important decisions and changes. Good communication in an organization will make employees work harder in carrying out their roles and responsibilities, while making them more responsible for their work (Kagwiri, 2017).

Dundon and Rafferty (2018) suggest that the most obvious form of communication is the traditional collective voice model, namely the trade union. This is very effective as long as it is based on positive partnerships and mutual respect. Structured communication can meet the needs of self-actualization of employees, which in turn increases their motivation and work performance. When management communicates effectively with employees, individual attributes such as job satisfaction, commitment to the organization, and better productivity can be improved. The end result is seen in improved organizational performance (Torka et al., 2010).

Communication greatly affects employee performance because good communication will provide job satisfaction to employees. Thus, employees will carry out the tasks given according to instructions, without misunderstanding. The system theory was originally introduced by Hungarian biologist Bertalanffy in 1950. The basis of this system theory is that organizations are viewed as open systems that continuously interact with their environment. The parts in the organization that communicate with each other can be seen as consisting of four main aspects, namely: inputs that include resources such as raw materials, money, technology, and labor; processes that include planning, organizing, motivating, and controlling; and outputs in the form of products and services that increase system productivity. This shows that communication occurs between and within the systems in the organization. This communication allows the organization to function as a whole even though it consists of different parts and sub-parts. In this analysis, system theory is very important because it emphasizes the importance of communication and its relationship to employee performance in the context of the organization.

Komal and Tahir's model focuses on job satisfaction, employee commitment, and employee productivity. Proponents of this model argue that by involving employees in the decision-making process, organizations can improve individual attributes such as job satisfaction, commitment to the organization, and higher productivity. Torka et al. (2010) support this argument by stating that participation in decision-making can fulfill employees' self-actualization needs, thereby increasing their motivation and performance. Ng'ethe, Iravo, and Namusonge (2012) also argue that by involving employees in decision-making, organizations can improve job satisfaction, commitment to the organization, and productivity. These outcomes are measures of organizational performance that are directly related to the performance of the organization itself.

## RESEARCH METHOD

This study uses a correlational analysis design to study health facilities in Makassar City. This design helps researchers in examining the relationship between employee voice management and organizational performance (Etikan & Bala, 2017). This study targets the employee population from the health service sector in Makassar City. The target population in this study consisted of 56 doctors, 607 nurses, 189 clinical officers, and 137 operational staff, with a total population of 989 employees. The selection of employees in the health sector as the unit of observation is justified because they are the group most directly affected by employee communication.

The sampling technique used was stratified sampling because the respondents consisted of various categories of employees. Primary data were collected using a semi-structured questionnaire compiled by the researcher himself and distributed to the respondents. Secondary data were obtained from previously existing data arranged in the form of graphs, diagrams, and reports. The questionnaire was tested involving 10 respondents, consisting of 2 doctors, 4 nurses, 2 clinical officers, and 2 operational staff, before being distributed more widely to ensure the validity and reliability of the data to be collected.

Validity testing was conducted using face validity and content validity. To measure reliability, Cronbach alpha ( $\alpha$ ) statistics were used, where all variables in the questionnaire produced a Cronbach alpha value of more than 0.7, which means that the threshold value has been met (Sekaran, 2003). Multiple linear regression analysis was conducted to obtain inferential statistics and examine the relationship between employee communication and organizational performance. The regression models of Fairchild and Mackinon (2009) and Whisman & McClelland (2005) were adapted in this study as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Y = performance of public health organizations

$\beta_0$  = constant or intercept coefficient

X1 = Employee Communication

X2 = Joint Consultation

X3 = Collective Bargaining

$\varepsilon$  = error term

$\beta_1 \dots \beta_3$  = coefficient for each independent variable.

## RESULT AND DISCUSSION

The purpose of this study was to assess the effect of employee communication on the performance of public health organizations in Makassar City, Indonesia. Measurements were conducted using a series of five-point Likert-based questions, and the results are presented in tabular form using mean values and standard deviations.

**Table 1.** Managing Employee Voice Through Communication

Statement on Employee Communications	Mean	Standard Deviation
• Management provides feedback on the quality of services offered to clients.	3.2	0.62

• Management motivates employees through promotions for good performance	3.26	0.72
• Management provides information on areas that require further training and development.	3.4	0.81
• Management provides information on areas that need improvement.	3.36	0.88
• Management provides information about services well performed and encourages continuation.	3.28	0.85
• Employees are allowed to make suggestions to make their work easier.	3.02	0.71
• Employees are allowed to provide suggestions regarding organizational improvements.	2.96	0.73
• Employees are allowed to provide suggestions regarding training and development methods.	2.81	0.72
• Management does not consider employee suggestions regarding performance appraisals	2.95	0.73
• Employees use WhatsApp groups to convey information	3.15	0.81
• Employees use phone calls to convey information	3.27	0.97
• Employees use Teams to convey information	3.08	0.64
• Employees attend online meetings with management	2.76	0.77
• Employees send information via email	2.81	0.76

From the findings shown in table 1, it can be seen that management received high ratings in terms of providing feedback on the quality of service provided by employees to clients ( $M=3.20$ ,  $SD=0.62$ ), as well as in terms of motivating employees through promotions for good performance ( $M=3.26$ ,  $SD=0.72$ ). The highest rating ( $M=3.40$ ,  $SD=0.81$ ) was obtained for information provided by management on areas that require further training and development, as well as information on areas that need improvement ( $M=3.36$ ,  $SD=0.88$ ) and on services that have been performed well ( $M=3.28$ ,  $SD=0.85$ ). Further findings showed that there was high rating in terms of employees being allowed to give suggestions on how to make their jobs easier ( $M=3.02$ ,  $SD=0.71$ ), but low ratings were given for suggestions on how to help the organization improve ( $M=2.96$ ,  $SD=0.73$ ), as well as in providing input on training and development methods ( $M=2.81$ ,  $SD=0.72$ ).

However, there was a high rating for employees to be allowed to provide suggestions regarding training and development activities ( $M=3.09$ ,  $SD=0.74$ ). Management did not really consider employee suggestions regarding how to conduct performance appraisals ( $M=2.95$ ,  $SD=0.73$ ). Other findings showed that there was a high rating for communication via WhatsApp groups used to convey information ( $M=3.15$ ,  $SD=0.81$ ), phone calls ( $M=3.27$ ,  $SD=0.97$ ), and the use of the Teams platform

(M=3.08, SD=0.64). However, there was a low rating for meetings with management via online links (M=2.76, SD=0.77) and sending emails (M=2.81, SD=0.76).

Organizational performance as the main dependent variable is measured using a five-point Likert scale with 15 statements to evaluate the level of employee retention, job satisfaction, and quality of services provided.

**Table 2.** Organizational Performance

Statement on Organizational Performance	Mean	Standard Deviation
• Respondents understand the hospital's long-term plans	3.41	0.66
• Respondents felt part of a team working towards a common goal.	3.05	0.79
• Responders are polite during patient admission procedures	3.31	0.92
• Respondents maintain accurate patient records	3.32	0.49
• Respondents serve patients on time	3.2	0.64
• Respondents are provided with sufficient equipment to do their jobs well.	3.21	0.81
• Patients feel safe in transacting with them	3	0.85
• Respondents explained the treatment clearly to patients	3.1	0.76
• Physical facilities such as bathrooms are always clean	3.35	0.93
• Respondents understand the hospital's long-term plans	3.19	0.85
• Respondents felt part of a team working towards a common goal.	3.05	0.9
• Responders are polite during patient admission procedures	2.98	0.8
• Respondents maintain accurate patient records	2.97	0.7
• Respondents serve patients on time	3.41	0.66

Most respondents agreed that they understood the hospital's long-term plans (M=3.41, SD=0.66) and felt part of a team working towards a common goal (M=3.05, SD=0.79). Other findings showed high ratings for politeness during patient registration procedures (M=3.31, SD=0.92) and accuracy in recording patient data (M=3.32, SD=0.49). In addition, employees felt they were able to serve patients in a timely manner (M=3.20, SD=0.64) and that they were provided with sufficient equipment by the organization to do their jobs well (M=3.21, SD=0.81).

From the results of the correlation analysis, a significant positive correlation was found between organizational performance and employee communication ( $r=0.417$ ;  $p=0.001$ ). Although the correlation is weak, this result indicates that employee communication affects organizational

performance. Linear regression analysis shows that employee communication contributes 17.4% to the variation in organizational performance, with a beta coefficient of 0.721 ( $p < 0.05$ ).

Referring to the research objective to assess the influence of employee communication on the performance of public health organizations in Makassar City, the results of this study indicate that employee communication has a positive and significant influence on the performance of public health organizations in the region. Every one unit increase in employee communication causes an increase in organizational performance of 0.541;  $p = 0.000$ .

These results are consistent with the findings of Constantin and Baiasa (2015) who emphasized the important role of employee voice in organizations, which also has a significant positive impact. In addition, a study by Sadeghian et al. (2018) identified a significant positive relationship between the components of employee pro-social voice and staff empowerment in Mashhad Municipality, Iran. Another study by Torre, Gritti, and Salimi (2021) who studied an integrated approach to employee voice (EV), revealed that EV mechanisms, both directly and indirectly, affect innovation in small and medium-sized companies. Although significant, the relationship is relatively weak. Anyango, Ojera, and Ochieng (2015) also found a small but significant effect of employee voice on job satisfaction in securities companies. This study used a cross-sectional survey with a correlation design.

Furthermore, these findings support the systems theory that emphasizes the importance of examining communication and its relationship to employee performance in an organizational context. However, this study focuses more on understanding the meaning of voice, direct and indirect communication, and managerial responses to speaking behavior. Previous studies have not comprehensively examined employee communication, especially in the context of employee voice management as a practice. In addition, this study uses primary data supported by secondary data in the health sector, where communication is an important element. Meanwhile, previous studies only used primary data.

## CONCLUSION

This study aims to assess the influence of employee communication on the performance of public health organizations in Makassar City. The majority of respondents stated that they have been given information regarding areas that require further training and development, improvements, services that have been carried out well, and they are also motivated through promotions based on good performance. On the other hand, some respondents disagreed that they can attend meetings with management via online links, send information via email, and provide suggestions on how to assess performance, how to help the organization, and training and development methods. Most respondents agreed that they can communicate with management through platforms such as Teams, WhatsApp groups, and phone calls, and receive feedback on the quality of service they provide to patients. This study concluded that employee communication has a positive and significant influence on the performance of public health organizations in Makassar City. This study recommends that public health organizations improve employee communication by allowing them to provide suggestions on how to make their work easier, appropriate training methods, and how performance appraisals are conducted. In addition, organizations need to respond to emails from employees and hold online meetings for those who cannot be physically present.

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