

# The Influence of Communication, Organizational Culture and Motivation on Employee Performance at Bhayangkara Bondowoso Hospital

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## ABSTRACT

This study aims to test and analyze the influence of communication, organizational culture and motivation partially and simultaneously on employee performance at Bhayangkara Bondowoso Hospital. The population in this study were all contract workers in the non-nursing health department of Bhayangkara Bondowoso Hospital with a sampling technique of saturated sampling totaling 42 contract workers. The analysis method used was multiple linear regression analysis. Based on the results of the data analysis, it shows that partially, communication does not have a significant effect on employee performance. However, certain aspects such as clarity of message, transparency, and quality of feedback play an important role. Improvements in these aspects can support performance indirectly. Significantly affects employee performance. Value congruence, supportive leadership, employee involvement, collaboration, and adaptability are important factors that influence behavior and work results. Significantly affects employee performance. Indicators such as job satisfaction, compensation, career development opportunities, and managerial support greatly contribute to improved performance. The three variables (communication, organizational culture, and motivation) together affect employee performance. The combination of effective communication, supportive organizational culture, and high motivation has an optimal impact on individual and team performance at Bhayangkara Bondowoso Hospital.

**Keywords:** *Communication, Organizational Culture, Motivation, Employee Performance*

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## 1. INTRODUCTION

Employee performance is very important for an organization, including in the health service sector such as hospitals, in the era of globalization and increasingly tight competition. Bhayangkara Hospital as part of the Indonesian National Police institution has an important role in providing health services to members of the Police, their families, and the general public. To support quality services, effective and efficient organizational management is needed. In order to realize this, the Indonesian National Police has issued Regulation Number 11 of 2011 concerning the Organizational Structure and Work Procedures (SOTK) of Bhayangkara Hospital, which regulates organizational governance, duties, and functions of various units in the hospital.

One of the factors that plays a significant role in improving employee performance is communication. Effective communication can build coordination and collaboration between employees, increase openness, and build trust between leaders and subordinates. Good communication allows for clear and precise information delivery, thereby reducing errors in

work and increasing work efficiency. According to Armstrong (2021), employee performance is the result of individual work measured against standards, targets, or goals set by the organization. Meanwhile, according to Dessler (2020), employee performance is the level of achievement of tasks related to a particular job, which is assessed based on predetermined criteria.

Effective communication is an important element in ensuring a clear flow of information between leaders and employees, as well as between work units, which ultimately affects the implementation of daily tasks. A strong organizational culture can create a conducive work environment, where each individual feels motivated to give their best. In addition, employee motivation plays an important role in encouraging their enthusiasm and dedication to work. However, even though performance appraisal regulations have been implemented, challenges in terms of implementation and the influence of internal factors such as communication, organizational culture, and motivation are still often encountered. Therefore, it is important to understand the extent to which these performance appraisal regulations impact employee performance, as well as how these factors interact with each other and contribute to better performance appraisal results.

A strong, positive work culture can increase productivity, encourage innovation, and create a work environment that supports employee growth. Conversely, a negative or misaligned culture can hinder the achievement of organizational goals, increase employee turnover, and reduce team morale. Organizations face the challenge of continually adapting and innovating in an increasingly competitive and dynamic world. Organizations with rigid or change-resistant cultures may struggle to compete and thrive in a rapidly changing environment, but cultures that are adaptive and able to accommodate change are valuable assets for organizations in facing these challenges.

At Bhayangkara Bondowoso Hospital, a strong organizational culture is expected to be able to shape employee behavior that is in line with the hospital's vision and mission, so that their performance can be directed and measured. The organizational culture at Bhayangkara Bondowoso Hospital affects the way of working, interactions between employees, and the quality of services provided to patients. The conditions that occur at Bhayangkara Bondowoso Hospital are the lack of collaboration and teamwork. Employees who focus more on personal achievement than team success can hinder team synergy and effectiveness, which has an impact on the results of services and the overall performance of the hospital. This can have an impact on the operations and performance of Bhayangkara Bondowoso Hospital.

In addition to communication and organizational culture, work motivation is no less important as a factor that influences employee performance. High motivation will encourage employees to work harder, innovate, and contribute more to achieving organizational goals. Motivation is a key factor in determining how and why individuals behave in certain ways. Motivation affects employee performance, job satisfaction, and the achievement of organizational goals. Understanding motivation is essential to managing human resources and creating a productive and harmonious work environment. Internal or external drives that drive a person to achieve goals or perform certain actions are called motivation. Organizations that can meet these needs tend to be more successful in retaining employees and achieving high levels of performance.

In addition to interpersonal conflicts, another major problem is poor communication between management and employees. Employees feel less cared for by management, especially in terms of their need for important work-related information. Poor communication leads to uncertainty about tasks, responsibilities, and performance expectations. This leads to decreased employee motivation, where they feel unappreciated or not involved in making important decisions that affect their work. The organizational culture at Bhayangkara Bondowoso Hospital is suspected of not fully supporting cooperation and harmony between employees. The norms and values that apply within the

organization do not reflect the openness and collaboration that should be the basis for health services. An overly bureaucratic organizational culture also becomes a barrier to innovation and work efficiency, adding to employee frustration.

Employee motivation at Bhayangkara Bondowoso Hospital has decreased due to an uncomfortable and less harmonious work environment. Lack of appreciation from management, as well as the absence of clear opportunities for career development, makes employees feel stagnant. This reduces their enthusiasm in providing quality health services. Employees who feel unappreciated tend to be less proactive, which ultimately results in decreased performance and quality of service. This phenomenon has a direct impact on employee performance. Unclear communication, an unsupportive organizational culture, and low employee motivation lead to decreased productivity and quality of service to patients. Employees who feel alienated and inadequately supported tend to work below their potential, which negatively impacts the overall goals of the organization.

RS Bhayangkara Bondowoso implements a reward and punishment system as one of the strategies to improve employee performance. In terms of good performance, employees are given awards in the form of opportunities to develop their careers through increased education. If employees successfully complete higher education, they will receive income adjustments based on the diplomas they have and an increase in service acquisition. Conversely, if employees commit violations, RS Bhayangkara implements a punishment system, such as providing letters of guidance, warning letters, salary deductions, and even dismissal, depending on the level of violation.

The majority of violations are caused by ineffective communication between the head of the room and staff, as well as between other work units. Even so, most violations only require the issuance of a letter of guidance or warning and do not reach the stage of dismissal because employee performance can still be guided and improved. The implementation of this reward and punishment system shows that RS Bhayangkara Bondowoso is serious about enforcing discipline and improving performance.

RS Bhayangkara Bondowoso continues to improve its performance amidst health challenges such as improving the quality of services, lack of resources, and the emergence of new diseases. To do this, they develop human resources, use health information technology, and improve health infrastructure and facilities. RS Bhayangkara Bondowoso is a health institution affiliated with the National Police and has a moral responsibility to maintain the health of National Police personnel, which has a direct impact on the performance and services provided by the National Police to the community. Therefore, RS Bhayangkara Bondowoso plays an important role in supporting the main tasks of the National Police, namely protecting, caring for, and serving the community. RS Bhayangkara Bondowoso is determined to become one of the leading hospitals in its region through continuous service improvement. RS Bhayangkara Bondowoso is known for its good medical services as well as its commitment and integrity in serving all levels of society. As a health institution that is very important in providing medical services to the community, RS Bhayangkara Bondowoso is committed to always maintaining and improving the quality of its services to its patients.

## 2. METHODS

The location of the study is RS Bhayangkara Bondowoso which is located at alan Jend. Pol. S. Judhoharjo No.12, Purbosari, Kotakulon, Kec. Bondowoso, Bondowoso Regency, East Java 68219. This research was conducted from August to October 2024. The type of research used in this study is explanatory research. According to Sugiyono (2016) explanatory research is a research method that intends to explain the position of the variables studied and the influence between one variable and another. The main reason this researcher uses the explanatory research method is to test the proposed hypothesis, so it is hoped that this research can explain the relationship and influence between the independent

and dependent variables in the hypothesis. This research method is a quantitative descriptive research method.

The population in this study was all contract workers in the non-nursing health workforce at Bhayangkara Bondowoso Hospital, totaling 42 contract workers. According to Sugiyono (2019), a sample is part of the number and characteristics of a population. The sample in this study was 42 contract workers in the non-nursing health workforce at Bhayangkara Bondowoso Hospital. In this study, the sampling used by the researcher was a saturated sample. According to Sugiyono (2019), a saturated sample is a sampling technique in which all members of the population are used as samples. The variables in this study include Communication, Organizational Culture, and Motivation as Independent variables and Employee Performance as Dependent Variables and were tested using multiple linear regression.

### 3. RESULTS AND DISCUSSION

#### Results

Bhayangkara Bondowoso Hospital's services cover almost all aspects of the community's medical needs, supported by modern facilities and professional medical personnel. This makes Bhayangkara Bondowoso Hospital the main choice for various health needs in the Bondowoso area. As a hospital under the auspices of the Indonesian National Police, Bhayangkara Bondowoso Hospital in carrying out its duties participates in supporting the Police's duties, especially in the social, humanitarian and community fields, this is what makes Bhayangkara Bondowoso Hospital increasingly trusted by the people of Bondowoso and its surroundings.

The use of this analysis model is for the purpose of measuring the magnitude of the influence of the independent variables, namely communication, organizational culture and motivation, on the dependent variable, namely employee performance.

Table 1. Results of Multiple Linear Regression Analysis

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	6,596	2,543		2,594	,213
Communication	-,229	,114	-,194	-1,004	,152
Organizational culture	,592	,180	,566	3,296	,002
Motivation	,363	,191	,330	1,898	,015

a. Dependent Variable: Employee Performance

Source: data processed by researchers, 2024

Based on the table of multiple linear regression analysis results shown above, it can be seen that the independent variables analyzed include communication, organizational culture, and motivation, with the dependent variable being employee performance. From these results, the organizational culture variable has a significant influence on employee performance with a significance value (Sig.) of 0.002 which is below the significance level of 0.05. The regression coefficient value (B) for organizational culture is 0.592 with a standard error of 0.180, which indicates that improving organizational culture will contribute positively to improving employee performance. Meanwhile, the t-count value of 3.296 indicates that organizational culture has a fairly strong influence on the dependent variable.

On the other hand, the communication variable has a significance value of 0.152, which means that it does not have a significant effect on employee performance because the value is greater than 0.05. The regression coefficient value is negative (-0.229), which indicates that increasing communication does not directly improve employee performance.



As for the motivation variable, the significance value is 0.015, which indicates a significant effect although at a lower level than organizational culture. The motivation regression coefficient value of 0.363 with a standard error of 0.191 indicates that motivation contributes positively to employee performance, although with a weaker effect than organizational culture. From these results, it can be concluded that organizational culture is the most influential factor in improving employee performance, while communication does not make a significant contribution.

Table 2. Results of the Determination Coefficient Test

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,825a	,681	,556	1,934
a. Predictors: (Constant), X3, X1, X2				
b. Dependent Variable: Y				

Source: data processed by researchers, 2024

The Adjusted R Square value of 0.556 indicates that after adjusting for the number of variables in the model, around 55.6% of the variation in employee performance can be explained by communication, organizational culture, and motivation factors. The standard error of the estimate value of 1.934 indicates the level of error in predicting the dependent variable based on the regression model used.

From these results, it can be concluded that the regression model used is quite good in explaining the influence of independent variables on the dependent variable. The R value approaching 1 indicates that there is a strong relationship between factors such as communication, organizational culture, and motivation on employee performance. However, the Adjusted R Square value which is lower than R Square indicates the possibility that some independent variables may not have a significant contribution to the prediction of employee performance, or this model can be improved by adding other more relevant variables. Therefore, although this model can be considered quite good, there is still room for further development so that the prediction results are more accurate and reduce the level of error in the estimation.

## Discussion

### The Influence of Communication Partially on Employee Performance

Based on the results of data analysis and hypothesis testing conducted in the study, it shows that communication partially has no significant effect on employee performance. Five indicators of communication, namely message clarity, feedback, openness in communication and effectiveness of digital communication play an important role in influencing employee performance. A clear message ensures that employees understand the tasks, responsibilities and expectations of the organization, so that they can work effectively. Although communication in general may not have a significant effect on the results of the study, the message clarity indicator still has an important role as part of effective communication. It is possible that other aspects of communication, such as feedback or openness of information, are not optimal, thus reducing the overall impact of communication on performance. Efforts to improve message clarity in internal communication can be one strategy to improve overall employee performance.

Based on the survey, Most respondents were satisfied with the clarity of instructions, the quality of feedback, transparency of information, involvement in decision-making, and the effectiveness of digital communication tools. This shows that in general, communication in the workplace is considered to be running quite well. Although the majority of respondents were satisfied, there were still some who felt doubtful or dissatisfied regarding the clarity of Instructions (36%): Lack of clear instructions from superiors can lead to errors

or confusion in completing tasks. Transparency of Information (28%): Information that is not transparent or incomplete can hinder effective decision-making. Quality of Feedback (33%): Inadequate feedback can affect employees' ability to improve performance or understand organizational expectations.

Although overall communication does not significantly affect performance, these results highlight the importance of improving certain aspects, such as clarity of instructions, transparency of information, and quality of feedback. Improvements in these areas can help create more effective communication, thereby indirectly supporting employee performance. These results are in line with research conducted by Hidayat (2018), Hendra (2020), Sari et al. (2020) which showed that partially communication has no significant effect on employee performance. RS Bhayangkara Bondowoso needs to improve specific aspects of communication to increase its effectiveness in influencing performance.

### **The Influence of Organizational Culture Partially on Employee Performance**

Based on the results of data analysis and hypothesis testing conducted in the study, it shows that Organizational culture partially has a significant effect on employee performance. Five indicators of organizational culture, namely value congruence, supportive leadership, employee engagement, collaborative work environment and cultural adaptability play an important role in influencing employee performance. The congruence between organizational values and individual employee values provides a strong foundation for increasing commitment and job satisfaction. When employees feel that their personal values are aligned with organizational values, they are more motivated to make the best contribution, which ultimately has a positive impact on performance. Leadership that reflects the values of the organization's culture helps create clear direction, provides inspiration, and supports employee professional development. Leaders who are able to build supportive and inclusive relationships provide important encouragement for employees to perform better.

An organizational culture that encourages employee involvement in the decision-making process creates a greater sense of ownership and responsibility. Employees who feel involved are more likely to work enthusiastically and contribute to the achievement of organizational goals. A work culture that emphasizes collaboration across teams or departments increases efficiency, creativity, and innovation. Good collaboration allows employees to support each other and share ideas, which has a positive impact on individual work outcomes and the organization as a whole. The ability of an organizational culture to adapt to changes in a dynamic work environment helps employees stay relevant and responsive to job demands. A flexible culture provides support to employees in facing new challenges and opportunities, which ultimately improves performance.

Based on the survey, the majority of respondents at RS Bhayangkara Bondowoso were satisfied with various aspects related to organizational culture, leadership, employee involvement, work environment, and work culture. Most respondents gave positive responses to organizational culture that supports ethical values and professionalism (55% agree, 29% strongly agree), leadership that supports professional development (50% agree, 36% strongly agree), involvement in decision making (52% agree, 31% strongly agree), work environment that supports collaboration (55% agree, 33% strongly agree), and adaptive work culture (57% agree, 31% strongly agree). Although there were a small number of respondents who felt doubtful, the overall perception showed a high level of satisfaction with these aspects.

The values of the organizational culture are aligned with the personal values of employees, which increases their motivation and commitment to the tasks assigned. Leadership that supports professional development creates a positive work environment and helps employees feel valued, which in turn improves their performance. Employees who feel involved in decision-making have a greater sense of responsibility for their work,

which has a positive impact on the quality and quantity of work output. An environment that supports collaboration between departments or teams speeds up work completion and increases productivity, which contributes to employee performance. The ability of an organization to adapt to changes in the work environment increases employee flexibility in facing challenges and responding to new needs, thereby supporting better performance.

According to Pham et al. (2024), key elements such as leadership style, employee beliefs, and organizational values directly affect employee performance. This study highlights how a supportive culture, which includes strong leadership, a focus on human values, and adaptability, results in better outcomes for employees in various sectors, including logistics. A strong organizational culture, with clear values and beliefs, has a positive impact on employee attitudes and behaviors, which contributes to an improved work environment and higher performance. These results are in line with research conducted by Riono (2020), Duanta (2022), Ilham. (2023) which shows that organizational culture has a significant effect on employee performance. RS Bhayangkara Bondowoso needs to play an important role in shaping employee behavior and performance, emphasizing the importance of aligning organizational values with employee expectations and behaviors to achieve optimal results.

### **The Influence of Motivation Partially on Employee Performance**

Based on the results of data analysis and hypothesis testing conducted in the study, it shows that motivation partially influences employee performance. Four indicators of motivation, namely job satisfaction, compensation and rewards, career development opportunities and managerial support play an important role in influencing employee performance. Employees who are satisfied with their jobs tend to have higher levels of motivation, which in turn improves their performance. Job satisfaction can increase engagement and commitment to the tasks given, as well as reduce stress levels that can hinder performance. Fair compensation and rewards received by employees play a major role in increasing their motivation. When employees feel appreciated through financial or non-financial rewards, they tend to be more motivated to improve the quality of their work and try harder to achieve company goals.

Employees who feel they have the opportunity to develop, either through training or promotion, will feel more inspired to perform better. This opportunity provides a sense of hope and future prospects that motivate them to achieve higher performance standards. Leadership that supports and pays attention to employee needs and aspirations is essential in building motivation. Managers who provide clear guidance, constructive feedback, and emotional support tend to increase employee motivation, which in turn has a positive impact on their performance. Overall, high motivation, driven by job satisfaction, fair compensation, development opportunities, and managerial support, directly contributes to improved employee performance. By improving these factors, RS Bhayangkara Bondowoso can optimize individual and team performance as a whole.

Based on the survey, most respondents felt that the work environment supports their job satisfaction, with the majority (52%) strongly agreeing and (24%) agreeing. This shows that a positive and conducive work environment can increase motivation, which in turn contributes to better performance. However, 21% of respondents were unsure and 2% disagreed, indicating that there are aspects that still need to be improved to ensure a more inclusive and satisfying work environment. Opportunities for training or skills development are important factors in increasing motivation. As many as 50% of respondents agreed and 29% strongly agreed that training opportunities are available. However, there were 17% of respondents who were unsure and 5% who disagreed, indicating that providing clearer and more structured training can strengthen employee motivation and performance. Career development supported by the organization also plays a significant role. As many as 45% of respondents agreed and 33% strongly agreed with this statement, indicating that employees

feel motivated to improve their performance when they feel there are opportunities for career development.

However, 19% of respondents who were hesitant and 2% who disagreed indicated the need for more attention to provide a more transparent and accessible career path for all employees. Although the majority of respondents were satisfied with the work environment, compensation, training opportunities, and career guidance, there was a small number of respondents who were dissatisfied or hesitant. This shows that there is room for improvement in the motivational aspect that can better support employee performance optimally. These results are in line with research conducted by Sunggu (2022), Duanta (2022), Samallo. (2021) which shows that motivation has a significant effect on employee performance. RS Bhayangkara Bondowoso needs to provide support for job satisfaction, providing decent compensation, and career development opportunities are important factors that can increase employee motivation, which in turn will improve their performance.

### **The Influence of Communication, Organizational Culture and Motivation Simultaneously on Employee Performance**

Clear communication plays a significant role in employee performance. Although communication in general does not have a significant impact, clarity of message is still vital to ensure employees understand their tasks, responsibilities, and organizational expectations, which allows them to work more effectively. Other aspects such as feedback and transparency of information may need to be improved to maximize the impact of communication on performance. On the other hand, the alignment between organizational values and individual employee values can increase commitment, motivation, and performance. Leadership that reflects the organizational culture is also important in creating a clear direction and inspiring employees. Leadership that is inclusive and supports employee development can strengthen their performance.

An organizational culture that encourages employee engagement, collaboration between teams, and adaptability to changes in the work environment also improves performance. Employees who feel involved in decision-making and have the opportunity to develop will be more motivated to achieve organizational goals. In addition, job satisfaction, fair compensation, and rewards play an important role in improving employee motivation and performance. Overall, factors such as motivation, job satisfaction, compensation, development opportunities, and managerial support contribute directly to improving employee performance. By improving these factors, RS Bhayangkara Bondowoso can optimize employee performance individually and as a team.

The majority of respondents at Bhayangkara Bondowoso Hospital were satisfied with their performance, where most felt they were able to complete their work effectively and efficiently (81%), work results were up to standards (84%), and completed tasks on time (84%). In addition, respondents also felt that their work had a positive impact on the success of the organization (81%), and the services provided were in accordance with SOP (81%). However, there was a small number of respondents (17-19%) who felt doubtful, indicating uncertainty or potential areas that needed further attention. This indicates that although communication, organizational culture, and motivation generally have a significant influence on employee performance, there is still room for improvement. For example, in improving the clarity of communication or strengthening an organizational culture that supports shared values.

Overall, although the influence of these three factors on employee performance is quite significant, the existence of uncertainty in several respondents indicates the need for more attention to these aspects in order to improve employee performance more optimally.

This study is supported by Robinson and Judge (2023) who stated that employee performance is influenced by various factors, including effective communication in the



workplace, supportive organizational culture, and individual motivation. Clear and open communication improves employee understanding of their tasks, while a strong organizational culture can increase employee engagement. Motivation, both intrinsic and extrinsic, plays an important role in influencing the extent to which employees work enthusiastically and achieve optimal results. This is in line with research conducted by Siagian (2020), Susilowati (2020), Samallo (2021), Duanta (2022) and Ilham (2023) that simultaneous communication, organizational culture and motivation have a significant effect on employee performance.

Effective communication can reduce uncertainty and strengthen relationships between team members and superiors, which in turn increases motivation and performance. An organizational culture that supports open communication and professional development also plays a major role in creating a productive work environment. In addition, motivation, both intrinsic and extrinsic, such as rewards and career development opportunities, has been shown to improve employee performance. Overall, clear communication, a positive organizational culture, and sustained motivation can work together to improve employee performance.

#### 4. CONCLUSION

Based on the results of the analysis and discussion that have been described in the previous chapter, this study concludes that communication partially does not have a significant effect on employee performance, although indicators such as message clarity, feedback, openness, and effectiveness of digital communication remain important. Improvements in clarity of instructions, transparency of information, and quality of feedback can improve communication effectiveness and support employee performance. In contrast, organizational culture has a significant effect on employee performance with five main indicators, namely value congruence, supportive leadership, employee engagement, collaborative work environment, and cultural adaptability. Alignment of organizational values with employee behavior can strengthen their contribution to achieving company goals. In addition, motivation also has a significant effect on employee performance through factors such as job satisfaction, compensation, rewards, career development opportunities, and managerial support. Improving these factors can optimize individual and team performance at Bhayangkara Bondowoso Hospital. This study also found that communication, organizational culture, and motivation simultaneously affect employee performance at Bhayangkara Bondowoso Hospital. Clear and open communication, as well as effective feedback, can improve employee understanding and involvement in the work process. The congruence of organizational values with individuals, as well as leadership that reflects a strong organizational culture, also support improved performance. In addition, an organizational culture that encourages engagement, collaboration, and adaptability, along with motivational factors such as job satisfaction, competitive compensation, and fair rewards, further strengthens overall employee performance. Therefore, efforts to improve employee performance at RS Bhayangkara Bondowoso can be carried out through a holistic approach involving effective communication, a strong organizational culture, and an adequate motivation system.

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