



The influence of communication, organizational commitment, and work-life balance on employee performance

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ABSTRACT

Employee performance within hospitals can be impacted by several factors, including knowledge, motivation, and the working environment. Numerous studies emphasize strategies for enhancing employee performance in healthcare settings, such as training and development initiatives and fostering better communication and collaboration between different departments. This particular study seeks to assess the impact of communication, organizational commitment, and work-life balance on the performance of employees at Bhayangkara Hospital in Bengkulu City. The research employs a quantitative approach, with the study population comprising Bhayangkara Hospital employees, and a sample size of 170 respondents. The data analysis employs structural equation modeling (SEM) through the Partial Least Square (PLS) program. The findings of the research reveal that communication (X1), organizational commitment (X2), and work-life balance (X3) collectively influence employee performance (Y). Through calculations, it is established that the combined contribution of communication variables (X1), organizational commitment (X2), and work-life balance (X3) to employee performance (Y) is 33.7%, leaving 66.3% influenced by unexplored factors not covered in this study.

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1. INTRODUCTION

A hospital is a health service institution that provides comprehensive individual health services that provide inpatient, outpatient and emergency services (according to Minister of Health Regulation No. 3 of 2020). This service will run well because the hospital has quality human resources (HR). Human resources can be defined as a strategic approach to workforce management that aims to optimize employee performance in an organization or company (Armstrong and Taylor, 2008). Human resource management cannot be separated from employees who are expected to perform as well as possible in order to achieve organizational goals (Fadhilatul Hasnah & Dian Paramitha Asyari, 2022).

Measuring the success of an organization is based on achieving performance in accordance with predetermined plans. This performance achievement shows that the organization's management system is running well, thereby increasing internal and external trust in the organization (Djamil, Ali, & Anggraeni, 2016) in (Wahyudi dkk., 2022).

Performance is the result of individual work that describes the extent to which a person achieves their work goals, including productivity, quality, and effectiveness in work, seen as the result of a combination of individual ability, motivation, and working conditions. (Choi dkk., 2020), (Robbins and Coulter (2018). Performance is the amount of work carried out by a group of employees in accordance with their duties and obligations (Awe dkk., 2018), (Kusjono & Ratnasari, 2019). According to (Sugiyono 2000:56) what influences performance are: Work quantity, work efficiency, cooperation, discipline, loyalty, background and skills. Good collaboration can strengthen communication between employees and superiors.

Communication is the use of symbols and words to convey meaning in a social context, involving the exchange of information between individuals or groups (Berger 2018, Settle 2018), (Littlejohn and Foss 2018). communication is also said the skill of imparting information, ideas, and perspectives in a manner that is significant, ensuring that the recipient comprehends the intended message. (Kamil dkk., 2020). Communication in hospitals has a very important role in providing effective and safe care to patients, as well as in running hospital operations as a whole. Health Communication is a systematic effort to positively influence public health behavior, applying prevalent communication principles and methods, consisting of interpersonal and mass communication, promotion, maintenance, and facility selection. (Harahap 2019, Lolo 2021).

From this description, it is certain that communication is an important factor because if communication is done well, employees feel more connected to the company and can create a good atmosphere in the hospital work environment. As the results of research regarding whether there is an influence between communication on employee performance, it is concluded that communication has a significant influence on performance (Purnomo & Utami, 2021). Likewise, survey results found that communication significantly influences performance (Noviantoro dkk., 2022). (Ertanto dkk., 2021) found that communication factors have a positive and significant influence on employee performance. research was also carried out (Purnomo & Utami, 2021) said that communication has a simultaneous effect on employee performance.

Organizational commitment is defined as the employees' willingness and dedication to exert considerable effort for the betterment of the organization. (Herrera & De Las Heras-Rosas, 2021). Organizational commitment pertains to the extent to which employees identify with and actively engage in a specific organization (Fantahun dkk., 2023). (Fantahun dkk., 2023) also states that organizational commitment can be seen as the relative strength of an individual's identification and involvement with the organization where he works as a whole, compared to a particular department or work group. Organizational commitment encourages organizational members to work holistically and provide optimal contributions to the organization.

Organizational commitment plays a crucial role in ensuring the sustainability and advancement of an organization. This is because commitment contributes to enhancing the competitiveness of an organization, a quality that relies not only on the intellectual and professional capacities of its members but also on their commitment. The findings of the research indicate that organizational commitment directly and significantly impacts employee performance. (Arifudin dkk., 2021) but previous research from (Dika Arizona, 2013) one study discovered that organizational commitment does not influence employee performance, whereas other research suggests that organizational commitment positively and significantly impacts employee performance. (Prasasti dkk., 2023) Differences in

research findings on different objects with the same variables are natural because of differences in object characteristics and existing resources.

In an organization, work-life balance is very important because it can create a happy, healthy and successful life (Ruppanner, 2015). Work life balance means a state of balance in which an individual equally prioritizes the demands of his career and personal life. Attaining a gratifying work-life balance is commonly perceived as the deliberate restriction of one aspect, typically work, to allocate more time to other areas of life. Another (Isabel Sánchez-Hernández dkk., 2019). Work life balance is the ability of an individual to fulfill the duties of his work as well as demands from outside work and this makes a person happy (Zuhriatusobah dkk., 2023). Work life balance is important for employees in hospitals. Because employees often face stressful situations, such as caring for seriously ill patients. The balance between work and personal life can affect the quality of services provided by hospital employees. Employees who feel overburdened by work may not be able to provide optimal care to patients.

Maintaining a balance between work and personal life is linked to a positive influence on employee performance (Soomro dkk., 2018). Research was also carried out by (Nimas Sayekti, 2022) said achieving a work-life balance positively influences employee performance. Meanwhile research carried out by (Ardiansyah & Surjanti, 2020) states that work life balance has no effect on employee performance. Work life balance has an effect but is not significant on employee performance (Foanto dkk., 2020). Other research also says that work life balance has a direct and significant effect on employee performance (Nahdiyya Sinta Alifia & Endang Iryanti, 2023). From several studies that have been carried out, it was found that there were several different findings because the research locations and objects studied were different, resulting in different results.

Bhayangkara Hospital is one of the service providers in the city of Bengkulu. Derived from the findings of a conducted survey, with several patients at Bhayangkara Hospital, information was obtained that the service from the hospital was not good, such as employees who were unsupervised, cleaners who were often late in cleaning the room, and nurses who were less professional, such as giving incorrect information to patients. Then, from employee data at the hospital, many employees are married, so it is suspected that employees experience difficulties in meeting work demands and demands at work or vice versa. This will trigger a decline in employee performance, organizational commitment also affects employee performance, where employees who have high commitment tend to show better performance. Then poor communication between employees and employees or employees and superiors will result in decreased performance.

This study seeks to comprehend the impact of communication, organizational commitment, and work-life balance on employee performance at Bhayangkara Hospital, Bengkulu City. The aspiration is that the findings of this research will contribute to the existing literature in the realm of human resource management, with a particular focus on hospital employee performance. It is anticipated that the study will serve as a valuable reference for future research endeavors, offering insights and information beneficial to hospital agencies as healthcare service providers and to all stakeholders interested in research related to factors influencing employee performance. This research will also look at the role of agencies in helping employee performance, especially in terms of providing support to employees which is currently really needed by employees. Through this approach, this research will increase understanding of the influence between communication, organizational commitment and work life balance in the context of employees, personal lives and related agencies. Based on this phenomenon, and the differences in the results of previous research, researchers are interested in conducting research on the influence of communication, organizational commitment and work life balance on employee performance. This research is different from previous research because it focuses on understanding how each variable is related to each other and this

research focuses on the realm of hospitals that are active in providing health services in Bengkulu City.

2. RESEARCH METHOD

2.1 Data Types and Sources

This study uses a quantitative approach. Quantitative research is research using numbers, from the beginning of data collection, interpreting the collected data, to presenting the results. (Arikunto Suharsimi, 2006) in research (Christina, 2023). This research data was acquired by administering a questionnaire to a randomly selected group of participants. obtained through a questionnaire to a random sample of respondents. The main data source is the opinions given by respondents in the questionnaires they fill out.

2.2 Population and Sample

The population in this study includes all workswan at Bhayangkara Hospital, Bengkulu City. A total of 170 samples were used in this research, selected using the hair formula: $N = \{ 5 \times \text{number of indicators used} \} = 5 \times 34 = 170$ samples. The sampling method the research adopts a form of non-probability sampling, specifically utilizing purposive sampling, a method that involves selecting samples based on predetermined criteria rather than ensuring equal opportunities for all members of the population. As per Sugiyono (2018: 136), purposive sampling entails making selections based on specific considerations aligned with the desired criteria to achieve a determined outcome. sample that will be selected Sugiyono (2018:138)

2.3 Measurement Scale

In data collection, this research included the use of a questionnaire containing statements that were scored on a Likert scale, Participants were requested to express their agreement or disagreement with the statement using a Likert scale. The Likert scale is employed to gauge the attitudes, opinions, and perceptions of individuals or groups concerning social phenomena (Sugiyono 2016)

2.4 Data Collection Techniques

Data collection was carried out through distributing questionnaires. A questionnaire is defined as a data collection tool consisting of written questions which are structured in such a way as to collect information about the variables studied (Sarwono., 2017).

2.5 Data Analysis Techniques

For this study, the data outcomes will be examined through the Structural Equation Modeling (SEM) analysis approach, employing the PLS (Partial Least Squares) program. The analysis will be conducted using SmartPLS 3.0 software to acquire an in-depth comprehension of the viewpoints expressed by the respondents.

3. RESULTS AND DISCUSSION

3.1. Composite Reliability Test

Reliability testing is a technique used to measure the reliability of data, where an instrument is declared reliable if the instrument is reliable, consistent and accurate in measurement (Sugiyono 2017). Cronbach alpha is a benchmark used to describe the correlation or relationship between the scale created and all existing variable scales.

Table 1. Composite Reliability Test Results

Variable	Composite Reliability
Communication	0.816
Organization Commitment	0.970
Work Life Balance	0.847
Employee Performance	0.942

Source: data processed in 2023

From table 1 above, it is mentioned that the Composite Reliability value of each variable is >0.6 so it can be concluded that this variable has a good level of reliability.

3.2. Validity test.

Validity is an indicator ensuring that the variable under scrutiny accurately represents the variable intended for examination, as stated by Cooper and Schindler (cited in Zulganef, 2006). In this assessment, the AVE (Average Variance Extracted) value is employed, and a desirable AVE value is typically set at 0.5

Table 2. Convergent Test Results (Average Variance Extracted)

Variable	Average Variance Extracted (AVE)
Communication	0.373
Organizational Commitment	0.764
Work Life Balance	0.516
Employee Performance	0.621

Source: Data processed in 2023

From Table 2 suggest that the Average Variance Extracted (AVE) values for each variable are below 0.5. This suggests that there is an issue with convergent validity in the model under examination. Consequently, it is necessary to modify the variables in this research model to address this concern.

3.3 Coefficient of Determination Test (R Square)

R-squared or coefficient of Determination, often measured by R-squared, is a statistical metric indicating the extent to which the variation in the dependent variable can be elucidated by the independent variable(s). R-squared values range from 0 to 1, with higher values signifying a larger proportion of the variability in the dependent variable that can be accounted for by the independent variables incorporated into the regression model. In essence, a higher R-squared value suggests a stronger ability of the independent variables to explain and predict changes in the dependent variable.

Table 3. Coefficient of determination test results (R Square)

Variable	R Square
Employee Performance	0.337

Source: data processed in 2023

From the presented data, it is evident that The R-squared value is 0.337. This signifies that around 33.7% of the variability in the dependent variable can be explained by the variables of communication, organizational commitment, and work-life balance in the model. In other words, these three independent variables collectively account for about one-third of the observed variations in the dependent variable as indicated by the R-squared value of 0.337.

3.4. F Square

The F Square test is a measure which shows how much influence endogenous variables have on exogenous variables in a model. F Square is used to evaluate the

magnitude of the influence between variables, where a value of 0.02 is considered small, 0.15 is considered medium, and values above 0.35 are considered large.

Table 4 F Square Test Results

	Communication	Organization Commitment	WLB	Employee Performance
Communication				0.030
Organizational Commitment				0.308
Work Life Balance Employee Performance				0.025

Source: data processed in 2023

Based on the table above, there is no criterion for F Square >0.35 , and a moderate effect between 0.15-0.35, namely the influence of organizational commitment on performance. The influence of communication and work life balance on performance is small because it is in the range of 0.02-0.15.

3.5. Hypothesis testing

Table 5. T Test Results

Variable	Original Sample (O)	Sample Mean (M)	T Statistics	P Values
Communication -> Employee Performance	-0.141	-0.146	1.122	0.262
Organizational Commitment -> Employee Performance	0.487	0.484	6.914	0.000
Work Life Balance -> Employee Performance	-0.140	-0.145	2.125	0,034

Source: data processed in 2023

According to the provided table, the Communication variable (X1) exhibits a negative effect, indicated by its value of -0.141. The associated P Value of 0.262 suggests that the Communication variable does not have a significant impact on employee performance (Y). On the other hand, the Organizational Commitment variable (X2) demonstrates a positive effect with a value of 0.487. The P Value of 0.000 indicates that the Organizational Commitment variable significantly influences performance (Y). Concerning the Work-Life Balance factor (X3), it demonstrates an adverse impact on employee performance, and the corresponding P Value indicates that Work-Life Balance has a noteworthy influence on employee performance (Y) with a value of 0.034.

3.6 Discussion

The study's findings reveal that the communication variable (X1) does not have a positive and significant impact on employee performance at Bhayangkara Hospital in Bengkulu City. This aligns with findings from prior research conducted by Lustono and Hasnaeni in 2019, suggesting that increased communication does not lead to a positive and significant effect on performance. The current study supports the notion that enhancing communication variables does not positively influence employee performance. On the other hand, organizational commitment (X2) is found to have a positive and significant effect on employee performance. This finding corresponds with research conducted by Melizawati in 2015, emphasizing the substantial influence of organizational commitment on employee performance. The results affirm that higher levels of employee commitment are associated with increased performance.

The study interestingly uncovers that there is a substantial and unfavorable impact of work-life balance (X3) on employee performance. This implies that as the level of work-life balance increases, employee performance tends to decrease, and vice versa. This outcome is consistent with the findings of (Rahmawati dkk., n.d.) who also observed a negative and insignificant effect of work-life balance on performance.

4 CONCLUSION

Analysis of the coefficient of determination shows that communication (X1), organizational commitment (X2) and work life balance (X3) contribute 33.7% to employee performance (Y). The remaining 66.3% was influenced by other factors not examined in this study. It is hoped that these findings will encourage further research interest in employee performance. In this research, investigators explored elements affecting the performance of employees, specifically focusing on communication, organizational commitment, and work-life balance. To expand our understanding, additional investigations could be conducted to scrutinize various other factors that might impact performance. This research has limitations because it only focuses on one hospital and does not involve other hospitals. The sample utilized in this study comprised only 170 respondents. To enhance the robustness of the research, it is advisable to expand the sample size and incorporate multiple hospital agencies, ensuring a more comprehensive investigation rather than concentrating solely on one hospital. In order to improve the findings, it would be more useful to have a broader and more diverse sample that could include hospitals in Bengkulu. By increasing the amount of research on performance, it is hoped that employees and agencies will better understand the importance of employee performance and the factors that influence it.

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