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The Role of Internal Communication and Employee Engagement In the Performance of Medical Workers at Klinik Ismail Medika

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ABSTRACT
Internal communication and employee engagement are crucial factors in improving the performance of medical workers, especially in clinical environments that demand efficiency, coordination, and high-quality services. This study aims to analyze the role of internal communication and employee engagement in the performance of medical workers at Klinik Ismail Medika. The research method used is a quantitative approach with a survey technique conducted among medical personnel in the clinic. Data were collected through questionnaires measuring the effectiveness of internal communication, employee engagement levels, and medical staff performance. The study results indicate that effective internal communication positively contributes to increasing employee engagement, which ultimately impacts the performance of medical workers. The implications of this study emphasize that clinic management needs to develop more effective internal communication strategies and create a work culture that supports employee engagement to enhance the quality of healthcare services.

Keywords:
Internal communication; employee engagement; medical staff performance; clinic; healthcare services

INTRODUCTION

In the complex and dynamic healthcare industry, the performance of medical personnel is a determining factor in providing quality services to patients. Various studies have shown that effective internal communication and employee engagement play a significant role in improving medical staff performance. Good internal communication enables efficient coordination between medical staff and management, while high employee engagement fosters commitment and dedication among medical personnel in carrying out their duties.

Internal communication in healthcare organizations includes the exchange of information between management and medical staff, as well as among medical personnel themselves. Dhone and Sarwoko (2022) emphasize that well-structured internal communication enhances employees' understanding of organizational goals, creates a sense of involvement, and strengthens work motivation. This aligns with the findings of Santos et al. (2024), who state that effective internal communication contributes to job satisfaction and medical staff motivation. Employee engagement is also a key element in determining the quality of healthcare services. Nurses with high engagement levels tend to exhibit better performance, greater job satisfaction, and strong commitment to the organization. A study conducted at Aisyiyah Hospital in Pariaman City found that nurses who are engaged in their work are able to provide optimal and responsive care to patients' needs.

However, maintaining effective internal communication and increasing employee engagement remain challenges in various healthcare facilities. Research by Sobari (2024) identifies that internal communication, career development, burnout, and self-efficacy partially influence medical personnel's motivation and performance. Work motivation can mediate the effects of these factors on medical staff performance.

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Klinik Ismail Medika, as a healthcare service provider, recognizes the importance of internal communication and employee engagement in improving medical staff performance. However, until now, there has been no specific study examining the role of these two factors in this clinic. Therefore, this study aims to analyze the impact of internal communication and employee engagement on the performance of medical personnel at Klinik Ismail Medika.

By understanding the relationship between internal communication, employee engagement, and medical staff performance, it is expected that Klinik Ismail Medika's management can implement effective strategies to improve the quality of healthcare services provided. This research is also expected to contribute to the development of human resource management knowledge in the healthcare sector.

METHOD

This study employs a quantitative approach using a survey method to examine the influence of internal communication and employee engagement on the performance of medical personnel at Klinik Ismail Medika. A quantitative approach was chosen because it allows for the objective and systematic measurement of relationships between variables. The survey technique was utilized by distributing questionnaires as the primary instrument for data collection. The respondents in this study were 11 medical personnel working at Klinik Ismail Medika, consisting of doctors, nurses, and other healthcare professionals.

The research instrument was a questionnaire based on a Likert scale with five response options, measuring three main variables: internal communication, employee engagement, and medical personnel performance. The questionnaire was developed based on validated indicators from previous studies. The data obtained from the survey results were analyzed using descriptive and inferential statistical analysis techniques to examine the relationships between variables and assess the significance of the influence of internal communication and employee engagement on medical personnel performance.

To ensure the validity and reliability of the data, validity and reliability tests were conducted on the instrument before the main analysis. Data processing was carried out using statistical software to generate accurate interpretations that can serve as a basis for managerial recommendations for Klinik Ismail Medika. The findings of this study are expected to contribute to the development of internal communication strategies and the enhancement of employee engagement to improve the quality of healthcare services at the clinic.

RESULTS AND DISCUSSION

Table: I Interpretation and Narrative of Descriptive Statistical Results

Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
Internal Communication	11	16,00	25,00	21,9091	,94825	3,14498
Employee Engagement	11	17,00	25,00	22,9091	,75624	2,50817
Medical staff performance	11	19,00	25,00	22,4545	,67909	2,25227
Valid N (listwise)	11					

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Descriptive statistical analysis was conducted on 11 respondents for the three main variables:

a. Internal Communication Variable:
   - Lowest score: 16
   - Highest score: 25
   - Average score: 21.91
   - Standard deviation: 3.14, indicating variability in scores among respondents.

b. Employee Engagement Variable:
   - Lowest score: 17
   - Highest score: 25
   - Average score: 22.91
   - Standard deviation: 2.51, showing slightly lower variability compared to Internal Communication.

c. Medical Staff Performance Variable:
   - Lowest score: 19
   - Highest score: 25
   - Average score: 22.45
   - Standard deviation: 2.25, indicating that the data is relatively more homogeneous compared to the other two variables.

In general, all three variables have relatively high average scores, with Employee Engagement having the highest mean score (22.91). The standard deviation values indicate that the score variations are not too large, meaning the data tends to be fairly consistent among respondents. This suggests that, overall, the levels of internal communication, employee engagement, and medical staff performance are at a good level within the sample studied.

Interpretation and Narrative of Normality Test Results

Table: 2 This is a lower bound of the true significance

Tests of Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Internal Communication	,201	11	,200*	,885	11	,120
Employee Engagement	,214	11	,172	,826	11	,021
Medical Staff Permormance	,234	11	,093	,868	11	,072

a. Lilliefors Significance Correction

The normality test was conducted using two methods: Kolmogorov-Smirnov and Shapiro-Wilk. This test aims to determine whether the data for each variable is normally distributed. The results are as follows:

1. For the Internal Communication variable, the Kolmogorov-Smirnov test result is Sig. = 0.200. Since the significance value (Sig.) is greater than 0.05, the data is considered normally distributed.
2. For the Employee Engagement variable, the Kolmogorov-Smirnov test result is Sig. = 0.172. Since the significance value (Sig.) is greater than 0.05, the data is considered normally distributed.
3. For the Medical Staff Performance variable, the Kolmogorov-Smirnov test result is Sig. = 0.093. Since the significance value (Sig.) is greater than 0.05, the data is considered normally distributed.

Based on the Kolmogorov-Smirnov test, the Internal Communication, Employee Engagement, and Medical Staff Performance variables follow a normal distribution.

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Interpretation and Narrative of Regression Analysis Results

Table: 3

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	8,406	4,122		2,039	,076					
	Internal Communication	,540	,345	,753	1,566	,156	,853	,484	,288	,146	6,864
	Employee Engagement	,097	,432	,108	,225	,828	,805	,079	,041	,146	6,864

a. Dependent Variable: Medical staff Performance

Interpretation and Narrative of Regression Analysis Results

- Constant (Intercept):
  - B = 8.406, meaning that if there is no influence from Internal Communication and Employee Engagement, the baseline value of Medical Staff Performance is 8.406.
  - Sig. = 0.076 (greater than 0.05) indicates that this constant is not statistically significant.
- Internal Communication:
  - Regression coefficient B = 0.540, meaning that a 1-unit increase in Internal Communication increases Medical Staff Performance by 0.540 units.
  - Sig. = 0.156 (>0.05), indicating that its influence is not statistically significant.
  - Beta = 0.753, showing that Internal Communication has a greater influence compared to Employee Engagement.
- Employee Engagement:
  - Regression coefficient B = 0.097, meaning that a 1-unit increase in Employee Engagement increases Medical Staff Performance by 0.097 units.
  - Sig. = 0.828 (>0.05), indicating that its influence is not statistically significant.
  - Beta = 0.108, showing that its influence is smaller compared to Internal Communication.
- Multicollinearity (Collinearity Statistics):
  - Variance Inflation Factor (VIF) = 6.864 for both independent variables, indicating high multicollinearity.
  - High multicollinearity suggests that Internal Communication and Employee Engagement are strongly correlated, which may distort the regression results.

Internal Communication and Employee Engagement do not have a statistically significant influence on Medical Staff Performance in this model**.** Internal Communication has a greater impac compared to Employee engangment, but both remain insignificant**.** The presence of high multicollinearity may cause inaccuracies in the regression results. For better results, further examination is recommended, such as removing one of the variables or using a more suitable regression method**.**

ANOVA Test Resuts

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Table: 4

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37,037	2	18,519	10,822	,005[b]
	Residual	13,690	8	1,711		
	Total	50,727	10			

a. Dependent Variable: Medical Staff Performance

b. b. Predictors: (Constant), Employee Engagement, Internal Communication

The Sig. value = 0.005 (less than 0.05), indicating that the overall regression model is significant. This means that the combination of Internal Communication and Employee Engagement jointly influences Medical Staff Performance.

The F-value = 10.822 suggests that the model is fairly strong in explaining the relationship between variables.

The Total Sum of Squares = 50.727, with 37.037 explained by the regression and 13.690 as the residual/error. This means that a large portion of the variation in Medical Staff Performance can be explained by this model.

Overall, the regression model is significant in explaining the relationship between the variables. However, previous results indicate that individually, Internal Communication and Employee Engagement are not significant. This may occur because the two variables are strongly correlated (multicollinearity), so further analysis is needed to better understand the actual relationship.

Model Summary Results

Table: 5

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,854[a]	,730	,663	1,30814	,730	10,822	2	8	,005

a. Predictors: (Constant), Employee Engagement, Internal Communication

These results indicate how well the regression model explains the relationship between Internal Communication and Employee Engagement in Medical Staff Performance.

Key results:

a. R = 0.854, indicating a strong relationship between the independent and dependent variables.
b. R Square = 0.730, meaning the model explains 73% of the variation in Medical Staff Performance. This indicates that Internal Communication and Employee Engagement together account for most of the changes in medical staff performance.
c. Adjusted R Square = 0.663, meaning that even after adjusting for the number of variables, the model still explains 66.3% of the variation in Medical Staff Performance, which is still considered good.
d. Standard Error of the Estimate = 1.308, representing the model's error rate in predicting Medical Staff Performance values.
e. Sig. F Change = 0.005, meaning the overall regression model is significant because this value is less than 0.05.

The model is fairly strong and significant in explaining the relationship between variables. 73% of changes in Medical Staff Performance can be explained by Internal Communication and Employee Engagement. However, previous analysis showed that

individually, both variables were not significant, which may be due to a strong correlation between them (multicollinearity).
For further analysis, alternative regression methods or a more precise selection of variables could be considered.
Correlation Results Between Variables

Table: 6

Correlations				
		Medical staff Performance	Internal communication	Employee Engagement
Pearson Correlation	Medical staff Performance	1,000	,853	,805
	Internal communication	,853	1,000	,924
	Employee Engagement	,805	,924	1,000
Sig. (1-tailed)	Medical staff Performance	.	,000	,001
	Internal communication	,000	.	,000
	Employee Engagement	,001	,000	.
N	Medical staff Performance	11	11	11
	Internal communication	11	11	11
	Employee Engagement	11	11	11

This correlation analysis was conducted to determine the strength of the relationship between Medical Staff Performance, Internal Communication, and Employee Engagement**.** The results are as follows**:**

- Relationship between Medical Staff Performance and Internal Communication:
  - Correlation coefficient (r) = 0.853 → Very strong and positive relationship
  - Sig. = 0.000 → Statistically significant ($p < 0.05$)
  - Interpretation: The better the Internal Communication, the higher the Medical Staff Performance**.**
- Relationship between Medical Staff Performance and Employee Engagement:
  - Correlation coefficient (r) = 0.805 → Strong and positive relationship
  - Sig. = 0.001 → Statistically significant
  - Interpretation**:** The higher the Employee Engagement, the better the Medical Staff Performance.
- Relationship between Internal Communication and Employee Engagement:
  - Correlation coefficient (r) = 0.924 → Very strong and positive relationship
  - Sig. = 0.000 → Statistically significant
  - Interpretation: Internal Communication and Employee Engagement are closely related.

Internal Communication and Employee Engagement have a strong relationship with Medical Staff Performance**.** Internal Communication and Employee Engagement are also highly correlated with each other, which may lead to multicollinearity in regression analysis. Although correlation analysis shows a strong relationship, previous regression results indicate that individually, their influence is not significant. This may be because both variables are too similar or strongly influence each other. For further analysis, it may be necessary to select one of the variables or use statistical methods that address multicollinearity issues**.**

CONCLUSION

This study aims to examine how Internal Communication and Employee Engagement influence Medical Staff Performance. The key findings are as follows:

1. Internal Communication and Employee Engagement are related to Medical Staff Performance, but when tested using regression analysis, their individual effects were not statistically significant.
2. Multicollinearity issues may have caused inaccuracies in the regression results. It may be necessary to use only one of the variables or apply an alternative statistical method.
3. The overall model is strong and explains 73% of the variation in Medical Staff Performance. However, there are still other influencing factors that were not included in this study.

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