



Internal Communication, Work Environment, Compensation, and Skill Development Associations with Permanent Employee Performance Quality at Cijantung Hospital Jakarta

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Abstract

Background: Employee performance quality is an important factor in supporting the effectiveness of hospital services. It is influenced not only by individual abilities but also by organizational factors, including internal communication, work environment, compensation, and skill development. **Objective:** This study aims to analyze the relationship between internal communication, work environment, compensation, and skill development and the performance quality of permanent employees at Cijantung Hospital.

Methods: This quantitative study employed a correlational analytical design involving 80 permanent employees selected through total sampling. Data were collected using a Likert-scale questionnaire and analyzed through validity, reliability, classical assumption, Pearson correlation, and multiple linear regression tests.

Results: Internal communication was positively and significantly related to employee performance quality ($r = 0.528$; $p = 0.000$), as were the work environment ($r = 0.488$; $p = 0.000$) and compensation ($r = 0.457$; $p = 0.000$). Skill development demonstrated the strongest relationship ($r = 0.703$; $p = 0.000$). Multiple linear regression indicated that the four variables were simultaneously significantly related to employee performance quality ($F = 32.91$; $p = 0.000$; $R^2 = 0.637$), explaining 63.7% of the variance, while 36.3% was attributable to other factors.

Conclusion: Improving employee performance quality can be supported by strengthening internal communication, fostering a conducive work environment, providing fair compensation, and implementing sustainable skill development.

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INTRODUCTION

Healthcare delivery organizations constitute intricate operational frameworks characterized by numerous specialized disciplines, differing implementation protocols, formalized operational directives, and continual interdisciplinary engagement encompassing medical practitioners, organizational administrators, recipient populations, and familial support

structures. Healthcare institution effectiveness in furnishing superior-quality assistance depends not exclusively upon medical equipment availability and technical infrastructure, but fundamentally upon professional competency and productivity of human resources executing the complete service delivery continuum. Consequently, organizational personnel fulfill instrumental responsibilities within structured institutional architectures and substantially facilitate sustained service excellence and institutional permanence ([Abdillah Agustya Siwi Nashiroh & Sopiah Sopiah, 2023](#); [Krijgsheld et al., 2022](#); [World Health Organization, 2022](#)).

Cijantung Hospital, designated as Tk. IV, represents a military-administered class C public medical institution. According to Ministry of Health organizational databases, Tk. IV Cijantung Hospital situates in an urban location and functions as a wellness and emergency response resource for regional populations. Current operational realities demonstrate organizational necessity for sophisticated personnel management mechanisms to sustain service caliber and institutional functioning ([Indonesia, 2026](#)).

Professional evaluation in medical contexts demonstrates characteristics fundamentally distinct from conventional organizational performance assessment methodologies. Healthcare personnel productivity encompasses beyond mere administrative and technical duty accomplishment; encompassing treatment accuracy, behavioral consistency, operational flexibility, departmental collaboration, procedural adherence, and contribution to recipient wellbeing. Contemporary scholarship characterizes healthcare performance as multidimensional, incorporating immediate task accomplishment, collaborative institutional contributions, environmental responsiveness capacity, and suppression of counterproductive workplace activities. Such complexity necessitates thorough multidimensional performance comprehension because it impacts service standards and institutional continuity ([Gil et al., 2022](#); [Krijgsheld et al., 2022](#)).

Institutional communication mechanisms fundamentally establish performance prerequisites. Efficient communication enables personnel to comprehend operational expectations, interdepartmental coordination frameworks, institutional governance, and individual accountability domains. Medical environments encompassing interdependent specialized departments necessitate transparent communication to prevent message distortion, operational delays, personnel discord, and procedural lapses. Contemporary investigation establishes that proficient communication networks in clinical settings correlate substantially with interdepartmental synergy and healthcare provision effectiveness. Therefore, organizational communication constitutes an indispensable performance advancement mechanism ([Meneses-La-Riva et al., 2025](#); [World Health Organization, 2022](#)).

Beyond communication systems, workplace environmental conditions constitute additional performance determinants. Work environment encompasses tangible circumstances including facility infrastructure, work comfort, psychological atmosphere, occupational safety provisions, collegial relationships, administrative encouragement, and task-execution pleasantness. Global health organizations document substantial occupational hazards healthcare professionals encounter, encompassing disease transmission exposure, psychological stress, workplace violence, fatigue, ergonomic dangers, security threats, and supplementary occupational perils. Unfavorable conditions diminish employee concentration, morale, and accomplishment quality. Conversely, secure and facilitative workplace atmospheres enhance employee contentment, satisfaction, and performance caliber ([Quintero Santofimio et al., 2024](#); [Rai et al., 2021](#); [World Health Organization, 2022](#)).

Compensation architecture substantially impacts employee inspiration and organizational dedication. Compensation encompasses substantially greater dimensions than fundamental remuneration, encompassing supplementary allowances, functionality incentives, honors, institutional safeguards, and appreciation mechanisms. Compensation arrangements perceived as appropriate to workload and obligations augment worker inspiration for optimal performance. Healthcare institutions utilizing compensation structures perceived as equitable function as retention mechanisms preventing performance deterioration. Contemporary scholarship documents that compensation structuring and professional progression pathways influence healthcare employee satisfaction and continuity ([de Vries et al., 2023](#); [Hidayah &](#)

[Ananda, 2021](#); [Hu et al., 2022](#); [Xie et al., 2024](#)).

Professional capability development retains comparable organizational importance. Healthcare institutions undergo continuous metamorphosis responding to technological progress, institutional benchmarking requirements, governance modifications, and evolving consumer expectations. Employees absent systematic professional growth encounter competency deficiencies, adoption complications, and diminishing performance standards. Expertise advancement encompasses educational programs, specialized instruction, individual coaching, supervisory guidance, perpetual educational participation, and periodic proficiency verification. Deliberate developmental initiatives enhance specialized knowledge, interaction capacity, consumer engagement competencies, and circumstantial adaptation ([Clarke et al., 2026](#); [de Vries et al., 2023](#); [Kiptulon et al., 2025](#)).

This investigation's distinctive contribution emerges from simultaneous organizational construct assessment within military hospital environments, emphasizing permanent workforce personnel, an analytical emphasis lacking comprehensive prior examination. Previous investigations have inadequately addressed how these elements collectively affect employee achievement in this particular institutional context.

These dimensions are theorized to demonstrate correlations with permanent employee accomplishment metrics. This investigation furnishes quantitative substantiation regarding performance advancement considerations. Anticipated findings function as assessment resources for administration in implementing human resource frameworks demonstrating heightened operational effectiveness, fairness, and service-oriented approaches ([de Vries et al., 2023](#); [Krijgsheld et al., 2022](#)).

This inquiry addresses associations among organizational communication, workplace environmental quality, compensation architecture, and capability development alongside permanent employee accomplishment. Specifically, this investigation endeavors to quantify individual variable relationships and simultaneous collective associations affecting permanent employee performance metrics.

METHOD

Investigation methodology incorporated numerical measurement procedures utilizing correlation-based analytical structures. Quantitative methodology facilitates objective variable association measurement utilizing empirical numerical information accumulated via structured instruments ([Garba, 2023](#); [Harvey & Land, 2026](#); [Lin et al., 2022](#)). Correlational framework permits determination of organizational communication, workplace quality, compensation, and capability development associations with permanent employee performance attainment.

Inquiry execution occurred at Cijantung Hospital sites. Participants encompassed the organization's complete permanent workforce constituency. Comprehensive total sampling applies when employee populations remain comparatively restricted; random proportionate sampling applies to extensive multi-unit populations. Selection necessitated permanent employment status, six-month minimum organizational service, collaboration willingness, and questionnaire completion. Exclusion encompassed extended-leave personnel, inactive participants, or unwilling respondents.

Information gathering employed standardized five-category reaction instruments presenting predetermined alternatives. Questionnaire construction reflected variable constituent elements. Organizational communication assessment encompassed: transparency, coordination sufficiency, receptivity, responsiveness, and supervisory transmission. Environmental assessment encompassed: physical pleasantness, resource sufficiency, occupational safety, collegial dynamics, and management backing. Compensation evaluation encompassed: remuneration proportionality, benefit provision, incentive provision, arrangement impartiality, and recognition. Capability assessment encompassed: educational provision, advancement possibilities, expert mentorship, technical progression, and demonstrated facility. Performance evaluation encompassed: accuracy, behavioral expectations, responsibility assumption, output quantity, teamwork contribution, circumstantial flexibility, and institutional compliance.

Numerical examination proceeded sequentially. Initially, validity confirmation established

item measurement appropriateness. Subsequently, consistency assessment through Cronbach coefficients established instrument reliability. Thereafter, descriptive characterization represented participant composition and variable manifestation tendencies. Subsequently, distributional evaluation, correlational interdependence, and dispersion homogeneity verification confirmed fundamental statistical requirements. Ultimately, Pearson coefficients and regression analysis established variable association magnitudes.

The multiple linear regression model in this study is as follows.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Description:

Y	= quality of performance of permanent employees
α	= constant
β_1 – β_4	= regression coefficient
X1	= internal communication
X2	= working environment
X3	= compensation
X4	= skill development.

RESULTS AND DISCUSSION

Investigation encompassed 80 career-track hospital employees as research participants. The characteristics of the respondents in this study included gender, age, last education, and working period. The characteristics of the respondents are presented in Table 1.

Table 1

Respondent characteristics

Characteristics	Categories	Frequency	Percentage
Gender	Male	32	40,0%
	Women	48	60,0%
Age	< 25 years old	12	15,0%
	25–35 years old	34	42,5%
	36–45 years old	24	30,0%
	> 45 years old	10	12,5%
Final education	High School/Vocational School	18	22,5%
	D3	24	30,0%
	S1	34	42,5%
	S2	4	5,0%
Working period	< 1 year	8	10,0%
	1–5 years	30	37,5%
	6–10 years	28	35,0%
	> 10 years	14	17,5%

Demographic results demonstrate 48 female participants (60.0%) compared with 32 male respondents (40.0%). Age-wise, dominant representation emerged from 25-35-year-old cohort comprising 34 individuals (42.5%), followed by 36-45-year-old participants numbering 24 individuals (30.0%). Educational backgrounds showed 34 participants (42.5%) with university completion, followed by diploma credentials among 24 participants (30.0%). Regarding organizational tenure, 30 individuals (37.5%) reported 1-5-year service, followed by 28 individuals (35.0%) with 6-10-year duration. Demographic constitution reflects productive-age professionals possessing substantial educational attainment and diverse organizational experience facilitating comprehensive performance perception assessment.

Prior to further analysis, measurement verification ensured each survey item's appropriateness for variable measurement. The results of the validity test are presented in Table 2.

Table 2

Validity test results

Variable	Item	r Count	Sig.	Remarks
Internal Communication	KI1	0,792	0,000	Valid
	KI2	0,779	0,000	Valid
	KI3	0,794	0,000	Valid
	KI4	0,810	0,000	Valid
	KI5	0,780	0,000	Valid
Work Environment	LK1	0,799	0,000	Valid
	LK2	0,754	0,000	Valid
	LK3	0,764	0,000	Valid
	LK4	0,834	0,000	Valid
	LK5	0,835	0,000	Valid
Compensation	KOM1	0,706	0,000	Valid
	KOM2	0,786	0,000	Valid
	KOM3	0,706	0,000	Valid
	KOM4	0,752	0,000	Valid
	KOM5	0,771	0,000	Valid
Skill Development	PS1	0,757	0,000	Valid
	PS2	0,730	0,000	Valid
	PS3	0,805	0,000	Valid
	PS4	0,790	0,000	Valid
	PS5	0,772	0,000	Valid
Performance Quality	KK1	0,715	0,000	Valid
	KK2	0,701	0,000	Valid
	KK3	0,754	0,000	Valid
	CD4	0,770	0,000	Valid
	KK5	0,803	0,000	Valid
	KK6	0,741	0,000	Valid
Variable	Item	r Count	Sig.	Remarks

Table 2 demonstrates all questionnaire items demonstrated computed correlation coefficients exceeding 0.220 threshold. Computational magnitudes ranged between 0.701-0.835 demonstrating significance ($p = 0.000$). Therefore, all instrument components demonstrated measurement validity and analytical suitability.

Subsequently, consistency assessment established instrument reliability levels. The results of the reliability test are presented in Table 3.

Table 3

Reliability test results

Variable	Cronbach's Alpha	Remarks
Internal Communication	0,919	Reliable
Work Environment	0,921	Reliable
Compensation	0,896	Reliable
Skill Development	0,909	Reliable
Quality of Employee Performance	0,909	Reliable

Table 3 findings demonstrate all variables demonstrated Cronbach coefficient magnitudes surpassing 0.70 threshold. Organizational communication demonstrated 0.919; workplace environment demonstrated 0.921; compensation demonstrated 0.896; professional development demonstrated 0.909; employee performance demonstrated 0.909. Consistency metrics confirm measurement instrument reliability for variable quantification.

Profile assessment characterized participant perceptions across all variables. The results of the descriptive analysis are presented in Table 4.

Table 4

Descriptive statistics of research variables

Variable	Red	Std. Deviation	Minimum	Maximum	Categories
Internal Communication	3,54	0,999	1,00	5,00	Good
Work Environment	3,55	1,021	1,20	5,00	Good
Compensation	3,54	0,941	1,40	5,00	Good
Skill Development	3,58	0,977	1,00	5,00	Good
Quality of Employee Performance	3,53	0,938	1,33	5,00	Good

Informational circulation assessment produced 3.54 mean (SD=0.999) representing favorable classification. Quantitative findings indicate Cijantung Hospital personnel generally perceive organizational information distribution as functioning adequately, particularly regarding message transmission, departmental coordination, and operational guidance. Organizational communication clarity constitutes importance for personnel task comprehension and standard-consistent performance because medical institutions encompass multiple interconnected departments and specialist domains. Deficient communication generates miscommunication occurrence, operational mistakes, treatment postponements, and personnel discord. Therefore, transparent, unambiguous, responsive organizational communication facilitates employee task comprehension and performance consistency with established institutional standards.

Environmental circumstances assessment produced 3.55 mean (SD=1.021) representing favorable classification. Quantitative results demonstrate participant perception of Cijantung Hospital environmental support for task execution. Favorable environmental conditions encompass facility provision, physical comfort, occupational protection, personnel connections, and supervisory backing. Medical institutional circumstances necessitate environmental support because personnel execute quick, precise, service-conforming duties. Quality environmental circumstances enhance employee concentration, psychological comfort, and motivation inspiration. Unsupportive circumstances generate occupational pressure negatively impacting performance excellence.

Remuneration assessment produced 3.54 mean (SD=0.941) representing favorable classification. Findings indicate personnel hold moderately affirmative opinions regarding received remuneration. Compensation represents organizational appreciation of personnel contributions through salary provision, allowance provision, incentive provision, and recognition mechanisms. Remuneration perceived as workload-appropriate and responsibility-conforming strengthens worker motivation for increased productivity. Medical organizations utilizing equitable compensation framework amplify personnel gratification and institutional dedication.

Capability advancement assessment produced uppermost 3.58 mean (SD=0.977) representing favorable classification. Findings demonstrate personnel perceive opportunity provision for professional capability progression through educational programming, competency strengthening, and development assistance. Capability advancement represents medical institutional necessity since healthcare provision adapts continuously regarding technological progression, operational protocols, institutional benchmarking, and consumer expectations. Personnel acquiring competency development opportunities demonstrate enhancement capacity for circumstantial modification, task completion effectiveness, and superior assistance provision.

Performance caliber assessment produced 3.53 mean (SD=0.938) representing favorable classification. Quantitative findings indicate permanent hospital personnel achievement generally reaches favorable standards. Personnel accomplishment encompasses task-appropriate completion, behavioral consistency, responsibility adherence, output adequacy, reciprocal collaboration, flexibility, and procedural compliance. Despite favorable general classification, performance caliber demonstrates minimum values relative to alternative variables, suggesting enhancement possibility through organizational variables strengthening.

Prior to regression analysis, foundational criterion testing verified distribution normality,

variable independence, and variance consistency. The results of the classical assumption test are presented in Table 5, Table 6, and Table 7.

Table 5

Normality test results

Normality Test	Statistical Value	Sig.	Remarks
Shapiro-Wilk	0,992	0,916	Normal

Based on Table 5, the results of the normality test on residual values using Shapiro-Wilk showed a significance value of 0.916. Since the significance value is greater than 0.05, the residual is declared to be normally distributed.

Table 6

Multicollinearity test results

Variable	Tolerance	VIVID	Remarks
Internal Communication	0,751	1,331	Multicollinearity does not occur
Work Environment	0,763	1,310	Multicollinearity does not occur
Compensation	0,767	1,303	Multicollinearity does not occur
Skill Development	0,761	1,314	Multicollinearity does not occur

Based on Table 6, all independent variables have a tolerance value greater than 0.10 and a VIF value of less than 10. The internal communication variable has a tolerance value of 0.751 and VIF of 1.331, the work environment has a tolerance value of 0.763 and VIF of 1.310, compensation has a tolerance value of 0.767 and VIF of 1.303, and skill development has a tolerance value of 0.761 and VIF of 1.314. Thus, there were no symptoms of multicollinearity in the regression model.

Table 7

Heteroscedasticity test results

Test	Sig.	Remarks
Breusch-Pagan	0,746	Heteroscedasticity does not occur

Based on Table 7, the heteroscedasticity test using Breusch-Pagan showed a significance value of 0.746. Since this value is greater than 0.05, it can be concluded that there are no symptoms of heteroscedasticity. Thus, the regression model meets classical assumptions and is suitable for further analysis. The Pearson correlation test was conducted to determine the relationship between internal communication, work environment, compensation, and skill development and the quality of permanent employee performance. The results of the correlation test are presented in Table 8.

Table 8

Pearson correlation test results

Variable Relationships	r	Sig.	Remarks
Internal Communication with Performance Quality	0,528	0,000	Significant positives
A Work Environment with Quality Performance	0,488	0,000	Significant positives
Compensation with Performance Quality	0,457	0,000	Significant positives
Skill Development with Performance Quality	0,703	0,000	Significant positives

Table 8 correlation coefficient examination demonstrates organizational information maintains beneficial and significant permanent personnel performance relationship with coefficient ($r = 0.528$) and significance level ($p = 0.000$). Findings indicate enhanced information distribution correlates with elevated performance standards. Transparent and attentive organizational communication enables personnel comprehension of operational requirements, institutional governance, duty designation, and departmental collaboration. Medical

organizations encompassing interdependent specialized departments necessitate effective communication for preventing operational misalignment, treatment postponements, personnel discord. Elevated information accessibility facilitates appropriate work execution maintaining institutional criteria.

Environmental circumstances demonstrate beneficial and significant permanent personnel performance association with coefficient ($r = 0.488$) and significance level ($p = 0.000$). Association indicates environmental circumstance enhancement associates with performance potential elevation. Organizational environment encompasses beyond tangible dimensions encompassing social atmosphere, administrative backing, psychological relief, and personnel cohesion. Medical circumstances necessitate environmental backing enabling quick, precise, protocol-conforming work. Quality environmental circumstances strengthen concentration, contentment, and inspiration whereas unfavorable circumstances precipitate occupational pressure and diminish accomplishment standards.

Compensation maintains beneficial and significant permanent personnel performance association with coefficient ($r = 0.457$) and significance level ($p = 0.000$). Findings indicate improved compensation assessment correlates with worker performance potential enhancement. Personnel perceiving compensation as responsibility-appropriate demonstrate heightened work commitment. Compensation represents organizational recognition mechanisms. Appropriate compensation frameworks produce personnel impressions of organizational valuing and encourage enhanced work discipline, accountability, and productivity.

Professional development demonstrates maximal beneficial and significant permanent personnel performance association with coefficient ($r = 0.703$) and significance level ($p = 0.000$). Findings indicate professional growth represents principal performance catalyst. Personnel acquiring educational participation, development possibility, and professional coaching demonstrate readiness for circumstantial adjustment, technical progression, institutional requirements satisfaction, and consumer satisfaction provision. Healthcare specialization encompasses beyond technical proficiency encompassing communicative capacity, challenge management, technological utilization, collaborative engagement, and innovative methodology adoption. Personnel maintaining progressive technical expertise accomplish productivity, decrease errors, and enhance assistance superiority.

Furthermore, multiple linear regression tests were carried out to determine the relationship between internal communication, work environment, compensation, and skill development simultaneously on the quality of performance of permanent employees. The results of the regression test are presented in Table 9, Table 10, and Table 11.

Table 9

Model summary

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,798	0,637	0,618	0,748

Table 9 regression analysis findings demonstrate R coefficient of 0.798, R-squared of 0.637, and modified R-squared of 0.618. R-squared magnitude of 0.637 signifies organizational communication, environmental factors, compensation, and professional advancement capacity to elucidate 63.7% performance quality alteration. Remaining 36.3% alteration attribution encompasses alternative elements external to research investigation encompassing administrative approach, employee inspiration, institutional character, occupational contentment, workload magnitude, and institutional dedication.

Table 10

ANOVA test results

Models	Sum of Squares	df	Mean Square	F	Sig.
Regression	73,65	4	18,41	32,91	0,000
Residual	41,94	75	0,56		
Total	115,59	79			

Table 10 simultaneous assessment results demonstrated F coefficient of 32.91 with significance ($p = 0.000$). Significance beneath 0.05 threshold signifies organizational communication, environmental factors, compensation, and professional advancement maintain simultaneous significant association with permanent employee performance excellence at Cijantung Hospital.

Table 11

Multiple linear regression test results

Variable	B	Std. Error	t	Sig.	Remarks
Constant	-0,117	0,338	-0,346	0,730	-
Internal Communication	0,174	0,075	2,310	0,024	Significant
Work Environment	0,190	0,073	2,604	0,011	Significant
Compensation	0,170	0,079	2,152	0,035	Significant
Skill Development	0,491	0,076	6,420	0,000	Significant

Table 11 regression coefficient examination demonstrates organizational communication partial coefficient of 0.174 ($t = 2.310$; $p = 0.024$) indicating positive significant performance association. Environmental factors demonstrate partial coefficient of 0.190 ($t = 2.604$; $p = 0.011$) indicating positive significant association. Compensation demonstrates partial coefficient of 0.170 ($t = 2.152$; $p = 0.035$) indicating positive significant association. Professional advancement demonstrates partial coefficient of 0.491 ($t = 6.420$; $p = 0.000$) representing maximal dominance for performance association.

The regression equations obtained are as follows:

$$Y = -0.117 + 0.174X_1 + 0.190X_2 + 0.170X_3 + 0.491X_4$$

Derived calculation indicates each organizational communication magnitude unit augmentation generates 0.174-unit performance elevation maintaining alternative factors stationary. Individual environmental factor unit augmentation generates 0.190-unit performance elevation. Compensation unit augmentation generates 0.170-unit elevation. Professional development unit augmentation generates 0.491-unit elevation. Professional development demonstrates greatest performance improvement magnitude.

Cumulative examination demonstrates permanent Cijantung Hospital employee accomplishment reflects not exclusively individual capacity but organizational dimensions facilitating performance. Transparent information exchange furnishes communication and cooperation optimization, favorable environmental conditions generate contentment and psychological security, proportionate compensation heightens motivation, while professional advancement reinforces personnel competence for challenge management. These constituent elements complement mutual functioning in accomplishment optimization. Consequently, institutional administration necessitates human resource enhancement through communication improvement, environmental enhancement, remuneration proportionality, and perpetual capability advancement.

Discussion

Inquiry findings demonstrate organizational communication, environmental factors, compensation, and professional development maintained positive significant permanent employee accomplishment relationships at Cijantung Hospital. Discoveries indicate accomplishment quality derives from collective organizational dimension influence shaping conduct, motivation, coordination, ease, and execution capacity. Healthcare necessity encompasses accuracy, behavioral consistency, departmental collaboration, and adaptation potential. Consistent with Krijgsheld et al. (2022) health professional accomplishment encompasses task execution, institutional cooperation, adaptability, and behavioral elements. Permanent employee accomplishment thus represents individual capability and organizational assistance interrelationship

Regarding descriptive findings, all investigative dimensions demonstrated favorable classification manifestations. Organizational communication demonstrated 3.54 magnitude, environmental factors 3.55, compensation 3.54, professional development 3.58, and employee performance 3.53. Although all dimensions show favorable categorization, performance quality demonstrates minimum comparative magnitude, demonstrating capacity for enhancement via organizational variable strengthening, congruent with de Vries et al. (2023) designation of organizational dimension importance.

Inquiry findings establish organizational communication demonstrated positive significant accomplishment correlation with coefficient ($r = 0.528$; $p = 0.000$). Regression findings demonstrated 0.174 coefficient ($p = 0.024$). Discoveries indicate augmented communication effectiveness associates with elevated performance. Transparent, responsive organizational communication facilitates personnel comprehension of operational requirements, institutional governance, assignment designation, and departmental coordination. Healthcare organizations encompassing interdependent specialization necessity communication for preventing mistakes, postponements, discord. Enhanced information accessibility enables conforming work accomplishment.

Meneses-La-Riva et al. (2025) verification supports findings confirming healthcare communication effectiveness links substantially to teamwork and healthcare efficiency. Unambiguous organizational information facilitates healthcare personnel and personnel objective coordination, operational acceleration, and consumer response enhancement. Consequently, Cijantung Hospital organizational communication necessitates continuous reinforcement through systematic briefing provision, departmental coordination, communication infrastructure utilization, and administrative openness (Alipour et al., 2024; Angelen Shirley et al., 2024).

Environmental factors demonstrated positive significant accomplishment association with coefficient ($r = 0.488$; $p = 0.000$). Regression coefficient of 0.190 ($p = 0.011$) signifies environmental enhancement associates with performance capacity augmentation. Quality workplace circumstances encompass infrastructure, security, connections, administrative backing, psychological comfort, and personnel collaboration. Medical circumstances necessitate environmental backing for speedy, precise, procedurally-conforming performance. Workplace pressure diminishes focus, creates tension, and impacts excellence. Conversely, secure and facilitative circumstances enhance focus, comfort, and motivation (Quintero Santofimio et al., 2024; Rai et al., 2021; World Health Organization, 2022).

Medical workplace contexts generate substantial occupational demand necessitating speedy, precise, procedurally-conforming performance. Unsatisfactory conditions diminish concentration, generate tension, and influence excellence deterioration. Alternatively, secure, encouraging, effectively-structured environmental conditions strengthen concentration, psychological comfort, and productivity. World Health Organization (2022) documentation emphasizes healthcare personnel psychological strain, exhaustion, biological exposure, equipment-related risks, violence, and safety jeopardy. Rai et al. (2021) and Quintero Santofimio et al. (2024) affirm healthcare personnel worldwide encounter occupational jeopardy affecting occupational security and standards. Therefore, institutional environmental structuring necessitates technical and psychological-social personnel assistance.

Compensation relationships demonstrated positive significant association with performance magnitude ($r = 0.457$; $p = 0.000$). Regression coefficient of 0.170 ($p = 0.035$) indicates compensation perception amelioration correlates with performance advancement. Personnel perceiving compensation as responsibility-appropriate demonstrate heightened productivity. Organizational compensation represents recognition mechanisms facilitating personnel valuing impressions. Proportionate compensation arrangements cultivate personnel perception of organizational valuing and foster heightened discipline, responsibility, and productivity.

Despite compensation relationship magnitude demonstrated below supplementary variables, compensation preserves significance for performance backing. Personnel necessitate financial compensation and supplementary elements encompassing proper environmental

conditions, evident communication, and professional development possibility. Hidayah and Ananda (2021) and Adiputra and Milleny (2024) demonstrate compensation and professional advancement influence healthcare personnel satisfaction and continuity. de Vries et al. (2023) likewise emphasize organizational dimension importance encompassing satisfaction, administrative backing, advancement possibility, and situational conditions. Therefore, institutional compensation structuring necessitates administrative emphasis permitting personnel valuing sensation and commitment maintenance.

Professional development demonstrates uppermost correlation magnitude with permanent personnel performance ($r = 0.703$; $p = 0.000$). Regression coefficient of 0.491 ($p = 0.000$) demonstrates professional development predominance for performance association. Personnel acquiring educational participation, competency development, organizational coaching obtain readiness for circumstantial modification, technological progression, institutional necessity satisfaction, and consumer requirement provision. Professional development importance emerges from continuous healthcare competency necessity. Professional advancement constitutes institutional priority for permanent employee performance enhancement given uppermost relationship magnitude and regression magnitude relative to supplementary elements.

Healthcare specialization encompasses beyond technical proficiency encompassing communicative competency, obstacle negotiation, computational utilization, collaborative participation, and contemporary methodology adoption. Personnel maintaining perpetual technical expertise advancement accomplish performance optimization, operational mistake reduction, and assistance enhancement. de Vries et al. (2023) affirmation that professional development, individual coaching, and administrative backing constitute healthcare worker persistence and performance sustainability components. Additionally, Krijgsheld et al. (2022) emphasize flexibility constitutes central health employee dimension, thereby designating professional development as medical organizational requirement.

Regression coefficient examination demonstrates organizational communication, environmental factors, compensation, and professional advancement maintained simultaneous significant permanent personnel performance association ($F = 32.91$; $p = 0.000$). R-squared magnitude of 0.637 signifies complete variable association accounting for 63.7% accomplishment variance. Remaining 36.3% external component attribution encompasses administrative approach, employee inspiration, institutional character, occupational satisfaction, obligation magnitude, institutional loyalty, and performance evaluation mechanism.

R-squared magnitude demonstration represents investigation framework with reasonably substantial clarification capacity. Permanent Nijantung Hospital accomplishment associates substantially to organizational communication administration, environmental provision, compensation provision, and capability provision. Constituent dimensions strengthen mutual function. Organizational information facilitates employee task comprehension; environmental factors generate task comfort; compensation amplifies inspiration; professional advancement reinforces employee capacity for operational challenge negotiation. This corresponds with Krijgsheld et al. (2022) designation of healthcare performance as multidimensional and dependent upon administrative dimension interaction.

Professional development predominance demonstrates continuous competency enhancement necessity urgency in dynamic medical contexts. Medical facilities persist in perpetual modification regarding clinical developments and institutional requirement metamorphosis necessitating permanent personnel capability maintenance and enhancement for sustained excellence and consumer protection.

Inquiry discoveries establish professional development placement as primary enhancement strategy for permanent personnel performance. Professional advancement demonstrates greatest relationship magnitude and regression magnitude relative to supplementary variables. Nevertheless, professional development independence proves insufficient. Educational enhancement demonstrates heightened success when accompanied by transparent organizational communication, advantageous environmental conditions, and appropriate remuneration. de Vries et al. (2023) affirmation emphasizes professional

development and administrative backing significance for healthcare persistence. Meneses-La-Riva et al. (2025) demonstrate effective communication capacity reinforces cooperation and healthcare efficiency. Consequently, performance enhancement necessitates incorporated human resource management methodology.

Practically, Nijantung Hospital management capability utilization involves inquiry foundation implementation for permanent personnel performance improvement mechanism development. Implementation possibility encompasses organizational communication mechanism strengthening, environmental circumstance amelioration, remuneration architecture assessment, and systematic educational programming implementation compliant with department demands. Supplementarily, periodic personnel achievement assessment provision permits administration capability determination for enhancement identification and individual development requirement recognition precision. World Health Organization (2022) underscores healthcare personnel wellbeing protection and safety importance; de Vries et al. (2023) emphasize organizational support importance for healthcare worker persistence and performance sustainability.

Consequently, this conversation designation that Nijantung Hospital permanent personnel accomplishment constitutes multifactorial dimension combinational products. Transparent organizational communication, encouraging environmental provision, appropriate compensation, and continual professional development demonstrate positive significant performance association. Consequently, personnel accomplishment enhancement necessitates organized human resource administration mechanism strengthening demonstrating enhanced planning, steadiness, and healthcare service excellence orientation (de Vries et al. 2023; Krijgsheld et al., 2022; World Health Organization, 2022).

CONCLUSION

Inquiry outcome conclusion establishes organizational information relationship with permanent personnel accomplishment magnitude ($r = 0.528$; $p = 0.000$). Findings suggest augmented information effectiveness associates with performance escalation. Environmental factors maintain positive significant relationship with accomplishment ($r = 0.488$; $p = 0.000$). Appropriate comfortable environmental conditions facilitate personnel competent productive employment. Compensation maintains positive significant association with accomplishment ($r = 0.457$; $p = 0.000$). Appropriate compensation to duty correspondence heightens personnel inspiration and accomplishment standards.

Professional development demonstrates strongest positive significant employee accomplishment association ($r = 0.703$; $p = 0.000$). Educational advancement and competency enhancement constitute essential performance catalyst elements. Concurrently, organizational communication, environmental factors, compensation, and professional development demonstrate significant simultaneous association with permanent personnel accomplishment ($F = 32.91$; $p = 0.000$). R-squared magnitude of 0.637 establishes four-variable capability for 63.7% accomplishment variance explanation, while 36.3% attribution encompasses external inquiry elements. Consequently, permanent Nijantung Hospital accomplishment enhancement achieves accomplishment via organizational communication strengthening, environmental improvement, appropriate compensation provision, and perpetual professional development implementation.

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AUTHOR CONTRIBUTION STATEMENT

Herisa Rahmasari, Vip Paramarta, Farida Yuliaty, Kosasih, and Rulia contributed to the conceptualization, methodology, data collection, analysis, interpretation, drafting, and revision of the manuscript. All authors read and approved the final manuscript.

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