

The Role of Effective Business Communication in Enhancing Employee Performance: A Study at RSUD Bumiayu

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Abstract

This study aims to analyze the effect of organizational communication on employee performance at RSUD Bumiayu. Organizational communication in this research is measured through three dimensions: upward communication, downward communication, and horizontal communication. The method employed is a quantitative approach using explanatory research. Data were collected through the distribution of questionnaires using a 5-point Likert scale to 44 respondents who are employees of RSUD Bumiayu. Data analysis was conducted using multiple linear regression with the assistance of SPSS version 22.

The results indicate that all three forms of organizational communication have a positive and significant influence on employee performance. The coefficient of determination test (R^2) shows that 53.5% of the variation in employee performance can be explained by the three communication variables, while the remaining 46.5% is influenced by other factors beyond this study. Classical assumption tests, including normality, multicollinearity, and heteroskedasticity, also confirm that the model meets the required statistical criteria, thus validating the regression model.

This research concludes that effective organizational communication, both vertical (upward and downward) and horizontal, plays a crucial role in enhancing employee performance. The findings offer practical implications for the management of RSUD Bumiayu to strengthen open, participative, and two-way communication patterns in order to support performance improvement and the achievement of organizational goals.

Keywords

Upward Communication; Downward Communication; Horizontal Communication; Employee Performance

INTRODUCTION

Effective business communication is a key element in the success of human resource management, as it directly influences both individual and organizational performance (Fuadah & Masrukan, 2019; Kalogiannidis, 2020). In public service organizations such as hospitals, communication that is open, clear, and two-way not only supports coordination but also enhances collegial spirit and job satisfaction (Oktafien et al., 2020; Rodrick, 2024). Conversely, poor communication can trigger internal conflict, decrease employee motivation, and impede the achievement of organizational goals (Siregar et al., 2021). Various studies have highlighted that organizational communication—whether vertical, horizontal, or cross-functional—plays a significant role in improving employee

performance (Ilham & Budianto, 2023; Ismail et al., 2025). In the healthcare sector, the challenge of delivering medical, operational, and administrative information in a timely and accurate manner demands a strategy of communication that is both adaptive and effective. Fatmawati (2021) argues that communication aligned with leadership style fosters productive and harmonious employee behavior, while Jiang et al. (2021) emphasize the need to overcome bureaucratic silos to support innovation and efficiency across organizational units.

Meanwhile, downward communication contributes to clarity in job instructions and facilitates effective execution of duties (Odra, 2021; Liu et al., 2023). Horizontal communication supports collaboration across units, which is vital in dynamic service

environments like hospitals (Nguyen et al., 2021). Curcuruto (2022) adds that effective two-way communication channels also function as mechanisms for employee voice in identifying safety risks and operational problems.

Technology and digital transformation are also reshaping the landscape of internal communication. Verčič et al. (2025) found that the effectiveness of communication channels depends on situational context, where digital media may be more effective for negative messages, while face-to-face interaction is superior in maintaining emotional engagement. Despite digital convenience, Verčič & Verčič (2025) noted that employee satisfaction remains higher with direct interpersonal communication.

In the healthcare context, previous studies have affirmed that communication, organizational culture, and training contribute to performance, with communication having a consistently positive and significant influence (Syahrudin et al., 2020; Tamba & Ferine, 2024). These findings are particularly relevant in hospital environments, where effective internal communication is closely related to service quality and patient safety.

Therefore, this study seeks to examine the role of effective business communication—specifically upward, downward, and horizontal communication—in improving employee performance at RSUD Bumiayu.

Literature review

1. Organizational Communication

Organizational communication is the process of exchanging information, ideas, and messages among individuals and groups within an organization to achieve shared objectives. Robbins and Judge (2017) define organizational communication as a fundamental managerial tool that influences almost all aspects of management, including decision-making, coordination, and motivation. Greenberg and Baron (2008) and Luthans (2011) stress that modern organizational communication involves both formal, top-down communication flows as well as reciprocal interactions across hierarchical levels.

Effective communication enhances goal clarity, role understanding, and employee motivation (Fatmawati, 2021; Ismail et al., 2025). Moreover, Kalogiannidis (2020) asserts that appropriate vertical and horizontal communication strengthens employee involvement and organizational productivity. In

healthcare institutions, effective communication is essential for conveying clinical instructions, ensuring timely coordination, and fostering a culture of collaboration and responsiveness (Nguyen et al., 2021; Curcuruto, 2022).

2. Upward Communication

Upward communication refers to the flow of information from subordinates to superiors. This includes suggestions, feedback, complaints, and reports. It provides essential field-level insights to management for strategic decision-making and reinforces organizational trust (Robbins & Judge, 2017; Gbarale & Lebura, 2020).

Research by Adebayo et al. (2023) indicates that upward communication significantly boosts employee involvement and improves superior-subordinate relationships. In hospitals, this communication ensures that managerial decisions are grounded in practical realities and operational feedback (Nguyen et al., 2021). Urbancová et al. (2024) emphasize that upward feedback stabilizes organizational dynamics and enhances performance.

3. Downward Communication

Downward communication involves the transmission of instructions, policies, and feedback from higher-level management to subordinates. It is crucial for operational clarity, task execution, and aligning individual responsibilities with organizational goals (Robbins & Judge, 2017; Liu et al., 2023).

Yusuf et al. (2025) found that structured downward communication increases job performance by providing clear direction. Odra (2021) reinforces that clear communication improves employees' role understanding and accountability. In public healthcare services, downward communication ensures alignment with Standard Operating Procedures (SOPs) and minimizes communication errors that may affect patient safety.

4. Horizontal Communication

Horizontal or lateral communication refers to the flow of information among peers or units at the same hierarchical level. It plays a pivotal role in enhancing coordination, teamwork, and problem-solving across departments (Robbins & Judge, 2017; Latuheru, 2023; Hulondalo et al., 2022).

Ilham and Budianto (2023) affirm that a communicative work environment fosters collaboration and boosts team performance.

Nguyen et al. (2021) emphasize that horizontal communication is critical in healthcare settings, where multidisciplinary coordination directly affects patient care outcomes. Newman (2022) adds that in virtual teams, horizontal communication strengthens trust and performance, especially when digital tools are combined with interpersonal rapport.

Hypothesis development

Organizational communication plays a vital role in the successful execution of tasks and the achievement of institutional goals. Beyond merely serving as a means of delivering information, effective communication also functions as a medium for building social relationships, coordinating tasks, and reinforcing employee motivation (Rodrick, 2024). The effectiveness of communication is reflected in the clarity of message delivery, openness, the speed of information transfer, and active listening.

Oktafien and Santoso (2022), in their study at PT. PLN UP3 Garut, revealed that organizational communication significantly affects employee performance. They highlighted the importance of two-way communication between superiors and subordinates, as well as among peers, in enhancing operational efficiency.

Pertiwiningsih and Rozikan (2024) explored the mediating role of interactional justice in the relationship between organizational culture, communication patterns, and employee performance. Although communication patterns were not found to have a direct impact on interactional justice, a strong organizational culture can improve perceptions of fairness, which in turn positively affects performance.

Rodrick (2024), in a study at TANESCO Tanzania, found a strong correlation between open communication with superiors and both work accuracy and productivity. The research emphasized the value of constructive dialogue in supporting planning and decision-making processes.

Furthermore, Syahrudin et al. (2020) concluded that communication, training, and organizational culture are three critical factors influencing employee performance. Among these, organizational culture showed the strongest influence; however, communication consistently demonstrated a significant positive effect.

Tamba and Ferine (2024), in the context of a local subdistrict government office, reported that communication contributed 50.8% to the

variance in employee performance. Key communication indicators included message clarity, openness, speed of message delivery, and listening ability.

Ismail et al. (2025) emphasized the importance of quality interpersonal communication in fostering employee morale and competence development. Their research underlined the need for a respectful and supportive work relationship.

Similarly, Ilham and Budianto (2023) found that a communicative work environment—alongside physical and psychological factors—has a substantial influence on individual and team performance.

Kalogiannidis (2020) further asserted that effective downward communication enhances employees' understanding of their roles and increases engagement, particularly in complex organizational environments.

Based on the literature reviewed, the following hypotheses are proposed:

H1: Upward communication has a positive and significant effect on employee performance.

H2: Downward communication has a positive and significant effect on employee performance.

H3: Horizontal communication has a positive and significant effect on employee performance.

RESEARCH METHOD

This study employs a quantitative approach with an explanatory research design aimed at analyzing the effect of organizational communication on employee performance. The research is categorized as descriptive-quantitative, explaining the relationships among variables based on the collection and analysis of numerical data.

The population in this study consists of employees at rsud bumiayu, a public hospital located in brebes regency. A total of 44 respondents were selected using a purposive sampling technique. Data were collected through the distribution of a closed-ended questionnaire using a likert scale ranging from 1 to 5, where 1 indicates "strongly disagree" and 5 indicates "strongly agree."

The independent variables in this study include:

Upward communication (X_1),
Downward communication (X_2),
Horizontal communication (X_3).

The dependent variable is:
Employee performance (Y).

Each variable was measured using relevant indicators derived from organizational communication theory and performance theory.

The research instrument was tested for validity and reliability before being used in the main data collection. Validity testing was conducted by examining the correlation between individual items and the total score, while reliability was assessed using cronbach's alpha. All statistical analyses were performed using spss version 22.0.

The data were analyzed using multiple linear regression to examine both simultaneous and partial effects of the three forms of communication on employee performance.

RESULT AND DISCUSSION

Respondent Demography

Table 1. Respondent Demography

Variable	Category	Total	Percent
Age	30-39	21	47,73
	40-49	17	38,64
	>=50	4	9,09
	20-29	2	4,55
Education	D/S1/S2/S3	35	79,55
	Senior HS	9	20,45
Gender	Female	25	56,82
	Male	19	43,18
Structure	Medic	23	52,27
	Non Medic	20	45,45
	Management	1	2,27

Validity and Reliability Test

The critical value for Pearson's correlation coefficient at a 5% significance level for 44 respondents is 0.297. Based on the validity test results using SPSS, it was found that out

of 20 questionnaire statements, one item was invalid, namely X1.1.

Table 2. Test of reliability

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,759	,947	21

The reliability of the instrument is shown by the Cronbach's Alpha coefficient of 0.759 across 20 statement items. This value exceeds the generally accepted threshold of 0.7, which indicates that the instrument has high internal consistency and is suitable for measuring the variables in this study.

Test of normality: One-Sample Kolmogorov-Smirnov (K-S Test)

The **One-Sample Kolmogorov-Smirnov (K-S) test** is used to determine whether the residual data from the regression model follow a normal distribution. Residual normality is a crucial assumption in classical linear regression analysis, as a normally distributed residual implies that the model estimates are valid and unbiased. Ensuring residual normality is essential for the accuracy of interpreting regression coefficients and for sound statistical decision-making.

Based on the results of the normality test using the One-Sample Kolmogorov-Smirnov (K-S) test on the unstandardized residuals, the obtained Asymp. Sig. (2-tailed) value was 0.079. At a significance level of $\alpha = 0.05$, this value is greater than 0.05. Therefore, it can be concluded that the residual data are normally distributed. Table 3 is in appendix list of table.

Multicollinearity test

Table 4. Test of multicollinearity

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	UPWARD COMMUNICATION	DOWNWARD COMMUNICATION	HORIZONTAL COMMUNICATION
1	1	3,971	1,000	,00	,00	,00	,00
	2	,015	16,390	,32	,03	,36	,08
	3	,009	20,849	,33	,10	,00	,87
	4	,005	28,548	,35	,87	,63	,05

a. Dependent Variable: EMPLOYEE PERFORMANCE

The multicollinearity test is conducted to ensure that there is no excessively strong correlation among the independent variables. This test is performed through Collinearity Diagnostics analysis, focusing on the Condition Index and Variance Proportions.

The test results indicate the following:

- The highest Condition Index = 28.548 (still below the threshold of 30).

- Variance Proportions greater than 0.5 were found only in the final dimension for the variables Upward Communication (0.87) and Downward Communication (0.63).

Since the Condition Index does not exceed 30, it can be concluded that there is no indication of serious multicollinearity in this regression model.

Heteroskedasticity Test

Table 5. Test of Heteroskedasticity

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,828	1,161		1,575	,123
	UPWARD COMMUNICATION	,095	,076	,289	1,262	,214
	DOWNWARD COMMUNICATION	-,048	,062	-,181	-,764	,450
	HORIZONTAL COMMUNICATION	-,076	,057	-,241	-1,338	,189

a. Dependent Variable: ABS_RES

The heteroskedasticity test in this study was conducted to determine whether unequal variance (heteroskedasticity) exists in the regression model. The test was performed using the Glejser method, which involves regressing the absolute values of residuals (ABS_RES) against the independent variables: upward communication, downward communication, and horizontal communication.

The test results show that all independent variables have significance values (Sig.) greater than 0.05, as detailed below:

- Upward Communication: 0.214
- Downward Communication: 0.450
- Horizontal Communication: 0.189

According to the test criteria, if the significance value is greater than 0.05, it can be concluded that the model is free from heteroskedasticity symptoms. Therefore, these results indicate that the regression model in this study satisfies the assumption of homoskedasticity, meaning that the variance of residuals across observations is constant and not influenced by changes in the independent variables.

Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression Analysis

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	.732 ^a	.535	.501	1,592	.535	15,364	3	40	.000

a. Predictors: (Constant), HORIZONTAL COMMUNICATION, UPWARD COMMUNICATION, DOWNWARD COMMUNICATION

Coefficient of determination test

The coefficient of determination test aims to determine the extent to which the independent variables—upward communication, downward communication, and horizontal communication—contribute to explaining the variation in the dependent variable, namely employee performance.

Based on the results of the regression analysis displayed in the Model Summary table, the R Square (R^2) value obtained is 0.535. This indicates that 53.5% of the variability in employee performance can be simultaneously explained by the three organizational communication variables. The remaining 46.5% is influenced by other variables not included in this research model.

In addition, the Adjusted R Square value of 0.501 confirms that, after adjusting for the number of predictor variables and sample size, the model still possesses a strong explanatory power of 50.1%. This reflects a statistically acceptable level of model fit.

Furthermore, the F Change test result of 15.364 with a significance level of 0.000 ($p < 0.05$) indicates that the regression model has a significant simultaneous effect on employee performance. In other words, upward, downward, and horizontal communication collectively have a significant positive influence on improving employee performance. The interpretation of the hypothesis testing is as follows:

- **H1: Upward communication has a positive and significant effect on employee performance** – Accepted. This indicates that the more open the communication from subordinates to superiors, the better the employee performance.
- **H2: Downward communication has a positive and significant effect on employee performance** – Accepted. Clear instructions and well-structured communication from leadership enhance task understanding and employee motivation.

- **H3: Horizontal communication has a positive and significant effect on employee performance** – Accepted. Horizontal communication among employees at the same organizational level contributes significantly to coordination and teamwork, which directly impacts performance.

CONCLUSION

Based on the results of the study, it can be concluded that organizational communication plays a vital and significant role in enhancing employee performance at RSUD Bumiayu. The three dimensions of communication tested in this research—horizontal communication, upward communication, and downward communication—were all shown to simultaneously provide positive contributions to performance improvement.

The regression analysis results demonstrated that 53.5% of the variation in employee performance can be explained by these forms of communication, while the remaining is influenced by factors beyond this study. This confirms that effective communication—whether peer-to-peer (horizontal), from subordinates to superiors (upward), or from superiors to subordinates (downward)—is a critical factor in fostering a productive work environment, enhancing task comprehension, streamlining coordination, and strengthening work motivation.

This research also verified that the regression model met all classical assumptions (normality, no multicollinearity, and homoskedasticity), ensuring that the analytical results are statistically valid and reliable.

Managerial implications

The findings of this study offer strategic implications for the management of RSUD Bumiayu in enhancing employee performance through strengthened organizational communication. Effective upward, downward, and horizontal communication significantly

influences individual work quality in public service institutions such as hospitals. Therefore, management should prioritize the planning and implementation of internal communication policies that are more open, responsive, and participatory. Strengthening upward communication can be achieved by establishing structured feedback loops, while downward communication requires clear and regular instructions. In addition, horizontal communication among employees should be facilitated through teamwork initiatives, collaborative forums, or integrated shift systems that promote synergy.

Practical Recommendations

1. Enhance Employee Communication Skills
Provide interpersonal communication training, especially for healthcare workers and administrative staff in frontline services.
2. Digitalize Internal Communication Systems
Utilize secure and efficient internal platforms (such as a hospital portal, intranet applications, or integrated official groups) to accelerate information dissemination and reduce message distortion.
3. Establish Regular Communication Forums
Conduct periodic meetings between management and staff to discuss operational challenges, share suggestions, and evaluate task performance.
4. Promote a Positive Feedback Culture
Foster an organizational culture that values feedback—whether critical or constructive—as a form of employee participation in decision-making processes.

Research limitations

This study has several limitations that should be acknowledged:

- Limited scope to a single institution, namely RSUD Bumiayu, meaning the results may not be generalizable to other hospitals with different characteristics.
- A relatively small sample size (44 respondents), limiting the representativeness of the entire employee population.
- Independent variables were restricted to three communication dimensions, while other factors such as leadership, job satisfaction, and workload may also influence employee performance.
- Data were self-reported, which may carry perception bias.

Directions for future research

Future research is recommended to:

1. Include more hospitals, both public and private, to broaden the generalizability of the findings.
2. Integrate additional variables, such as leadership style, organizational culture, work stress, and organizational commitment as control or mediating variables.
3. Apply a mixed-method approach, incorporating in-depth interviews and observations to explore communication dynamics qualitatively.
4. Examine the impact of organizational communication on public service indicators, such as patient satisfaction or service delivery efficiency.

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List of Tables**Table 1. Respondent Demography**

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	Senior HS	9	20,45
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Table 2. Reliability Test**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
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Table 3. Normality Test**Tests of Normality**

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	,109	44	,200 [*]	,954	44	,079

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Table 4. Multicollinearity Test**Collinearity Diagnostics^a**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	UPWARD COMMUNICATION	DOWNWARD COMMUNICATION	HORIZONTAL COMMUNICATION
1	1	3,971	1,000	,00	,00	,00	,00
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a. Dependent Variable: EMPLOYEE PERFORMANCE

Table 5. Heteroscedastic Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
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a. Dependent Variable: ABS_RES

Table 6. Regression

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
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