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*Research Article*

# Employee Morale and Its Organizational Determinants: Evidence from a Healthcare Clinic in Indonesia

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## Abstract
Employee morale is essential to workforce engagement and service quality in healthcare, where teamwork and commitment support patient care. Yet communication difficulties, development needs, and varying motivation may reduce enthusiasm for work. This study examines the effects of communication, work environment, employee development, and motivation on morale at Cahaya Amalia Pratama Clinic in North Bekasi, Indonesia. A quantitative causal survey was conducted with all 50 clinic employees. Primary data came from questionnaires, interviews, and observations; secondary data came from clinic records. Multiple linear regression was used, alongside instrument evaluation, classical assumption testing, and partial and simultaneous significance tests. Communication, employee development, and motivation were significant positive predictors of morale. The work environment had no statistically significant individual effect, suggesting that a generally favorable environment may not independently improve morale when other factors are considered. However, the four factors jointly explained employee morale. The study adds contextual evidence about the individual and combined roles of organizational factors in healthcare morale. The findings suggest that clinic management should prioritize clear internal communication, structured employee development, and sustained motivational support while maintaining conducive working conditions.

Keywords: Communication, Work Environment, Employee Development, Motivation, Employee Morale

JEL Classification: M12, M52, J24

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## 1. Introduction
Cahaya Amalia Pratama Clinic cannot stand without human resources. Human resources are the potential in humans to realize their role as adaptive and transformative social beings; the thinking and physical strength possessed by everyone; and their behavior and nature are determined by their heredity and environment, while their achievements and work are motivated by the desire to fulfill their satisfaction (Bukit et al., 2017). For the achievement of organizational goals to run effectively and efficiently, human resources in the organization must also be managed properly and correctly to produce high-performance achievements (Basir et al., 2019).

Based on the above, employees in one of the clinics are required to have high enthusiasm and work spirit to achieve good performance and provide the best service to their patients. When employees provide good service, patients are satisfied, and the clinic's reputation improves in others' eyes. Work enthusiasm is a positive psychological strength in the work atmosphere because it shows passion and encourages employees to work better and be more productive (Busro, 2018).

According to Anoraga (in Busro, 2018) are, factors that influence work enthusiasm include: the work is meaningful, the company provides opportunities for employee development, the work environment is harmonious and pleasant, leadership is good, and compensation, salary, or rewards affect employee work enthusiasm. Meanwhile, according to Sugara et al. (2020), factors that influence work enthusiasm include. communication process, motivation and work environment.

Communication is a message conveyed by someone (communicator) to another person (communicant) as a process of passing from one individual to another, from an individual to a small group (small group), or to a large group (big group) (Okatarina et al., 2017). Meanwhile, according to Ruben and Steward, communication is a process that unites individuals into relationships, groups, organizations, and societies that respond to and create messages to adapt to the surrounding environment.

The communication problems faced by employees at the Cahaya Amalia Clinic are vertical and horizontal communication problems, where employees are still unclear in responding to instructions or information from their superiors or colleagues when dividing work. However, after completing their work, employees are asked to conduct a briefing to evaluate what happened while they are working; if they encountered an obstacle, their superiors would provide a solution. However, there are still employees who feel that if they express their opinions or ideas, their opinions are not heard by their superiors or colleagues. Communication is an interaction between two or more people that occurs through the process of exchanging ideas and information that are transferred to the recipient's response to change behavior (Harahap et al., 2022).

Therefore, good communication must be reciprocal, mutual listening and mutual understanding between the communicator and the communicant. When someone communicates well and constructively, they can create a positive work environment and provide comfort and enthusiasm that help employees work optimally. Research by Pibriari et al. (2023) and Kurniawati et al. (2023) states that communication positively affects employee work enthusiasm. Meanwhile, Wibowo (2023) and Sa'adah (2020) state that communication does not affect employee work enthusiasm. So, it can be concluded that there is still a gap in the literature regarding how communication affects employee work enthusiasm. According to Nitisemito (2020), the work environment includes everything around the worker and can influence how they carry out assigned tasks. Employee comfort can be assessed by the work environment, sufficient income and the availability of facilities that help build employee enthusiasm to complete their work properly (Rozi, 2021).

According to Purnama et al. (2022) and Likdanawati & Hamdiah (2021), employee development has a positive and significant effect on work enthusiasm. However, in this study, there are differences in location, where the benefits of the study are only useful for the location being studied. Therefore, this gap can be used by researchers to examine the effect of employee development on employee work enthusiasm in other locations.

Healthcare organizations depend on employees who can maintain consistent service quality, coordinate tasks effectively, and respond appropriately to patient needs. In clinical settings, employee morale matters because it reflects employees' enthusiasm, willingness to contribute, and readiness to sustain their work responsibilities. However, the demands of healthcare service delivery can make morale vulnerable to unclear instructions, coordination difficulties, limited development opportunities, and inadequate motivational support. At Cahaya Amalia Pratama Clinic in North Bekasi, preliminary observations identified communication difficulties in both vertical and horizontal relationships, particularly when employees interpreted instructions and coordinated work assignments. These observations point to a practical organizational concern, but

they should not be taken as conclusive evidence of declining employee morale without systematic measurements of morale-related indicators. Theoretically, employee morale is an employee's work-related psychological state shaped by organizational communication, the perceived quality of the work environment, opportunities for employee development, and motivation. Clear communication can reduce uncertainty and facilitate coordination, while a supportive work environment can provide the conditions employees need to perform their duties effectively. Employee development can strengthen perceived competence and growth opportunities, while motivation can reinforce employees' willingness to direct effort toward organizational goals. Nevertheless, these factors may operate differently when considered together, and a favorable physical or social environment does not necessarily translate into higher morale on its own, independent of other organizational conditions. Accordingly, this study examines the individual and combined associations of communication, work environment, employee development, and motivation with employee morale at Cahaya Amalia Pratama Clinic. By focusing on a specific healthcare organization and evaluating these factors within one analytical framework, the study provides context-specific evidence that may help clinic management identify relevant human resource management priorities while recognizing the limits of findings from a single-clinic, cross-sectional study.

## 2. Literature Review and Hypothesis

### Literature Review

#### Human Resource Management

According to Sinambela (2019), human resource management is the utilization, development, assessment, reward and management of individuals, members of an organization or groups of workers. Human resource management also involves job design, employee planning, selection and placement, employee development, career development, compensation, performance evaluation, team development and retirement. According to Suryani & FoEh (2019), human resource management can be interpreted as a process of planning, organizing, directing and supervising, developing and providing compensation, or it can be said that human resource management is a process consisting of a series of activities that are related to one another, starting from planning, management, to supervision of the human resources owned. Meanwhile, according to Hasibuan (2020), HR management is a science related to employees' roles, aiming for high efficiency and effectiveness to help achieve the hopes or ideals of the company, employees, and the wider community.

#### Work Spirit

According to Busro (2018), work spirit is a positive, diverse psychological force that can improve employee performance and, ultimately, organizational performance. Work spirit can also be interpreted as building a work atmosphere in an organization with a sense of enthusiasm to encourage employees to do better and more productive work. According to Agustini (2019), work spirit is an individual's attitude toward doing work responsibly, being disciplined, working together in groups and carrying out work more actively so work can be completed quickly and goals are achieved. Meanwhile, according to Basri & Rauf (2021), work spirit is a person's desire and sincerity in doing their work well, discipline to achieve maximum work, willingness and pleasure in the work being done.

#### Communication

Communication comes from the Latin word communis, meaning to create or build togetherness between two or more people. In addition, communication comes from the Latin root communico, which means to share. In an organization, communication transfers messages between superiors and subordinates and drives the organization (Bu'ulolo et al., 2021). According to Wahjono et al. (2021), communication is the process of conveying messages to gain understanding under normal conditions, involving perception and language between the sender and the recipient. In addition to verbal communication, communication also has a non-verbal form that can be seen in facial expressions, body movements, intonation, and word or sentence choice. According to Rino et al. (2020), communication is a level at which someone can ascertain whether other people can understand what they are saying.

**Work Environment**

According to Nitisemito (2020), the work environment is everything that is around the worker and can affect him/herself in carrying out the assigned tasks. The work environment in an organization directly influences employees who carry out the production process to achieve these goals; in addition, the organization must carefully and efficiently identify and address problems that affect the smooth production process (Chandra & Setiawan, 2018). Organizations within agencies must create conditions that support cooperation among superiors, subordinates, and peers (Likdanawati & Hamdiah, 2021). With these conditions, the agency's work environment can be considered good, and employees feel comfortable doing their work, allowing them to work optimally. A good work environment can also create high employee enthusiasm so that employees can do their work with a happy and passionate feeling; in addition, employees will achieve more in their work (Murtisaputra & Ratnasari, 2018).

**Employee Development**

Development is an effort to improve employees' technical, theoretical, conceptual, and moral abilities to meet the needs of their position or work through education and training (Hasibuan, 2020). According to Hertati (2020), human resource development is guided by the need for the workforce to gain knowledge, skills and expertise. Development focuses more on the long term and helps employees prepare themselves for changes in work or position caused by new technology. According to Sumual (2017), human resource development in an organization is a program to improve employee quality. Meanwhile, according to Sabrina (2021), employee development is a process in which superiors support employees in taking programs to improve skills and gain new knowledge; in addition, employee development directly impacts employee involvement and productivity, increasing the company's success. Employee development programs should be carefully prepared and based on scientific methods and guided by the skills needed by the company today or for the future (Hasibuan, 2020). Employee development is the process of refreshing, developing and improving employees' abilities, skills, talents, interests and behavior (Kasmir, 2022).

**Motivation**

According to Hertati (2020), motivation is a psychological state that arises from the urge to fulfill certain needs. According to Busro (2017), the strength of motivation is valence and hope, where the theory of hope states that work motivation is determined by individual beliefs related to the relationship between effort and performance (expectancy), the relationship between work and results (instrumental = intermediary) and the perception of the importance of various work results (valence = valence). Meanwhile, according to Syukron et al. (2022), motivation is a condition that encourages or causes someone to act naturally. In addition, it aims to increase employees' enthusiasm so they can work optimally.

**Hypothesis**

**Relationship between communication and employee work enthusiasm**

Communication is an interaction between two or more people that occurs through the process of exchanging ideas and information sources that are transferred to the recipient's response to change behavior (Harahap et al., 2022). Work enthusiasm is an individual's attitude toward carrying out work responsibly and with discipline, working together in groups and working more actively so work can be completed quickly and goals are achieved (Agustini, 2019). Research conducted by Kurniyanto & Murnawingsih (2024) shows that communication has a positive and significant effect on employee work enthusiasm because communication is a main activity of humans every day, especially when carrying out activities in the office, which requires communication between employees to convey information; if communication runs effectively, it will increase work enthusiasm. Research by Ananjaya & Suthanaya (2019) shows that communication has a positive and significant effect on work enthusiasm, meaning that the better communication between employees, the higher employees' work enthusiasm will be. In a study by Devika & Sarianti (2019), communication has a positive and significant effect on employee work enthusiasm because mutual respect and attention to coworkers can increase employee work enthusiasm. Then, in the study of Matdiasih et al. (2023), it was also shown that communication has a positive and significant effect

on employee work enthusiasm because employees understand their duties and fulfill their responsibilities and can communicate well both verbally and in writing, so that employees feel enthusiastic and happy in doing the work they do.
Based on the theory and support of previous research, the following hypothesis can be made:
**H1: Communication has a positive and significant effect on employee work enthusiasm.**

**The relationship between the work environment and employee work enthusiasm.**
According to Likdanawati & Hamdiah (2021), the work environment is an organizational setting that must create conditions that support cooperation among superiors, subordinates, and peers. Work enthusiasm is a person's desire and sincerity to do their job well, discipline to achieve maximum work accompanied by willingness, and pleasure in the work done (Basri & Rauf, 2021). Research by Murada & Suryalena (2024) shows that the work environment positively affects work enthusiasm because a good work environment helps organizations retain quality employees, and a comfortable, safe work atmosphere increases employee focus and productivity. Pasaribu et al. (2022) also found that the work environment has a positive and significant effect because it strongly influences employees' habits in doing the work assigned to them. A good work environment makes employees enthusiastic about their work. This research was also conducted by Supri (2023) and Dwisaputra (2023), who said that the work environment has a positive and significant effect on employee work enthusiasm because if the work environment gets better, it will increase the employee's work enthusiasm. Based on the theory and support of previous research, the following hypothesis can be made:
**H2: The work environment has a positive and significant effect on employee work enthusiasm.**

**The relationship between employee development and employee morale.**
According to Hertati (2020), human resource development is important since workers need knowledge, skills and expertise to improve. Work enthusiasm is a person's desire and sincerity to do their job well, discipline to achieve maximum work, and willingness and pleasure in the work done (Basri & Rauf, 2021). The results of research conducted by Rudiansyah et al. (2024) show that employee development has a positive and significant effect on employee morale because the role of human resource development is very large in determining the success of the development of a Foundation or institution, so that it will affect the work enthusiasm of the people in it. In Rudiansyah et al. (2024), it was stated that employee development has a positive and significant effect on employee morale. Then, in the research of Eliza (2023) and Wicaksono (2019), it was shown that employee development has a positive and significant effect on employee morale because the development and productivity of the organization are highly dependent on the division of main tasks and functions based on employee competence. Based on theory and prior research, the following hypothesis can be made.
H3: Employee development has a positive and significant effect on employee work enthusiasm

The relationship between motivation and employee work enthusiasm.
According to Busro (2017), motivation is the willingness to use high levels of effort for organizational goals, which is conditioned by the ability of the effort to meet several individual needs. According to Habeahan et al. (2022), motivation has a positive and significant effect on work enthusiasm because motivation is an internal and external drive to do a job with high enthusiasm. This research is also similar to the findings of Pakpahan & Suryalena (2024), which show that motivation has a positive and significant effect on employee work enthusiasm because providing motivation, such as appreciation for employees' work results, stimulates employees' work enthusiasm. Based on the results of several studies above, it can be concluded that communication has a positive and significant effect on work enthusiasm, so the following hypothesis can be made:
**H4: Employee development has a positive and significant effect on employee work enthusiasm.**

**The relationship between communication, work environment, employee development, and motivation towards employee work enthusiasm.**
According to Rino et al. (2020), communication is the ability to ascertain whether others understand what we are saying. According to Nuryasin et al. (2019), environmental conditions are good if employees can work optimally, safely, comfortably, and healthily while carrying out their

activities or work. When employees feel comfortable and like their work environment, they generate high enthusiasm to come to their place of work. According to Sumual (2017), human resource development in an organization is a program that improves employee quality. With the employee development program provided by the company, employees can improve and add to their skills to develop better in their job positions. Communication, work environment, employee development, and motivation are said to have a significant influence; good communication in an organization plays a strong role in increasing employee work enthusiasm (Bu'ulolo, Fau, & Fau, 2021). The better the work environment and employee development, the higher employee work enthusiasm (Likdanawati & Hamdiah, 2021a). Motivation affects employee work enthusiasm (Y. K. Sari, 2020). Purnama et al. (2022) show that communication, work environment, employee development and motivation have a positive effect on work enthusiasm. Based on the description of each variable, they are expected to influence employee work enthusiasm strongly. Thus, if these variables are linked to employee work enthusiasm, they will have a high impact. Good Communication, Work Environment, Employee Development, and Motivation will also increase Employee Work Spirit. Based on the description above, the fifth hypothesis proposed in this study is:

**H5: Communication, Work Environment, Employee Development, and Motivation simultaneously have a significant effect on Employee Work Spirit.**

**Conceptual Framework**

Based on the review of previous research theories and theoretical foundations and problems found, as a basis for formulating hypotheses, the following describes the model of the framework of thought on the influence between research variables and theoretical foundations and results of previous research. This study aims to examine the influence of independent variables on the dependent variable, where the independent variables are Communication, Work Environment, Employee Development, and Work Motivation, and the dependent variable is Employee Work Spirit. The study's conceptual framework is shown in Figure 1.

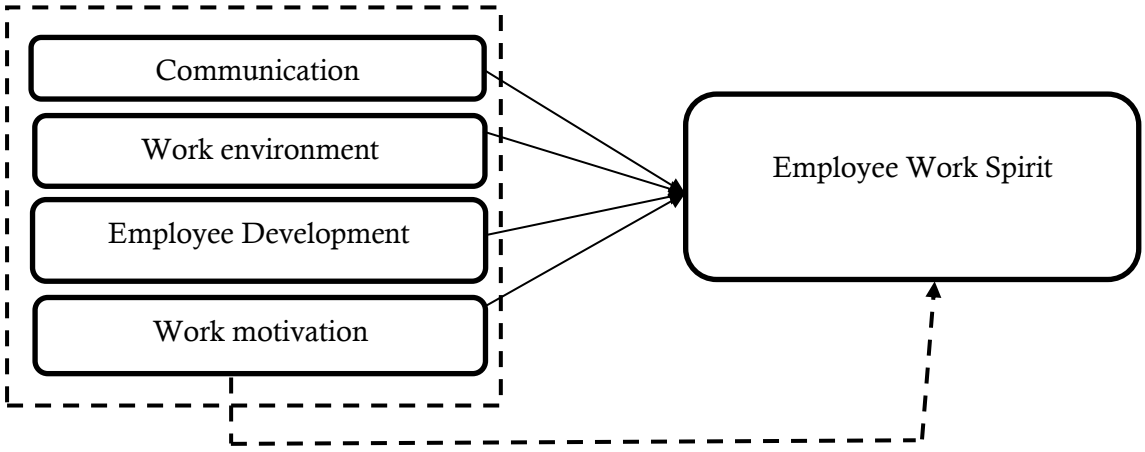



**Figure 1. Conceptual Framework**

## 3. Data and Method

**Research Design**

This study used a quantitative, cross-sectional survey design to examine relationships among communication, work environment, employee development, motivation, and employee morale at Cahaya Amalia Pratama Clinic in North Bekasi, Indonesia. The quantitative approach was used to analyze the relationships between the explanatory variables and employee morale through multiple linear regression. Because the data were collected at a single point in time, the analysis identifies statistical associations rather than establishing causal relationships. Interviews and observations were also conducted to obtain preliminary contextual information about workplace practices and organizational issues relevant to the research variables.

**Population and Sampling**
The study population consisted of all 50 employees of Cahaya Amalia Pratama Clinic. The study used a census approach, also known as saturated sampling, because every member of the identified population was included as a potential respondent. This approach was appropriate for examining the clinic's workforce conditions without selecting only a subset of employees. The final number of usable questionnaires should be reported separately if it differs from the 50 employees approached. The respondent profile should also be presented using available demographic and employment characteristics, such as age group, gender, education, employment status, and length of service, where these data were actually collected. Reporting these characteristics will help readers understand the workforce composition represented in the analysis.

**Data Sources and Collection Procedures**
The study used primary and secondary data. Primary data were collected through structured questionnaires administered to clinic employees. The questionnaire measured communication, work environment, employee development, motivation, and employee morale using predefined indicators and response scales. The manuscript should identify the sources of the measurement items for each construct and explain whether the items were adopted or adapted from previously validated instruments. Where items were adapted, the adaptation and any translation procedures should be described. The questionnaire administration procedure should specify the data collection period, how employees received and returned the questionnaires, the response scale used, and the steps taken to minimize incomplete responses and protect respondent confidentiality.

Interviews and observations served complementary purposes. Interviews were used to obtain preliminary information about workplace communication, coordination difficulties, and other organizational concerns, while observations provided contextual insight into workplace practices and employee interactions. These methods were intended to support understanding of the organizational setting rather than replace quantitative measurement of the study variables. The study used secondary data, including the clinic's employee records and available attendance information, to describe the organizational context where relevant. The manuscript should clarify whether the authors systematically coded interview and observation findings or used them only as preliminary contextual information.

**Operational Definitions and Measurement**
Communication was defined as the exchange and understanding of work-related information among employees and between employees and supervisors, including the clarity of instructions and coordination of work activities. Work environment referred to employees' perceptions of the physical and social conditions in which they performed their duties, including workplace facilities and relationships with colleagues. Employee development referred to employees' perceived opportunities and organizational support to improve their competencies and work capabilities. Motivation represented employees' willingness and drive to direct effort toward work-related responsibilities and organizational objectives. Employee morale, the dependent variable, referred to employees' enthusiasm, work spirit, and willingness to contribute to their responsibilities.

Each construct was operationalized using questionnaire indicators. To ensure transparency and replicability, the final manuscript should include a measurement Table that lists each variable, its conceptual definition, its indicators, the number of questionnaire items, the response scale, and the instrument's source. These details must reflect the questionnaire actually administered; indicators and source references should not be reconstructed retrospectively without checking the original instrument.

**Validity and Reliability Assessment**
The questionnaire items were evaluated for validity and reliability before the substantive regression analysis. The validity assessment should report the specific procedure used, the criterion for determining whether an item was valid, and the item-level results. Reliability should be reported using the statistic actually calculated, such as Cronbach's alpha, together with the corresponding

value for each construct and the criterion applied. A summary Table should present the number of items initially tested, the number retained, the validity results, and the reliability coefficient for communication, work environment, employee development, motivation, and employee morale. Because the available manuscript does not provide the required item-level statistics or construct-specific reliability coefficients, these values must be inserted from the original statistical output rather than estimated or assumed.

**Ethical Considerations and Methodological Limitations**

Because respondents were employees of the organization being examined, participation should be voluntary. Respondents should be informed of the study's purpose, the intended use of the data, and the measures taken to protect confidentiality. Participation or nonparticipation should not affect employment status or workplace evaluation, and individual responses should not be disclosed to supervisors in identifiable form. The final manuscript should state the consent procedure, confidentiality safeguards, and any institutional ethics approval or exemption that was actually obtained. These procedures must be described accurately and should not be presented as completed unless they were implemented.

Using questionnaire responses to measure multiple constructs in the same survey may introduce common-method bias, including response consistency and social desirability effects. Confidential administration and clear instructions may help reduce these risks, but they do not establish that such bias is absent. The study's cross-sectional design also limits temporal interpretation because it measured the variables at one point in time, making it impossible to determine whether changes in the explanatory variables preceded changes in morale. Furthermore, the census covers the clinic's defined workforce rather than a broader population of healthcare employees. The findings should therefore be interpreted as context-specific statistical evidence, not definitive causal effects or automatically generalizable conclusions about other healthcare organizations.

## 4. Results

**Normality Test Results**

A good regression model has residual values that are normally distributed. To determine whether the residuals are normally distributed, we used graphical analysis and statistical tests.

**Table 1. Normality Test Results**

| | | Unstandardized Residual |
|---|---|---|
| N | | 50 |
| Normal Parameters [a,b] | Mean | 0E-7 |
| | Std. Deviation | 1.70083527 |
| Most Extreme Differences | Absolute | .116 |
| | Positive | .116 |
| | Negative | -.065 |
| Kolmogorov-Smirnov Z | | .819 |
| Asymp. Sig. (2-tailed) | | .514 |

Source: Processed data (2024)

The results of the normality test in Table 1 using the one-sample Kolmogorov-Smirnov method show that when the value (Asymp.Sig.) > 0.05, the data used are normally distributed. Based on Table 1, the significance value of 0.514 is greater than 0.05, so the data are normally distributed.

**Multicollinearity Test Results**

One way to assess multicollinearity in a regression model is to examine the tolerance and VIF (Variance Inflation Factor) values. If the tolerance value is > 0.10 and VIF < 10, it can be interpreted that there is no multicollinearity in the study; conversely, if the tolerance value is < 0.10 and VIF > 10, then multicollinearity occurs.

**Table 2. Multicollinearity Test Results**

| Model | | Collinearity Statistics | |
|---|---|---|---|
| | | Tolerance | VIF |
| 1 | (Constant) | | |
| | Communication | .876 | 1.142 |
| | Work Environment | .659 | 1.519 |
| | Employee Development | .775 | 1.291 |
| | Motivation | .693 | 1.444 |

Source: Processed data (2024)

Based on the results of data processing, all variables, namely communication, work environment, employee development, and motivation, have tolerance values > 0.10 and VIF < 10. Thus, it can be concluded that there are no symptoms of multicollinearity in the regression model used.

**Heteroscedasticity Test Results**

A good regression model does not exhibit heteroscedasticity. A good regression model does not exhibit heteroscedasticity.

**Table 3. Heteroscedasticity Test: Glejser Test Method**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.566 | 2.127 | | .736 | .466 |
| | Communication | .112 | .087 | .201 | 1.294 | .202 |
| | Work Environment | -.046 | .047 | -.176 | -.983 | .331 |
| | Employee Development | -.001 | .024 | -.006 | -.033 | .974 |
| | Motivation | .019 | .087 | .039 | .223 | .825 |

Source: Processed data (2024)

Based on the Glejser heteroscedasticity test results in Table 3 above, the significance values are 0.202 for the communication variable, 0.331 for the work environment variable, 0.974 for the employee development variable, and 0.825 for the motivation variable. These variables have a significance value > 0.05, which means they do not exhibit heteroscedasticity, because a good regression model is homoscedastic (does not exhibit heteroscedasticity).

**Partial Test Results (t-Test)**

If tcount > ttable or if the sig. value < 0.05, then H0 is rejected, and Ha is accepted, meaning that the independent variable individually affects the dependent variable. However, conversely, if tcount < ttable or if the sig. value > 0.05, then H0 is accepted, and Ha is rejected, meaning the independent variable does not individually affect the dependent variable.

**Table 4. t-Test Results (partial)**

| Hypothesis | Variable | tcount | ttable | Sig. | Description |
|---|---|---|---|---|---|
| Ha1 | Communication | 2,166 | 2,014 | 0,036 | Accepted |
| Ha2 | Work Environment | 1,869 | 2,014 | 0,068 | Rejected |
| Ha3 | Employee Development | 2,933 | 2,014 | 0,005 | Accepted |
| Ha4 | Motivation | 3,019 | 2,014 | 0,004 | Accepted |

Source: Processed data (2024)

Based on the results of the partial t-test, it is known that the variables of communication, employee development, and motivation have a positive and significant effect on employee morale because the t-count value of each is greater than the t-table value and the significance value is below 0.05. On the other hand, the work environment variable does not significantly affect employee morale because the t-count is smaller than the t-table value and the significance value is above 0.05.

**Simultaneous Test (F Test)**
The F test is used to determine whether the variables of Communication, Work Environment, Employee Development and Motivation have a significant effect simultaneously on Employee Work Spirit at Cahaya Amalia Pratama Clinic Employees in North Bekasi. The F-test criteria can be determined by comparing the F-count with the F-table.

**Table 5. F Test Results (simultaneous)**

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 210,751 | 4 | 52,688 | 16,726 | .000[b] |
| | Residual | 141,749 | 45 | 3,150 | | |
| | Total | 352,500 | 49 | | | |

Source: Processed data (2024)

Based on Table 5, the Fcount value is 16.726, while the Ftable value is 2.58 at a significance level of 0.05, obtained from the formula df = n - 1 - k. Therefore, the results show that Fcount > Ftable (16.726> 2.58), indicating that Communication, Work Environment, Employee Development and Motivation together have a significant effect on Employee Work Spirit.

**Results of the Determination Coefficient Test (R2)**
A small adjusted $R^2$ value means the independent variables explain less of the variation in the dependent variable. It can be considered strong if the R-square value approaches 1 (one) and is far from 0 (zero), indicating that the independent variables provide almost all the information needed.

**Table 6. Results of the Coefficient of Determination Test (R2)**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .773[a] | .598 | .562 | 1.775 |

Source: Processed data (2024)

From the results in Table 6, the adjusted R-Square value is 0.562, meaning the independent variables explain 56.2% of the variation in the dependent variable. In other words, communication, work environment, employee development and motivation explain 56.2% of employee morale, while the remaining 43.8% is explained by other factors.

## 5. Discussion

**The Influence of Communication on Employee Morale**
The results indicate that communication has a positive and statistically significant relationship with employee morale at Cahaya Amalia Pratama Clinic. This finding is consistent with previous studies reporting a positive relationship between workplace communication and employee work enthusiasm (Harahap et al., 2022; Pibriari et al., 2023; Kurniawati et al., 2023; Rusdyanti & Kusumayadi, 2023; Jannah et al., 2018). In healthcare-service organizations, communication matters because employees must coordinate responsibilities, interpret instructions accurately, exchange operational information, and respond to changing patient needs. However, communication should not be treated as a single organizational process: supervisory communication concerns the clarity of instructions, feedback, expectations, and managerial support, whereas peer communication concerns coordination, information sharing, and mutual assistance among colleagues. The manuscript's preliminary observations identified difficulties in both vertical and horizontal communication, suggesting that clearer instructions from supervisors and more reliable peer coordination are relevant managerial priorities. The World Health Organization's guidance on mental health at work also recognizes communication and teamwork interventions as organizational approaches that may support employee well-being. However, the evidence for specific outcomes varies across interventions (World Health Organization [WHO], 2022). Thus, this finding supports the importance of communication in explaining differences in

morale within this clinic. However, the cross-sectional design does not establish that improvements in communication would necessarily increase morale.

**The Influence of the Work Environment on Employee Morale**

The regression analysis shows that the work environment has a positive coefficient but is not statistically significant on its own when communication, employee development, and motivation are included in the same model. This result should not be interpreted as evidence that the work environment is unimportant or that it has no relationship with morale in all healthcare settings. One possible contextual explanation is that employees may regard basic facilities, collegial relationships, and routine working conditions as necessary conditions for performing their duties rather than as factors that independently distinguish morale levels. In addition, work environment is a broad construct: physical safety, workload, scheduling, supervisor support, and interpersonal climate may relate differently to employee outcomes, and an aggregated questionnaire measure may not capture these distinctions. International evidence reinforces the need for a nuanced interpretation. Aust et al. (2024), in a systematic review of organizational interventions in healthcare, found evidence that changes to job tasks, flexible work arrangements, and physical working conditions can improve mental health and well-being. Similarly, the WHO has emphasized that unsafe or stressful working conditions can threaten healthcare workers' well-being (WHO, 2022). These findings do not contradict the present result because they examine broader outcomes and different interventions. The nonsignificant coefficient in this study means that an independent statistical association was not established in this sample; it does not prove that the work environment has no practical value. Consequently, clinic management should maintain safe and supportive working conditions but prioritize expensive environmental interventions only when supported by documented safety, workload, staff feedback or operational problems.

**The Influence of Employee Development on Employee Morale**

Employee development has a positive and statistically significant relationship with employee morale, indicating that employees who report more favorable development opportunities also tend to report stronger morale after accounting for the other variables in the model. This finding is consistent with previous studies cited in the manuscript, which identify employee development as a factor associated with work enthusiasm (Purnama et al., 2022; Wicaksono, 2019; Pamungkur, 2019). In healthcare services, development opportunities are particularly relevant when they help employees maintain professional competence, adapt to service procedures, and manage changing operational demands. Training that is perceived as relevant to employees' responsibilities may also strengthen confidence and the sense that the organization invests in their professional growth. Supporting this interpretation, Dorssen-Boog et al. (2021) found that a self-leadership intervention positively affected work engagement among healthcare workers, illustrating how structured development can be associated with employee-related outcomes. However, the present study did not directly test whether competence, confidence, or perceived organizational support mediates the relationship between development and morale. The finding therefore supports prioritizing accessible and relevant development opportunities without claiming that a particular training mechanism has been demonstrated. For clinic management, development should be aligned with actual service requirements, including communication and teamwork, patient-service procedures, administrative coordination, and role-specific competencies. Training schedules should also consider staffing and service continuity so that participation does not unnecessarily disrupt daily clinic operations.

**The Influence of Motivation on Employee Morale**

Motivation has a positive and statistically significant relationship with employee morale, suggesting that employees reporting stronger work motivation also tend to report stronger morale when the other explanatory variables are considered. This result aligns with studies cited in the original manuscript, which report positive relationships between motivation and work enthusiasm (Suryana et al., 2022; Lewa et al., 2023; Purnitasari & Sujadi, 2022). This relationship matters to healthcare organizations because employees must sustain effort, coordinate with colleagues, and fulfill service responsibilities even when work is demanding or emotionally challenging. Motivation may reflect not only financial rewards but also recognition, meaningful responsibilities,

development opportunities, and the experience of supervisor support. Dorssen-Boog et al. (2021) provide complementary evidence that a self-leadership intervention can support healthcare workers' work engagement, highlighting the importance of self-determination and autonomous motivation. Nevertheless, motivation and morale are related but conceptually distinct, and the present regression does not establish the psychological process linking them. Instead, the results suggest that motivation is a relevant organizational correlate of morale in this clinic. Management can respond by establishing transparent recognition criteria, providing constructive feedback, ensuring fair access to development opportunities, and regularly discussing employees' work-related needs. These practices should be monitored using employee feedback and morale measures rather than assuming that recognition initiatives automatically improve service quality or patient satisfaction.

**The Joint Relationship of Communication, Work Environment, Employee Development, and Motivation with Employee Morale**

The simultaneous significance test indicates that communication, work environment, employee development, and motivation jointly explain employee morale in the fitted regression model. The model's adjusted \(R^2\) of .562 indicates that the four predictors collectively account for 56.2% of the observed variation in morale in this sample. The remaining variation is associated with factors not represented in the model. This overall result must be distinguished from the individual tests: communication, employee development, and motivation show statistically significant individual relationships, whereas the work-environment coefficient does not. Overall model significance therefore does not establish that every predictor independently has a significant relationship with morale. This pattern aligns with the view that multiple organizational conditions shape employee morale in healthcare organizations, and each factor's relative contribution depends on the other variables included in the analysis. The WHO's work on healthcare-worker well-being emphasizes the importance of organizational approaches to working conditions, staff support, and mental health, rather than relying on a single intervention (WHO, 2022). Consequently, this study's theoretical contribution is contextual rather than universal: it examines how several organizational factors relate to morale within one healthcare clinic and shows why joint and individual statistical results should be interpreted separately. Because the research is based on a cross-sectional survey of 50 employees at a single clinic, the findings should be treated as context-specific associations rather than causal effects or estimates that can automatically be generalized to other healthcare organizations.

## 6. Conclusion

This study examined the relationships of communication, work environment, employee development, and motivation with employee morale at Cahaya Amalia Pratama Clinic in North Bekasi. The findings indicate that communication, employee development, and motivation have positive and statistically significant individual relationships with morale. In contrast, the work environment has a positive but statistically nonsignificant individual relationship after the other predictors are considered. The simultaneous test indicates that the four variables jointly explain morale, but it does not mean all four are individually significant. The study contributes context-specific evidence that employee morale in a healthcare-service organization should be considered alongside communication practices, opportunities for professional development, motivation, and working conditions, while distinguishing the individual statistical evidence for each factor.

From a managerial perspective, clinic leaders should prioritize clear supervisory instructions and feedback, effective peer coordination, development activities aligned with clinical and administrative service requirements, and fair, meaningful recognition. Working conditions should continue to be monitored and maintained, but substantial environmental investments should be guided by documented needs rather than by the overall model's significance alone. Morale, absenteeism, employee feedback, participation in development activities, and relevant service-quality indicators should be monitored separately to assess organizational progress; patient satisfaction should be measured directly rather than inferred from employee morale. Interpret these conclusions in light of the study's cross-sectional design, reliance on employee questionnaire

responses, and focus on one clinic with 50 employees. Further research involving multiple healthcare facilities, repeated measurements, and additional organizational variables would help assess whether the observed relationships are consistent across settings and over time.

## Recommendation

Over six months, clinic management should implement structured staff briefings, confidential communication and feedback channels, competency-development schedules, and transparent recognition programs. During month one, supervisors should establish baseline morale scores, absenteeism rates, staff feedback measures, training participation, and service-quality indicators. Assign a responsible supervisor for each activity and set participation targets based on staffing capacity. Conduct quarterly reviews to compare progress against baseline and document corrective actions. Supervisory communication should clarify priorities and provide feedback, while peer channels support daily coordination. Align training with clinical and administrative duties. Maintain safe working conditions, but defer costly environmental changes unless objective evidence identifies need.

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