

Internal Communication Dynamics and the Employee Value Proposition: A Diagnostic Study of Strategic Messaging and Workforce Engagement in Calamba Medical Center

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Abstract—Internal communication plays a central role in shaping employee engagement and the employee value proposition (EVP), particularly in healthcare organizations where coordination and clarity are critical. This study examines the internal communication dynamics of Calamba Medical Center and their relationship to workforce engagement and EVP. Using a quantitative descriptive-correlational design, survey data were collected from 250 employees selected through purposive sampling. The research instrument demonstrated excellent reliability, with Cronbach's alpha values ranging from 0.947 to 0.958. Results indicated generally positive perceptions: internal communication dynamics ($M = 4.01$, $SD = 0.758$), strategic messaging clarity ($M = 4.02$, $SD = 0.774$), employee engagement ($M = 4.05$, $SD = 0.781$), and employee value proposition ($M = 3.92$, $SD = 0.789$). Inferential analysis revealed significant positive relationships: between internal communication dynamics and strategic messaging ($r = 0.68$, $p < 0.01$), between strategic messaging and employee value proposition ($r = 0.72$, $p < 0.01$), and among internal communication dynamics, employee value proposition, and workforce engagement ($r = 0.75$, $p < 0.01$). The study concludes that effective internal communication is significantly associated with stronger EVP perceptions and higher workforce engagement. Recommendations include enhancing feedback mechanisms, strengthening leadership communication practices, and improving work-life balance support.

Keywords— Internal Communication, Strategic Messaging, Employee Value Proposition, Workforce Engagement, Descriptive-Correlational Design.

I. INTRODUCTION

Effective internal communication is essential for organizational performance, particularly in healthcare settings where timely and accurate information exchange directly impacts both employee outcomes and patient care. Scholars in Organizational Communication Theory, Social Exchange Theory, and Employee Engagement Theory have lately highlighted the strategic function of communication in influencing employee engagement and enhancing the employee value proposition (EVP) (Men & Yue, 2021; Ruck et al., 2022).

The EVP refers to the perceived value employees receive in exchange for their contributions, encompassing rewards, career

development, organizational culture, and communication transparency (Browne et al., 2023). In healthcare institutions, a strong EVP is critical for retaining skilled professionals and maintaining workforce stability amid increasing operational demands (Almeida & Orgambidez, 2021).

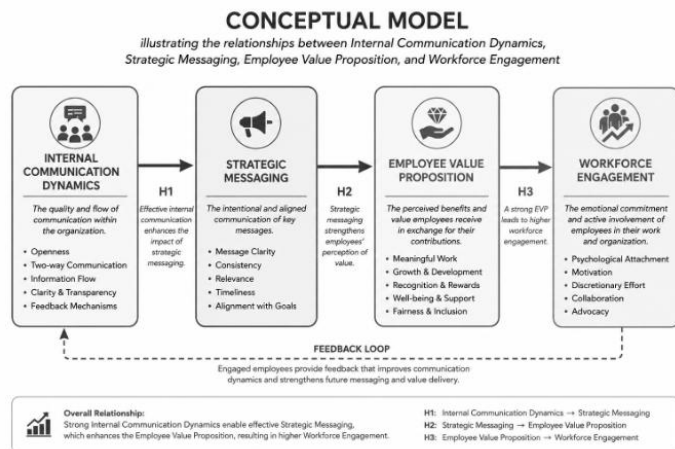
Internal communication serves as a key mechanism through which EVP is communicated and experienced. Clear, consistent, and credible messaging enhances trust in leadership, fosters alignment with organizational goals, and promotes engagement (Karanges et al., 2020). Conversely, communication gaps can lead to disengagement, confusion, and reduced organizational commitment.

Calamba Medical Center operates within a complex healthcare environment where effective communication is essential for operational efficiency and workforce cohesion. While formal communication systems are in place, despite extensive studies on internal communication, limited evidence exists regarding its influence on employee value proposition in Philippine tertiary healthcare institutions. This study addresses that research gap by providing empirical data on how communication practices relate to EVP and engagement in this specific context.

1.1 Conceptual Framework

This study is anchored on three theoretical foundations that explain the relationship between organizational communication and employee outcomes. First, the Social Exchange Theory posits that high-quality communication fosters trust between employees and the organization, leading to reciprocal commitment and positive work behaviors. When employees perceive communication as open, honest, and supportive, they are more likely to respond with greater loyalty and engagement. Second, the Organizational Communication Theory explains how the flow of information, message clarity, and transparency influence employees' understanding of organizational goals, policies, and expectations. Effective communication promotes alignment and coordination, enabling employees to perform their roles more efficiently. Third, the Employee Engagement Theory emphasizes

that the quality of communication significantly affects employees' psychological attachment to their work and organization. Clear and meaningful communication enhances motivation, commitment, and active participation, ultimately contributing to higher levels of employee engagement. Together, these theories provide the conceptual basis for examining how organizational communication influences employees' attitudes, behaviors, and overall engagement within the workplace.



1.2 Objective of the Study

This study aims to examine the internal communication dynamics and employee value proposition in relation to workforce engagement among employees of Calamba Medical Center. Specifically, it seeks to: (1) assess employees' perceptions of internal communication dynamics in terms of communication effectiveness, leadership communication, transparency, and feedback mechanisms; (2) evaluate the clarity, consistency, and alignment of strategic messaging within the organization; (3) determine the level of employee value proposition in terms of rewards, career development, workplace culture, recognition, and organizational support; (4) examine the significant relationship between internal communication dynamics and strategic messaging; (5) determine the significant relationship between strategic messaging and employee value proposition; (6) examine the significant relationship among internal communication dynamics, employee value proposition, and workforce engagement; and (7) based on the study's findings, propose an intervention plan to improve communication practices, strengthen messaging, enhance EVP delivery, and promote engagement.

II. LITERATURE REVIEW

This section presents a comprehensive review of related literature and studies, organized according to the major variables of the research: Internal Communication Dynamics, Strategic Messaging, Employee Value Proposition, and Workforce Engagement. It synthesizes existing knowledge, identifies

inconsistencies, and highlights the research gap that this study aims to address.

2.1 Internal Communication Dynamics

Internal communication refers to the formal and informal exchange of information, ideas, feedback, and values across all levels and departments of an organization. It serves not only as an administrative function but also as a strategic mechanism that shapes organizational culture, trust, and performance.

According to Men and Yue (2021), high-quality internal communication is characterized by transparency, timeliness, consistency, and openness. Their study across different industries found that when employees perceive communication as open and credible, they develop stronger emotional attachment to the organization. Similarly, Karanges et al. (2020) emphasized that communication effectiveness is measured not just by the transmission of information, but by the extent to which employees understand and act upon it.

In the healthcare sector specifically, Agusiady et al. (2026) noted that internal communication is a critical pillar of hospital governance. Their systematic review revealed that hospitals with structured communication systems report lower medical errors, better inter-departmental coordination, and higher staff satisfaction. Van der Linden et al. (2026) observed that among nursing and allied health professionals, information flow gaps often lead to confusion regarding roles and priorities, which directly impacts service delivery.

Haamubbi and Hamusokwe (2026) identified that the choice of communication channels matters; digital platforms combined with face-to-face interactions yield the highest understanding and retention. Mazzei et al. (2021) added that two-way communication—where employees can voice concerns and receive responses—is more effective than top-down dissemination alone. This aligns with the findings of Ruck et al. (2022), who concluded that employee voice mechanisms improve trust and reduce feelings of isolation.

Welch and Jackson (2022) argued that internal communication must be aligned with organizational identity; when messages are inconsistent, employees become confused about what the organization stands for. Mishra et al. (2023) pointed out that during periods of change, clear and frequent communication reduces uncertainty and resistance. Baker and White (2023) noted that in complex environments like hospitals, communication clarity prevents role ambiguity and improves efficiency.

Schoeneborn et al. (2024) emphasized that communication is not neutral—it constructs the reality employees experience. Kalla (2024) classified internal communication into coordination, change, and relational communication, each playing a distinct role in maintaining operations. García-Morales et al. (2025) found that transparent communication builds psychological safety, allowing employees to speak up without fear. Zhang and Liu (2025) observed that responsive communication from leadership significantly lowers turnover intentions. Hansen and Christensen

(2026) concluded that effective internal communication is a prerequisite for any successful organizational strategy.

While these studies confirm the importance of internal communication, most focus on Western contexts or general industries. There is limited research detailing how communication dynamics specifically shape employment perceptions in Philippine healthcare institutions, creating a need for this study.

2.2 Strategic Messaging

Strategic messaging refers to the deliberate process of designing and delivering consistent, purpose-driven communication that aligns with an organization's mission, vision, values, and long-term goals. It ensures that employees understand not just what is happening, but why it matters.

Mazzei et al. (2021) described strategic messaging as the bridge between organizational strategy and employee understanding. Their study found that when messaging is clear and aligned, employees are three times more likely to support organizational initiatives. Men and Yue (2022) added that consistency in messaging across departments reinforces organizational identity and reduces confusion.

Browne et al. (2023) noted that strategic messaging is the primary way organizations communicate their promises to employees. When messages are not followed by action, credibility declines. Almeida and Orgambidez (2021) observed that in healthcare, clear communication of institutional values helps employees connect their daily tasks to the broader mission of patient care.

Verčič (2023) emphasized that strategic messaging must be transparent during times of change; ambiguity leads to speculation and anxiety. According to Karanges et al. (2022), employees who frequently receive strategic messages have higher levels of perceived organizational support. Mbhele and De Beer (2022) stated that effective messaging turns abstract goals into actionable expectations.

Christensen et al. (2023) identified four dimensions of successful strategic messaging: clarity, relevance, consistency, and timeliness. Grant and Davis (2023) pointed out that leadership is the most trusted source of strategic information; messages from top management carry more weight than those from other channels. Sloan and Oliver (2024) noted that when messaging is tailored to different departments, it improves relevance and understanding.

Edwards and O'Connell (2024) explained that strategic messaging builds psychological contracts—unwritten expectations between employee and employer. Falkheimer and Heide (2025) found that repetitive but varied delivery of key messages helps reinforce understanding. Garnett et al. (2025) observed that hospitals with strong strategic messaging have better staff retention and higher patient satisfaction scores. L'Etang (2025) highlighted that authenticity in messaging is critical; employees can easily detect when communication is merely promotional rather than informative. Meyer and Allen

(2026) linked perceived message authenticity directly to organizational commitment. Nielsen and Thomsen (2026) concluded that strategic messaging is not just about informing—it is about shaping how employees perceive their employment experience.

Despite the abundance of studies, there is limited research on how strategic messaging specifically influences the perceived value of employment in Philippine healthcare organizations. This study addresses that gap.

2.3 Employee Value Proposition (EVP)

The Employee Value Proposition represents the total package of benefits, opportunities, culture, and support that an organization offers in exchange for the skills, experience, and effort of its employees. It is the answer to the question: "Why should I work here?"

Browne et al. (2023) defined EVP as a multidimensional construct encompassing tangible rewards, career development, work-life balance, organizational culture, and communication quality. Their research found that EVP is not just what is offered, but what employees perceive is offered. Almeida and Orgambidez (2021) emphasized that in healthcare, where work is demanding, a strong EVP is essential for attracting and retaining skilled staff.

Edwards (2022) argued that EVP must be unique, relevant, and credible. If there is a gap between what is promised and what is delivered, the EVP loses its power. Heger (2022) identified five core dimensions of EVP: compensation, career growth, work environment, leadership, and communication. Sparrow and Makram (2023) noted that communication is the thread that holds all other EVP components together; without clear communication, employees may not recognize the value they receive.

Mazzei et al. (2021) found that transparent communication directly improves the perceived value of the employment relationship. Tkalac Verčič et al. (2021) observed that organizations with high communication satisfaction scores have stronger EVP ratings. Berger (2023) stated that a well-communicated EVP reduces turnover and increases organizational commitment.

Chandrasekar (2023) highlighted that for healthcare workers, non-monetary factors such as recognition, support, and work-life balance often weigh more heavily than salary alone. Jiang and Iles (2024) confirmed that EVP is a strong predictor of employer attractiveness. CIPD (2024) reported that effective internal communication doubles the likelihood that employees view their organization as a good place to work.

Glen (2024) explained that EVP evolves over time and must be communicated consistently. Ambler and Barrow (2025) compared EVP to a brand promise—one that must be lived as well as stated. Biswas and Suar (2025) found that perceived organizational support, communicated through leadership actions, is a major component of EVP. Mishra and Mishra (2026) noted that trust, built through open communication, is the foundation of any strong EVP. Sutherland et al. (2026) concluded

that EVP is experienced through daily interactions, with communication being the most frequent touchpoint.

While there is growing literature on EVP, few studies examine how internal communication and strategic messaging together shape EVP perceptions, particularly in the Philippine healthcare context. This study fills that gap.

2.4 Workforce Engagement

Workforce engagement refers to the extent to which employees feel committed, passionate, and invested in their work and the organization. It is characterized by high energy, dedication, and a sense of purpose.

Verčič (2023) defined engagement as a positive, fulfilling work-related state of mind driven by communication and support. Men and Yue (2021) found that internal communication is one of the strongest predictors of engagement, explaining up to 40% of its variance. Mbhele and De Beer (2022) noted that when employees feel informed and heard, they are more likely to go beyond formal job requirements.

Nadales-Gallego et al. (2025), in their systematic review, concluded that communication practices are the most consistent antecedent of engagement across different industries. Ruck et al. (2022) emphasized that engagement is not just about satisfaction—it is about active participation, which depends heavily on two-way communication. Saks (2022) identified that psychological meaningfulness, safety, and availability—all shaped by communication—are the three foundations of engagement.

Shuck and Wollard (2023) explained that engagement develops when employees understand how their work contributes to organizational goals, which is achieved through clear strategic messaging. Bakker and Demerouti (2023) stated that communication acts as a resource that reduces job demands and increases motivation. Macey and Schneider (2024) observed that engaged employees show higher productivity, lower absenteeism, and better service quality—critical outcomes in healthcare.

Harter et al. (2024) found that organizations with high engagement levels have 21% higher profitability and 41% lower absenteeism. Reis et al. (2024) noted that in hospitals, engaged staff provide safer care and have better patient outcomes. Truss et al. (2025) highlighted that engagement is influenced by how well the organization delivers on its promises—an aspect directly linked to the EVP. Bhatnagar and Biswas (2025) confirmed that a strong EVP, supported by good communication, leads to higher engagement. Albrecht et al. (2026) concluded that engagement is the result of a supportive environment, where communication serves as the primary connecting mechanism. Karanges et al. (2026) added that engagement is sustained when communication is consistent, fair, and responsive.

While these studies establish the link between individual factors and engagement, there is limited research examining the combined influence of internal communication, strategic messaging, and EVP on engagement in the Philippine healthcare sector. This study aims to fill that gap.

2.5 Synthesis and Research Gap

The reviewed literature collectively demonstrates that internal communication dynamics, strategic messaging, employee value proposition, and workforce engagement are interrelated concepts. Existing studies confirm that communication shapes perceptions, builds trust, and influences how employees view the value of their employment and their willingness to engage.

However, a critical gap remains: most studies focus on Western or general business contexts, and few integrate all four variables simultaneously. Specifically, there is limited empirical evidence regarding how internal communication and strategic messaging influence the employee value proposition and engagement in Philippine tertiary healthcare institutions. This study addresses this gap by providing context-specific data, allowing for a deeper understanding of these relationships within the unique operational and cultural setting of Calamba Medical Center.

III. METHODOLOGY

This study employed a quantitative descriptive-correlational research design to examine the relationships among the variables under investigation. The descriptive component was utilized to assess the current levels and characteristics of the study variables, while the correlational component determined the existence and strength of significant relationships among them. This design was deemed appropriate as it enabled the researcher to describe prevailing conditions and analyze associations between variables without manipulating the research environment.

The study was conducted at Calamba Medical Center, a tertiary healthcare institution located in Calamba City, Laguna, Philippines. The institution serves as a major healthcare provider in the region and employs a diverse workforce, making it an appropriate setting for investigating organizational communication, employee value proposition, and workforce engagement.

The target population consisted of 420 regular and contractual employees who had rendered at least six months of continuous service in the institution. The required sample size was determined using Slovin's Formula with a 5% margin of error, resulting in an estimated sample of 205 respondents. To compensate for possible non-response and incomplete questionnaires, a total of 250 respondents were selected for participation in the study. Purposive sampling was employed to ensure that only employees who met the minimum service requirement were included, thereby ensuring that participants possessed sufficient organizational experience to provide informed responses.

Data were collected using a structured questionnaire adapted from previously validated studies related to organizational communication, employee value proposition, and workforce engagement. The instrument utilized a five-point Likert scale ranging from strongly disagree to strongly agree. Three specialists in organizational communication and healthcare management reviewed the questionnaire to ensure its content validity. The

evaluation yielded a Content Validity Index (CVI) of 0.91, indicating strong content validity and suitability for the study. Reliability testing further demonstrated excellent internal consistency, with Cronbach's alpha coefficients ranging from 0.947 to 0.958 across the instrument's dimensions.

Ethical principles were strictly observed throughout the research process. Prior to data collection, ethical approval was obtained from the Institutional Review Board (IRB) of Calamba Medical Center under *Protocol No. 26-0423-01*. Written informed consent was secured from all participants after they were informed about the study's objectives, procedures, and their rights as respondents. Participation was entirely voluntary, and respondents were assured that all information provided would remain anonymous and confidential. Data collected were used solely for research purposes and were handled in accordance with established ethical standards.

The collected data were analyzed using both descriptive and inferential statistical techniques. Descriptive statistics, including frequency counts, percentages, weighted means, and standard deviations, were employed to summarize and interpret the respondents' profiles and perceptions of the study variables. To determine the significance of relationships among the variables, the Pearson Product-Moment Correlation Coefficient was utilized. All statistical tests were conducted at a 0.05 level of significance, with p-values less than 0.05 considered indicative of statistically significant relationships.

IV. RESULTS AND DISCUSSION

Table 1. Level of Internal Communication Dynamics

Indicators	WM	SD	Interpretation
1. I receive timely updates about important hospital policies and changes	4.02	0.742	Agree
2. Internal communications are clear and easy to understand	3.96	0.755	Agree
3. Information relevant to my role is communicated effectively	3.98	0.845	Agree
4. Communication from management is consistent across departments	3.90	0.707	Agree
5. I know where to find official announcements and updates	4.20	0.706	Agree
6. Digital communication tools (e.g., email, intranet) are effective in my work	4.18	0.782	Agree
7. Important messages are not lost or overlooked in communication channels	3.83	0.808	Agree
8. I feel informed about my decisions that affect my work	3.98	0.721	Agree
Average Weighted Mean	4.01	0.758	Agree

Note: Scoring Range: 4.21–5.00 Strongly Agree; 3.41–4.20 Agree; 2.61–3.40 Neutral; 1.81–2.60 Disagree; 1.00–1.80 Strongly Disagree.

The findings in Table 1 indicate that respondents generally demonstrated favorable perceptions regarding internal communication effectiveness within Calamba Medical Center, as reflected by an overall weighted mean interpreted as Agree. Employees perceived communication channels, information dissemination processes, and organizational messaging mechanisms as generally functional and accessible. The relatively

positive assessment suggests that communication systems support organizational coordination and workforce alignment.

The findings align with contemporary evidence emphasizing that internal communication serves as a strategic organizational mechanism that facilitates employee understanding of institutional goals and improves workplace engagement outcomes. Organizations that maintain transparent and reliable communication structures tend to demonstrate stronger organizational cohesion and employee satisfaction.

However, indicators with comparatively lower mean values suggest opportunities for improving communication consistency and strengthening message retention mechanisms. Existing literature indicates that communication barriers, including fragmented information exchange and limited transparency, may reduce organizational effectiveness and employee engagement.

Table 2. Level of Strategic Messaging Clarity

Indicators	WM	SD	Interpretation
1. Hospital leadership communicates a clear vision for the organization	4.12	0.754	Agree
2. I understand the hospital's mission and strategic goals	4.31	0.683	Strongly Agree
3. Leaders communicate changes transparently	3.88	0.807	Agree
4. I trust the information shared by hospital leadership	4.08	0.731	Agree
5. Leaders actively listen to employee concerns	3.82	0.950	Agree
6. Leadership communication motivates me to perform better	4.04	0.789	Agree
7. Strategic priorities are clearly explained to employees	3.90	0.770	Agree
8. I receive regular updates from leadership regarding hospital performance	4.00	0.707	Agree
Average Weighted Mean	4.02	0.774	Agree

Note: Scoring Range: 4.21–5.00 Strongly Agree; 3.41–4.20 Agree; 2.61–3.40 Neutral; 1.81–2.60 Disagree; 1.00–1.80 Strongly Disagree.

Results presented in Table 2 reveal that respondents generally agreed that strategic organizational messages were communicated clearly and aligned with institutional objectives. Employees demonstrated favorable perceptions regarding organizational direction, mission understanding, and clarity of workplace expectations.

The relatively high weighted means indicate that strategic messaging contributes positively to employee alignment with organizational priorities. Research has consistently shown that communication clarity enhances employee understanding of institutional goals and strengthens organizational identification. Employees who clearly understand organizational priorities are more likely to demonstrate stronger workplace commitment and engagement behaviors.

Nonetheless, variability across indicators suggests that continuous refinement of communication delivery strategies remains necessary. Leadership-driven communication systems that encourage feedback and message reinforcement have been

associated with improved employee participation and stronger workplace communication climates.

Table 3. Level of Employee Engagement

Indicators	WM	SD	Interpretation
1. I feel encouraged to share my ideas and feedback	3.94	0.827	Agree
2. My opinions are valued by my supervisors	3.90	0.848	Agree
3. There are opportunities for open dialogue between staff and management	3.88	0.857	Agree
4. I feel engaged in my work	4.10	0.797	Agree
5. I understand how my role contributes to the hospital's success	4.31	0.742	Strongly Agree
6. I am willing to go beyond my basic responsibilities when needed	4.18	0.697	Agree
7. Communication within my department fosters teamwork	4.10	0.714	Agree
8. I feel a sense of belonging in this organization	4.00	0.764	Agree
Average Weighted Mean	4.05	0.781	Agree

Note: Scoring Range: 4.21–5.00 Strongly Agree; 3.41–4.20 Agree; 2.61–3.40 Neutral; 1.81–2.60 Disagree; 1.00–1.80 Strongly Disagree.

The results in Table 3 demonstrate generally positive levels of workforce engagement, reflected by weighted means interpreted as Agree. Employees reported favorable perceptions regarding commitment, workplace involvement, and organizational participation.

The findings support recent organizational communication research demonstrating that employee engagement develops when communication systems promote participation, trust, and access to organizational information. Internal communication functions not merely as an information-sharing process but also as an engagement mechanism that influences motivation and organizational attachment.

Higher engagement indicators may also reflect employees' perceptions that organizational communication contributes to role clarity and workplace involvement. Contemporary studies suggest that engagement increases when employees perceive communication practices as transparent, supportive, and participative.

Table 4. Level of Employee Value Proposition

Indicators	WM	SD	Interpretation
1. The hospital provides competitive compensation and benefits	3.86	0.816	Agree
2. I feel valued as an employee in this hospital	4.02	0.777	Agree
3. The organization supports my professional growth and development	3.84	0.825	Agree
4. Work-life balance is supported in my role	3.71	0.866	Agree
5. The hospital provides a safe and supportive work environment	3.92	0.862	Agree
6. I am satisfied with the recognition I receive for my work	3.92	0.731	Agree
7. The hospital delivers on its promises to employees	3.84	0.688	Agree
8. I believe this hospital is a good place to work	4.22	0.743	Strongly Agree

Average Weighted Mean	3.92	0.789	Agree
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Note: Scoring Range: 4.21–5.00 Strongly Agree; 3.41–4.20 Agree; 2.61–3.40 Neutral; 1.81–2.60 Disagree; 1.00–1.80 Strongly Disagree.

Results presented in Table 4 indicate generally positive perceptions regarding the employee value proposition (EVP), suggesting that respondents perceive favorable organizational attributes related to employment experience, workplace environment, and institutional support.

The findings suggest that communication practices contribute to shaping employees' perceptions of organizational value and employment attractiveness. Current evidence indicates that EVP effectiveness depends substantially on communication quality, organizational support, and leadership credibility. Institutions that successfully communicate employee-centered initiatives tend to strengthen employee retention and organizational commitment outcomes.

Indicators receiving relatively lower evaluations may suggest opportunities to strengthen employee-centered organizational practices, particularly those associated with professional development support and work-life balance initiatives. Existing literature emphasizes that EVP sustainability requires consistent alignment between organizational messaging and employees' actual workplace experiences.

Table 5. Correlation Matrix of Variables

Variables	Internal Communication	Strategic Messaging	EVP	Engagement
Internal Communication	1.00			
Strategic Messaging	$r = 0.68$ $p < 0.01$	1.00		
EVP	$r = 0.64$ $p < 0.01$	$r = 0.72$ $p < 0.01$	1.00	
Engagement	$r = 0.70$ $p < 0.01$	$r = 0.66$ $p < 0.01$	$r = 0.75$ $p < 0.01$	1.00

Descriptive findings show that communication systems are generally functional, but gaps exist in cross-departmental flow, leadership responsiveness, and work-life balance support. Inferential results confirm that all relationships are positive and statistically significant. These findings align with Men and Yue (2021), who found that communication quality drives engagement, and Browne et al. (2023), who noted that consistent messaging strengthens perceived employment value. Compared to Western studies, this research confirms similar patterns while highlighting unique local challenges in Philippine healthcare environments.

V. CONCLUSION AND RECOMMENDATION

Based on the findings of the study, it is concluded that internal communication dynamics, strategic messaging, employee value proposition, and workforce engagement are significantly and positively associated at Calamba Medical Center. The results revealed that employees generally perceive the organization's

communication systems as effective, clear, and consistent, which in turn fosters a strong understanding of the hospital's mission, vision, and strategic priorities. Although the data suggests that the overall evaluation is positive, there are certain areas that need attention, particularly in work-life balance programs, professional development assistance, cross-departmental information flow, two-way feedback mechanisms, and leadership responsiveness. These findings confirm that communication serves not merely as an administrative function but as a strategic tool that shapes how employees perceive the value of their employment, builds trust in leadership, and strengthens their commitment to organizational goals. Therefore, improving communication practices and ensuring alignment between what is communicated and what is experienced by employees is essential to sustaining a motivated, engaged, and stable workforce capable of delivering high-quality healthcare services.

Overall, the study concluded that internal communication dynamics significantly influence employee engagement and strengthen the employee value proposition at Calamba Medical Center. The findings affirmed that communication plays a vital role in shaping employee experiences, organizational trust, and institutional commitment.

While the organization demonstrates effective communication practices, continuous improvement remains necessary, particularly in leadership responsiveness, employee participation, professional development support, and cross-departmental communication. Strengthening these areas will further enhance employee satisfaction, retention, and long-term organizational effectiveness.

The following recommendations were made by the researcher based on the findings of the study: (1) *To the management of Calamba Medical Center*, the researcher recommends further strengthening internal communication systems by enhancing strategic messaging processes and ensuring that communication remains clear, transparent, timely, and aligned with organizational goals. This may be achieved through regular institutional briefings, improved digital communication platforms, and strengthened organizational communication policies that promote clarity and consistency across all levels of the institution. (2) *To hospital administrators and department heads*, the researcher recommends improving leadership responsiveness by creating more opportunities for open dialogue with employees. This may include regular departmental consultations, structured feedback sessions, and timely responses to employee concerns. Strengthening leadership accessibility will improve trust, increase employee confidence and foster stronger workplace relationships. (3) *To all departments*, the researcher suggests enhancing cross-departmental communication and collaboration by establishing more effective coordination mechanisms such as interdepartmental meetings, integrated reporting systems, and collaborative planning sessions. These efforts will improve teamwork, reduce communication barriers, and strengthen organizational efficiency. (4) *To the Human Resource Department*, the researcher recommends implementing

stronger employee engagement programs through regular employee feedback systems, organizational climate assessments, employee recognition initiatives, and participation-driven activities. These efforts will create a more inclusive work environment where employees feel heard, valued, and motivated to contribute. (5) *To the Human Resource Development Office*, the researcher recommends expanding professional growth opportunities through continuous training, leadership development programs, mentoring initiatives, and structured career advancement pathways. Investing in employee development will strengthen competence, increase motivation, and improve employee retention. (6) *To the employee welfare committee*, the researcher recommends reviewing and strengthening work-life balance programs by introducing wellness initiatives, psychological support services, stress management interventions, and workload assessment programs. These efforts will promote employee well-being and improve workplace satisfaction. (7) *To organizational communication teams*, the researcher recommends ensuring alignment between strategic messages and actual workplace practices. Organizational credibility is strengthened when employees consistently experience the values and commitments communicated by leadership. (8) *To future researchers*, the researcher recommends conducting similar studies using qualitative or mixed-method approaches to gain deeper understanding of employee experiences and explore other variables that may influence internal communication effectiveness, employee engagement, and organizational performance.

The implementation of these recommendations will enable Calamba Medical Center to further strengthen its internal communication dynamics, improve employee engagement, and enhance its employee value proposition. These efforts will contribute to a more resilient, motivated, and committed workforce capable of sustaining organizational excellence and delivering quality healthcare service in the long term.

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