

The Effect of Communication and Digital Leadership to Employee Performance in RSUD Brigjen H. Hasan Basry

Noval Nur Alif

Student

Faculty of Economy and Business

Telkom university of Indonesia

novalnuralif@student.telkomuniversity.ac.id

Fetty Poerwita Sary

Faculty of Economics and Business

Telkom University

fettyps@telkomuniversity.ac.id

Abstract

With the emergence of changes in the digital workspace and the increasing number of cases of the COVID-19 pandemic being handled by many hospitals at this time, there is an opportunity to improve employee performance along with the implementation of digital work systems and communication in developing the direction of transformation for the future of organization. Improvement of organizational aspect in digital transformation to support the employee in the re-emergence of covid-19 pandemic. Therefore, the purpose of this research is to analyze the influence of digital leadership and communication on the employees' performance. This research is quantitative research with data collection techniques through distributing questionnaires to 399 employees. The data is analyzed through multiple regression method with the help of the SPSS program. The research result of descriptive analysis showed that Digital Leadership, Communication, and Employee performance in Brigjen H. Hasan Basry Hospital is generally in a very high category. And based on the results of the study, it shows that Digital Leadership and Communication have a significant effect simultaneously and partially on the performance of employees in the Brigjen H. Hasan Basry Hospital as much as 64.6% while 35.4% affected by another variable. Brigjen H. Hasan Basry Hospital is expected to provide sufficient infrastructure and training for the employee that have work related to the digital information within the organization. Provide level management for the communication to improve the communication flow of the organization. In addition, routine monitoring and evaluation in stages is mandatory and in an orderly manner.

Keywords

Performance Management, Digital Leadership, Communication Management, Information Technology, Talent Management.

1. Introduction

At the beginning of 2020, we are facing a major threat of new pandemic caused from a virus called coronavirus or in short COVID-19. This situation resulted on many segments of business and work environment collapse due to insufficient preparation for new methods of working under new standard to avoid more spreading of COVID-19. Currently, we adapt to the new normal of Working. We work from Home or it is called WFH (Work from Home). Based on this phenomenon, Hasan Basry has succeeded on maintaining their performance in the time when they are force to goes under transformational time to adapt with digital environment and improving their communication to better suit the needs that they have in the pandemic, with this bring an insight of does digital leadership and communication has effect of employee performance in the transformational era of pandemic. The research is conducted for contract employees of Hasan Basry that have more diverse stand point related to the work flow of the hospital itself comparing to the existing employees who has been working in this hospital for a while. Thus, research on the effect of communication and digital leadership on employees' performance at Brigjen H. Hasan Basry Hospital deserves to be done with various benefits that can be obtained, such as increasing efficiency in organizational management processes in hospitals.

1.1 Objectives

This study is aimed to analyze the effect of communication and digital Leadership to employees' performance at Brigjen H. Hasan Basry Hospital. This hospital has managed to get stable performance of their employee in the pandemic situation and with the sudden changes of protocol that they have related to the digital transformation supporting the activity of employees in the pandemic situation, both digital leadership and communication are examined either these variables have effect on the employee performance in RSUD Brigjen H. Hasan Basry while determining the strong point that they implement to maintain this level of performance.

2. Literature Review

In Digital transformation, the role of the leader is central in driving a quick decision-making process and propelling the change (Kohli and Johnson 2011; Liu 2012). Digital leadership is a combination of the leadership style of transformation leadership and the uses of digital technology. Digital Leadership is defined as the combination of culture and competence of a leader in optimizing the use of digital technology to create value for the firms (Rudito and Sinaga 2017). It has the leadership characteristics as follows: technology leadership, digital visioning, and digital execution (Rudito and Sinaga 2017). Another study found that there are 5 characteristics of digital leadership, namely creative, thought, global visionary, inquisitive and profound (Zhu 2015). Since the competition becomes tight and complex due to VUCA (volatility, uncertainty, complexity, and ambiguity) factors in a very dynamic ecosystem. Hence, the leader is required to be creative and always innovative through building capability or collaboration (Sandel 2013). The Global Visionary Leader is required to provide direction and to become an orchestra in transforming the digital business transformation.

The digital technology based on the internet and cloud drive the knowledge base. Therefore, the leader must have the ability of inquisitive learning and has profound ability in knowledge and has in-depth understanding in learning and change. Recent research on digital leadership that has been conducted by Rudito and Mardi (2017) shows that digital leadership is the key in investment decisions to sustain the business in the technology firm. Technology is the tool to achieve the objectives but the important thing was the development of digital leaders to drive the transformation into the digital company through investment in digital technology to create a new market and leverage the company performance. However, the study of the effect the digital leadership and innovation to sustain the competition in digital disruption has not been conducted, especially in hospitals.

According to Maulana (2018), organizational communication is the creation of message exchanges within the scope of relationships that depend on each other to deal with uncertain and changing conditions. The correlation between organization and communication lies in the people who must be involved to achieve common goals. Suranto (2018:13) expressed his opinion that organizational communication is a process of exchanging meaning to maintain the harmony of the parties concerned. An organization is a group of individuals who strive to achieve predetermined goals. According to Suranto (2018), a group of individuals has a work or hierarchy level position. This means that within the organization, there are different positions, such as leaders, staff leaders, and employees. The flow of information carried out in this structure can be identified as having several variations of patterns. Daniel Katz and Robert Kahn in Hardjana (2016), reaffirmed that organizational communication is the flow of information through communication, meaning transfer, and the exchange of information within the organization. The flow of information within the

organization is divided into 3 (three), namely vertical communication which is divided into 2 (two), namely downward and upward communication, horizontal communication, as well as diagonal communication (cross-communication) (Ruliana 2014:94).

According to Kasmir (2018), performance is defined as a person's result and work behavior throughout time as measured by his capacity to execute assigned tasks and obligations. According to Moehariono in Rustono & Akbary (2015), performance as a result of work can be achieved both quantitatively and qualitatively by a person or group of people in an organization, following their respective authorities, responsibilities in achieving organizational goals concerned legally, does not violate the law, and follows morals and ethics. Based on the explanations provided by the experts, it can be concluded that employee performance has an impact on the attainment of organizational goals, and that performance must be done with careful planning and execution.

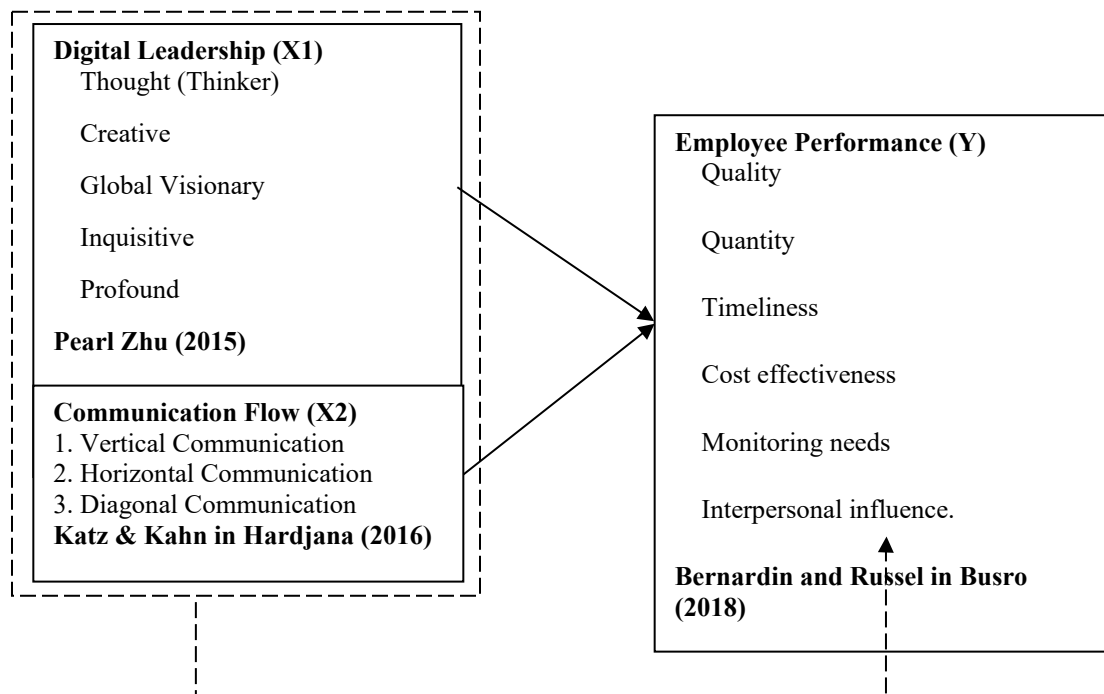


Figure 1. Research Model

Based on the shown figure of research model we proposed the following hypothesis:

H1: Digital Leadership significantly affects the employees' performance at Brigjen H. Hasan Basry Hospital.

H2: Communication significantly affect the employees' performance at Brigjen H. Hasan Basry Hospital.

H3: Digital Leadership and Communication significantly affects the employees' performance at Brigjen H. Hasan Basry Hospital.

3. Methods

3.1 Procedure and Measure

The research method is quantitative, with the total population of 399 employee that work in Hasan Basry. With the error level of 5% using the Slovin formula we can determine the sample that will be used based on the population that has being determined. For error level of 5% and population of 399 using the Slovin formula we get the sample of 200 employee for this research. The questionnaire data that has been spread to the 399 employee we managed to get 202 which exceed the number of samples that needed.

Table 1. Research Characteristics

Number	Research Characteristics	Types
1	Based on Method	Quantitative
2	Based on Purpose	Descriptive
3	Based on Investigation Type	Casual
4	Based on Researcher Involvement	Does not interfere with the data
5	Based on Unit Analysis	Individual
6	Based on time	Cross Section

The scaling method used in this study is the Likert scale (Table 1). Sekaran and Bougie (2017:30) explain that the Likert scale is designed to review on a five-point scale.

3.2 Sample

Table 2 shows the result of samples that will be use in the research.

Table 2. Respondent profiles

Variables		Frequency	Percentage
Gender	Male	67	33,16%
	Female	135	66.83%
Age	21-25	20	9.9%
	26-30	61	30%
	31-35	47	23.2%
	36-40	17	8.4%
	>40	57	28.6%
Position	Medic	150	74.1%
	Non-Medic	52	25.9%

3.3 Analysis Technique

In this research the analysis technique that will be used is Descriptive analysis technique alongside of interpretation of scores that will be compared to the continuum line (Figure 2).

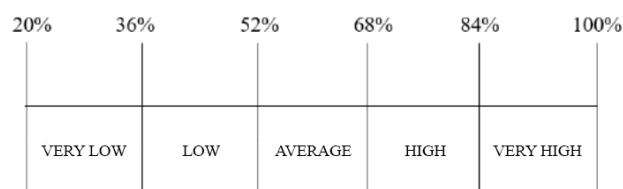


Figure 2. Continuum Line

The causal analysis used the Multi Linear Regression to determine how much both variable of digital leadership and communication affect the employees' performance using the SPSS 26 to analyze the raw data from the questionnaire.

4. Data Collection

Questionnaire

According to Sugiyono (2019), a questionnaire is a data collection technique that is done by giving a set of questions or written statements to respondents to answer. In this study, researchers used a questionnaire as the basic material and the data to be processed to make it easier to analyze the statements that have been answered by respondents. The questionnaire contains personal data describing the characteristics of the respondent and a list of statements containing digital leadership, Communication, and employee performance.

Secondary Data is a source of data that data collectors do not directly provide, for example through other people or documents (Sugiyono 2019). Secondary data is generally in the form of evidence, records, or historical reports that have been compiled in company archives that can be accessed freely either through the company's official website or other sites.

5. Results and Discussion

From the existing data that include questionnaire from 203 respondents, 1 respondent is considered extreme by the SPSS program so the data was removed to maintain the consistency of analysis.

5.1 Numerical Results

Based on Table 3 on the t column and the sig. we know that the result of each independent variable is as follow:

- 1) Variable of Digital Leadership has T count 2.075 > T table 1.972 and the level of significant of 0.039 < 0.05, H0 are rejected and H_a are accepted. Can be concluded that partially there are significant effect from digital leadership to employee performance.
- 2) Variable of Digital Leadership has T count 9.706 > T table 1.972 and the level of significant of 0.00 < 0.05, H0 are rejected and H_a are accepted. Can be concluded that partially there are significant effect from communication to employee performance.

Based on Table 4 the compared the F table 3.04 to the F count that is 181.923. Because of F table 3.04 < F Count 181.923 we can conclude that the variable of both Digital Leadership and Communication are affecting the employee performance simultaneously.

Table 3. Coefficient table

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.200	2.518		6.832	.000
	Digital Leadership	.158	.076	.146	2.075	.039
	Communication	.470	.048	.682	9.706	.000

a. Dependent Variable: Performance

Table 4. ANOVA table

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6367.591	2	3183.796	181.923	.000 ^b
	Residual	3482.651	199	17.501		
	Total	9850.243	201			

a. Dependent Variable: Performance
b. Predictors: (Constant), Communication, Digital Leadership

Table 5. R table

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.804 ^a	.646	.643	4.183

a. Predictors: (Constant), Communication, Digital Leadership

Based on Table 5, the result of Coefficient determinant test is the R square is 0.646 which explain the variable of communication and digital leadership are affecting the employee performance as much as 0.646 or 64.6% while 35,4% are from another variable.

5.2 Graphical Results

From the descriptive analysis, we know that from the dimension of digital leadership, that is “Profound” has the lowest score compared to other dimensions with score of 83,92% and with the lowest statement “leader can synthesize about digital regulation”. It can be concluded that the employees of Hasan Basry Hospital felt that their leader is still not maximize in synthesizing about digital regulation. It is supported by the condition of work flow in Hasan Basry based on researcher observation that Hasan Basry still adopting the bare minimum of digital work and more on that resulting to the minimal knowledge that been received and given to the leader.

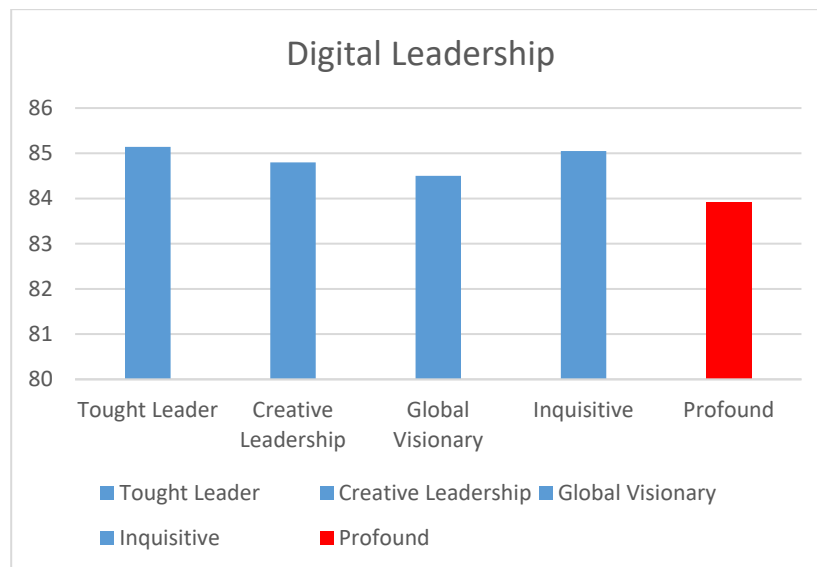


Figure 3. Digital Leadership descriptive analysis

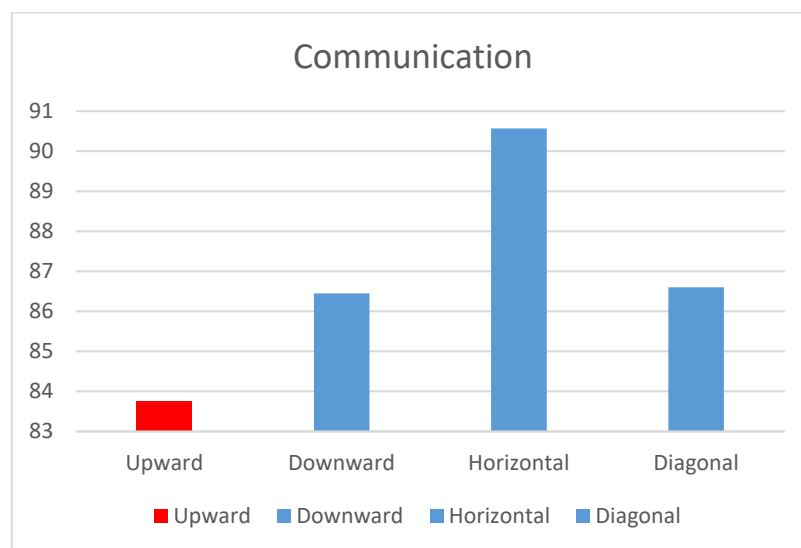


Figure 4. Communication descriptive analysis

The result of descriptive analysis of Communication, the lowest dimension was “Upward communication” with the score of 83.76%. It is the lowest among dimension of communication, the lowest statement is “Promoting cooperation and gaining support from the superiors”. It can be concluded that the employees of Hasan Basry felt that they have some issues in gaining support from their superior and have issues of doing it for a project or a work-related agenda.



Figure 5. Employee Performance descriptive analysis

The last variable is Employee performance with the lowest dimension “Quantity” with 86.86% that can be considered very high but among the other performance dimension, it was the lowest with statement “Ability to fulfill duties with following organization expectations”. It can be interpreted as the employees felt that they do not really meet the organization’s expectations in terms of the work quantity that are given to them. They felt that the amount of quantity that is given are too much to handle and it is not their capability to do that.

Based on previous research on similar subject of communication effect on employee performance according to Sari and Panglipursari (2022) It was found that communication can creates good harmony between employees or leader, as well as good communication in the work implementation, it is believed to be able supporting the creation of employee performance. The better the level of communication that exists within the organization can indicate the improved employee performance. This performance is proven through conformity results and quality of employee work, ability and speed in completing work, as well as the development of ideas and initiatives of workers in completing the work. According to Safitri and Patrisia (2018) good communication that are well-established can solve problems that occur within the organization, and in their research for this subject, they found that communication is positively effect employee performance that align with this research findings. Many other research has the same results of previous studies such as Kusumandari et al. (2018); Femi (2014); Hermawan et al. (2018); Atambo and Momanyi (2016); and Kuncorowati and Rokhmawati (2018) which states that communication have a big impact in achieving good performance. Error in communication can result in low employee performance, and vice versa.

With the finding of this research, there are previous research that are align with this research findings. According to Mohamed (2022) digital leadership has significant effect on employee performance and directly impact the employee performance and based on that research the digital leadership is a combination of leadership context and technology that enhances employee performance (Avolio et al. 2001). Hema and Gupta pointed out, a new paradigm of digital leadership opens up new possibilities, such as the capacity to engage directly with employees, customers, and suppliers via digital one-on-one communication while also leveraging technologies to optimize performance (Hema and Gupta 2015). Also, with that finding, according to Al-Malki (2018) if the leader carries out the right leadership style effectively, they can build solid team within the organization. Leadership is claimed to have positive effect on organizational efficiency affecting the performance of the team group (Ratna et al. 2021). There is other previous

research with similar result that held by Muzzaki and Pratiwi (2019) and Atmojo (2012) that stated Leadership can significantly affect the employee performance.

5.3 Proposed Improvements

The dimension of each variable needs to be revised to avoid the future research that will have similarly data that will potentially have extreme respondent that prevent the analyzing process with SPSS26 Program to work properly. With the model can be changed to use analysis with path analysis method to add more information to the existing finding of this research.

5.4 Validation

The Validation test are conducted for the questionnaire that used in this research with total of 43 respondent as the sample for validating the questionnaire and continued with the data process using SPSS26 program to analyzed the validity as well as the reliability of each question. All of the 46 question that are being tested are valid showing value that are bigger than 0.301 as the baseline for validation in this research. The question also passes the reliability test with the alpha value of .982 that are larger than 0.60 concluding that question are reliable and can be used for this research.

6. Conclusion

Based on the resulted outcome of this research and discussion that has been done previously related to the effect of communication and digital leadership to employee performance in RSUD Brigjen H. Hasan Basry, we can take conclusion that will give answer to the problem that has been formalized in this research that digital leadership has actively affect the employee performance partially and simultaneously of RSUD Brigjen H. Hasan Basry (H1). Communication has actively affected the employee performance partially and simultaneously of RSUD Brigjen H. Hasan Basry (H2). Digital leadership and communication have actively affected the employee performance partially and simultaneously of RSUD Brigjen H. Hasan Basry (H3). And with the final result all the hypothesis were fulfilled and accepted that both digital leadership and communication has actively affected the employee performance of Hasan Basry. To the improvement based on the finding in the descriptive analysis we can give suggestion based on the lowest score of each question from each lowest dimension in the data.

References

- A.O., S., & A.A, A. The Impact of Effective Communication on Organizational Performance. *The International Journal of Social Sciences and Humanities Invention*. <https://doi.org/10.18535/ijsshi/v3i3.01>, 2016.
- Al-Malki, M., and Juan, W., Leadership Styles and Job Performance: a Literature Review. *Journal of International Business Research and Marketing*, vol .3, no.3, pp, 40-49, 2018.
- Atambo, W. N., & Momanyi, D. K. Effect of Internal Communication on Employee Performance: A Case Study of Kenya Power and Lighting Company, South Nyanza Region, Kenya. *Imperial Journal of Interdisciplinary Research (IJIR)*, vol. 2, no.5, pp, 328-340, 2016.
- Avolio, B. J., Kahai, S., & Dodge, G. E. *Digital Leadership: Implications For Theory, Research, And Practice*. Leadership Quarterly, vol. 11, no.4, pp. 615-668, 2001.
- Busro, M., *Teori-Teori Manajemen Sumber Daya Manusia*. Prenada Media. 2018.
- Dessler, G., *Human Resource Management* (Vol. fourteenth edition). London: Pearson. 2015.
- Ghozali, I. *Aplikasi Analisis Multivariate dengan Program SPSS 21*. Semarang: Badan Penerbit Universitas Diponegoro. 2013.
- Hardjana, A. *Komunikasi Organisasi Strategi dan Kompetensi*. Jakarta: PT. Kompas Media Nusantara. 2016.
- Hee, O. C. H. Exploring the Impact of Communication on Employee Performance. *International Journal of Recent Technology and Engineering*, vol. 8, no. 3S2, pp. 654–658. <https://doi.org/10.35940/ijrte.c1213.1083s219>. 2019.
- Hema, G., & Gupta, S. M. *Adversity Quotient for Prospective Higher Education*. *The International Journal of Indian Psychology*, vol. 2, no. 3, 2015.

- Hermawan, O., Rivai, A., & Suharto. Effect of Communication and Motivation to Employee Performance Through Organizational Citizenship Behavior PT. Hexindo Adi Perkasa, Tbk. *International Journal of Business and applied Social Science (IJBASS)*, vol. 4, no.4, pp. 53-60. 2018.
- Indrawati. *Metode Penelitian Manajemen dan Bisnis Konvergensi Teknologi Komunikasi dan Bisnis*. Bandung: PT Refika Aditama. 2015.
- Kasmir. *Manajemen Sumber Daya Manusia (Teori dan Praktik)*, (Cetakan Pertama). Jakarta: PT RajaGrafindo Persada. 2016.
- Kohli, R. and Johnson, S. Digital transformation in latecomer industries: Cio and ceo leadership lessons from encana oil & gas (USA) inc. *MIS Quarterly Executive*, vol. 10, no. 4, pp. 141-56. 2011.
- Kuncorowati, H., & Rokhmawati, H. N. The Influence of Communication and Work Discipline on The Employee Performance (A Case Study of Employee Performance of Dwi Arsa Citra Persada Foundation in Yogyakarta, Indonesia). *Journal of Arts, Science & Commerce*, vol. 9, no. 2, pp. 6- 13. 2018.
- Kusumandari, G. T., Suharto, & Silitonga, P. S. The Effect of Communication and The Ability of Employee Performance Through Motivation in PT CGGS Indonesia. *International Journal of Business and Applied Social Science (IJBASS)*, vol. 4, no. 6, pp. 18-33. 2018
- Maulana, R. *Psikolog Komunikasi*. Yogyakarta: Phoenix Publisher. 2018.
- Mohamed, D. S. Employee Performance as affected by the digital Training, the digital Leadership, and subjective wellbeing during COVID-19. *Journal of Positive School Psychology*, vol. 6, no. 6, pp. 540-553. 2022
- Nitisemito, A. S. *Manajemen Personalia (Manajemen Sumber Daya Manusia)*. Jakarta: Ghalia Indonesia. 2015.
- Nuraini, T. *Manajemen Sumber Daya Manusia*. Yayasan Aini Syam: Pekanbaru. 2013.
- Panjaitan, D. L., & Winarno, A. Pengaruh Kepuasan Kerja terhadap Kinerja Karyawan PT. Pindad persero Divisi Renkinrus Bandung. *Eproceeding of Management*, pp. 1149-1162. Bandung: Telkom University. 2019.
- Ratna, M., Titisari, K. H., Istiatin. Employee Performance Reviewed from Leadership, Motivation, Competence and Communication in Trucuk Subdistrict Klaten. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, vol. 5, no. 3, pp. 1-9. 2021.
- Riduwan dan Kuncoro, Engkos Achmad., *Cara Menggunakan dan Memaknai Analisis Jalur (Path Analysis)*. Bandung: Alfabeta. 2016.
- Rudito, P. and Sinaga, M. *Digital Mastery Membangun kepemimpinan digital untuk memenangkan era disrupsi*. Gramedia Pustaka Utama: Jakarta. 2017.
- Ruliana, Poppy. *Komunikasi Organisasi : Teori dan Studi Kasus*. Jakarta: PT RajaGrafindo Persada. 2014.
- Rustono, Anton and M. Fattah Akbary. "Pengaruh Employee Engagement terhadap Kinerja Karyawan Dana Pensiun (Dapen) Telkom Bandung". e-Proceeding of Management, Vol. 2, No. 2, pp. 1172. 2015.
- Safitri, S. R., and Patrisia, D. The Effect of Leadership, Communication, and Motivation on Employee Performance: A Literature Review. *Advances in Economics, Business and Management Research*, vol. 64, pp. 533-537. 2018
- Sandel, S. *digital leadership: how creativity in business can propel your brand & boost your result*. Allen House Publishing Company Limited. 2013.
- Sari, W. T., & Panglipursari, D. L. Leadership, communication, dan division of labour terhadap employee performance. *Implementasi Manajemen & Kewirausahaan*, vol. 2, no. 1, pp. 23-37. <https://doi.org/10.38156/imka.v2i1.107>. 2022.
- Sekaran, Uma and Roger Bougie, *Metode Penelitian untuk Bisnis: Pendekatan Pengembangan-Keahlian*, Jakarta, vol. 6, no. 1, 2017.
- Sekaran, Uma and Roger Bougie, *Metode Penelitian untuk Bisnis: Pendekatan Pengembangan-Keahlian*, Jakarta, vol. 6, no. 2, 2017.
- Sudaryono. *Metodologi Penelitian*. Depok: PT RajaGrafindo Persada. 2017.
- Sugiyono. *Metode Penelitian Kuantitatif* (2nd edition). Bandung: Alfabeta. 2019.
- Suranto, Aw. *Komunikasi organisasi: prinsip komunikasi untuk peningkatan kinerja organisasi*. Bandung: Remaja Rosdakarya. 2018
- Sutrisno, E. *Manajemen Sumber Daya Manusia*. Jakarta: Pranada Media Group. 2015.
- Wardhana, A. *Manajemen Sumber Daya Manusia*. Bandung: PT Karyamanunggal Lithomas. 2015.
- Wasono, L. and Furinto, A. The effect of digital leadership and innovation management for an incumbent telecommunication company in the digital disruptive era. *International Journal of Engineering & Technology*, vol. 7, no. 2, pp. 125-30. 2018.
- Zhu, P., *Digital master: Debunk the myths of enterprise digital maturity*. Lulu Publishing services, 2015

Biography

Noval Nur Alif and Fetty Poerwita Sary are from Faculty of Economics and Business, Telkom university Indonesia