

CHAPTER I

INTRODUCTION

1.1. Object Overview

1.1.1 Company Profile

Brigadier General Hospital. H. Hasan Basry is a health clinic in the residential neighborhood of the colonial rulers. Since Indonesia's independence, the clinic has been controlled by the Indonesian Navy (ALRI). In 1950, along with the formation of the South Hulu Sungai Regency, the management was handed over to the Regional Government and developed into a Regional Hospital. Naming Brigadier General. Hasan Basry in memory of the Governor of the Indonesian Navy who proclaimed South Kalimantan. Brigjend Hospital. H. Hasan Basry Kandangan has been open to providing services to the community and at that time he was part of the Hulu Sungai Selatan District Health Office in one container. However, starting on December 2, 2010 RSUD Brigjend. H. Hasan Basry began to change its nature into a Regional Public Service Agency (BLUD). (RSUD Brigjen H. Hasan Basry, 2021)

Permanent Operational Permit of Brigiend H. Hasan Basry Kandangan Hospital with the Decree of the Governor of South Kalimantan Number: 188.48/1692/BPTSP/X/2016 which was issued on October 27, 2016, and is valid until October 27, 2021. The type of hospital class is currently included in the Sebanua Referral Hospital Six types of Class B based on the Decree of the Minister of Health of the Republic of Indonesia Number HK.02.03/1/0848/2015. And passed the Primary Level Accreditation based on the Hospital Accreditation certificate from the Hospital Plenary Accreditation Commission Number: KARS-SERT/1186/XI/2019 and became a Sharia Hospital with a decree. No.

017.92.09/DSN-MU1/XI1/2019 which is valid until December 18, 2022. Currently, RSUD Brigjen H. Hasan Basry has become a Worship Care Hospital and is on its way to becoming a Teaching Hospital.

1.1.2 Company Logo



Figure 1. 1 Company Logo

Source: Company Internal data

1.1.3 Company Vision and Mission

1. Vision

"Towards a smart, innovative, technological and religious Hulu Sungai district to realize the welfare of the hereafter"

2. Mission

To support their Vision come to life, the organization formulate its Mission by taking into consideration of organization's primary competencies and strategy.

1. Organizing quality health services as a referral hospital.
2. Developing excellent services, education, and research based on information technology in the frame of religious life.

1.1.4 Organizational Structure

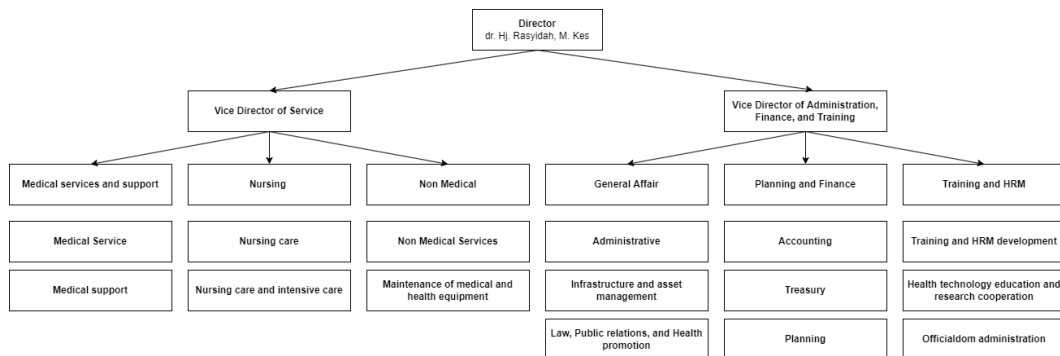


Figure 1. 2 Company Structure

Source: Company's Data Internal, 2022

1.1.5 Product and Services

Hasan Basry Hospital provides many health services and facilities to support their health activities for their patient.

1. IGD
2. Operation Room / IBS
3. Inpatient Services
4. Outpatient Services
5. Medical Services
6. Nursing services
7. Medical Support Services
8. Non Medical Services

1.2. Background

The Covid-19 Pandemic has brought a lot of issues regarding of spreading the virus in many areas and health is the main problem that prevents people to do their activity properly like they used to do before the pandemic. People that have their work relying on social interaction are forced to change and adapt with the new protocol of social distancing that moved their way of communication to media or using the application as their base platform. The Changes of situations that moved people to internet communication platforms also change their behavior of communicating with each other since their physical interactions are not allowed. And with the current condition of forced worker to chages their behaviour, the need of working tools increased due to growing uncertainty, and businesses is taking their ways to solve about how to best conduct business in the modern era and was accelerated as a result of the COVID-19 pandemic (Schubert & Williams, 2022).

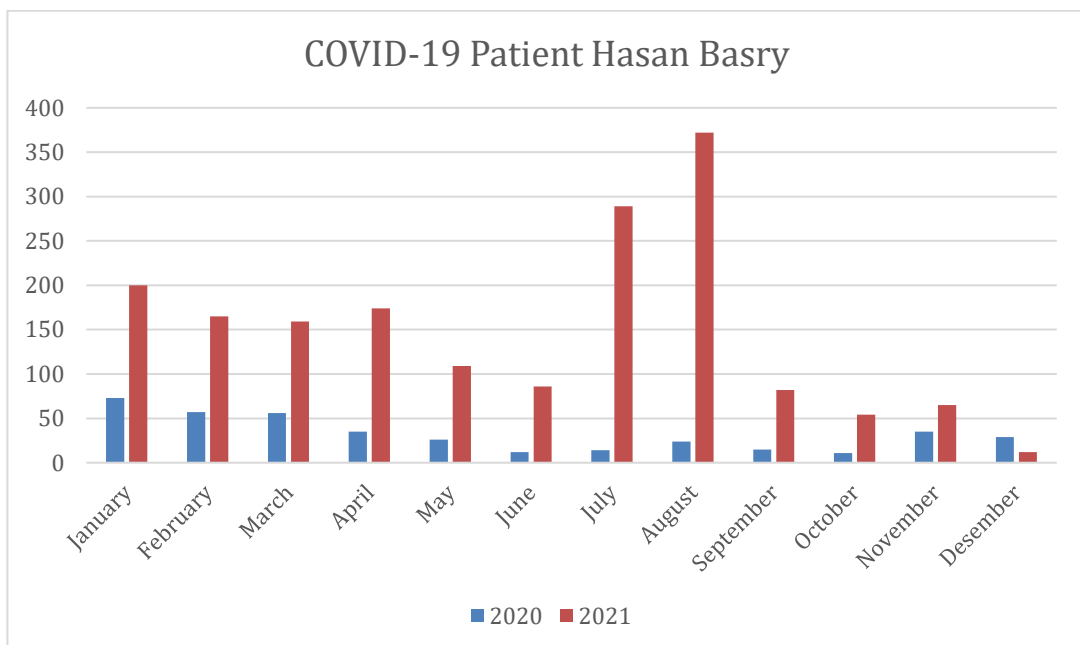
According to the view of organizational theory, humans have an important role in running an organization to achieve common goals so that effective organizational communication is achieved (Ruliana, 2014). For the last several decades on business practices, the standard of major communication tools that used in workspaces were emails and PC messenger application to give access of information that flow between employees. While the advancement of groupware, video (Zoom conferencing and remote meetings), and metaverse applications have become more potent and reliable starting in the late 2010s. As a result, employees often answer phone calls while replying to messages and emails, which increases the complexity of their work and reduces work efficiency (Flow, 2021). Those Changes brought positive and negative impacts to all industries.

The positive effect brought by this pandemic were lots of technology advancements for communication are implemented to a wide public that previously is not aware of this kind of solution before bringing more awareness towards the advancement and implementation for future improvement of this adoption of technology and software to help attract more people to use it and

implement it in their daily life. The Negative side effect was interaction behavior changes with the interaction that moved to digital form, lots of industries that cannot adapt to the digitalization of being dependent on social interaction are being forced to be closed since the new normal protocol may decrease their income within their business.

The health department is also being impacted heavily due to the increase of infected patients with the coronavirus that need special treatment with quarantine protocol. Health workers such as doctors and nurses are being pressured with a lot of patients at once from the explosion of the number of infected patients that need to be treated immediately and with that their work needs a clear communication between workers to ensure the flow of process does not Disturbed with their communication problem with each other. Every company, no matter what sector, type of activity or how big size must have an up to date communication management plan (Sahputra, 2020).

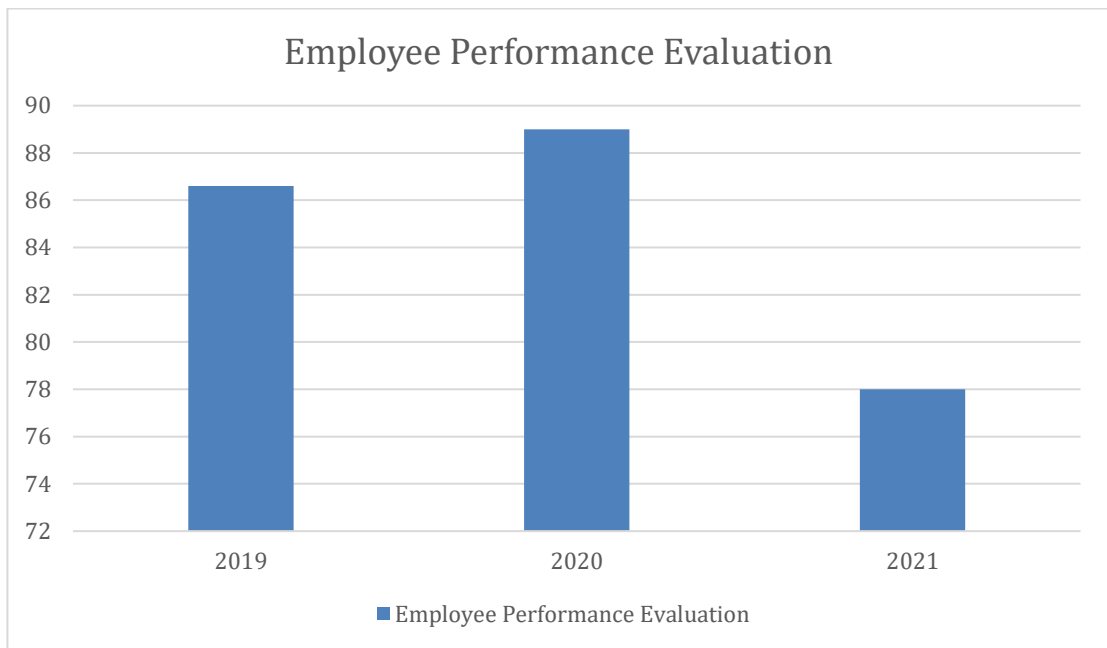
Table 1.1 COVID-19 Data



Source: Company's Data Internal, 2022

This condition was also happen in the Hasan Basry Hospital during the Covid-19 pandemic, requiring changes if there were patient handling activities within the hospital itself that served patients and non-covid patients directly with the protocols suggested by the government. As Shown in Table 1.1 the situation of COVID 19 in Hasan Basry facing a major spike in the transition of 2020 to 2021. The number of infected patient are growing in alarming rate even more than double from previous period on last year data, despite of this massive incline of patient, Hasan Basry manage to handle the situation relatively in check and this can be seen on the following Table of how is the performance of Hasan Basry itself in the periode of this pandemic.

Table 1.2 Employee Performance Data



Source: Company's Data Internal, 2022

Description:

70 – 80 is considered Average

81 – 90 is considered Good

91 - 100 is considered Very Good

As shown above these are the recent performance data of contract employee in recent years that has been conducted by the Hasan Basry. For the 2 years of pandemic that has been going for the performance for the first year of pandemic are still comparable if not better than the previous year but advancing to the early 2021 South Borneo has major increase of pandemic issues that rise more than its previous years or so. This increase of pandemic case may have impacted the performance of employee in Hasan Basry, from observation through out 2021 many of the medical worker infected with the virus that lead them to self quarantine in hospital along side of the other people that have same problem with the pandemic virus.

With the current state of condition and as the performance data shows, Hasan Basry has manage to handle situation of this major incline so that their performance are still in check to their standard. Based on this authors decided to due pre survey to the employee of Hasan Basry, gaining more information about how does Hasan Basry manage this kind of result while being held by the pandemic.

Table 1.3 Pre Survey Employee Performance

No	Variable	Scale					Total Score
		SDA (1)	DA (2)	N (3)	A (4)	SA (5)	
1	Motivation	0	0	3	14	18	138
2	Stress	7	25	0	1	0	61
3	Work Environment	1	1	1	18	12	138
4	Leadership Style	0	0	1	18	14	145
5	Compensation	8	10	5	6	4	87
6	Communication	0	0	0	13	20	152

Source: Company's Data Internal, 2022

With the performance data and observation in Hasan Basry Hospital, From 6 variable that choosen to create a questionnaire about what are the most impactful variable that would be affecting the employee performance and this questionnaire are given to the employee of Hasan Basry hospital. From the result that gathered,

there are 2 variable that stand out from the rest which are Communication and Leadership Style. This 2 variable are become the main foundation of the research to analyze the situation that happen in Hasan basry hospital.

According to Gilley (2009) leaders and managers is the one who are responsible for change strategy, implementation, and monitoring the organization. The strategies and tactics are used in order to gain acceptance of change, primarily include active participation and communication (Self et al. 2007). The flow of communication is not only present in the organization and influences it, it can also be found in the scope of work outside the relationship between employees and their superiors in communicating non-formally in their non-work activities. Many bad factors can be caused by poor communication within the organization, especially in an alert condition and every individual who focuses on their respective duties, the effectiveness of the communication flow is very important in maintaining the performance of employees and superiors in a pandemic condition in the hospital itself.

Known flows of Internal organizational communication can be divided into 3 channels, namely Upward, Downward, and Horizontal which covers all parts of the organization itself. Upward is communication that flows from employees conveying information to their superiors. Downward is communication that flows down from superiors who convey information to employees. Horizontal is the flow of communication that exists in communication with each other in carrying out the information they get in carrying out their work.

Communication are necessary in ensuring the organization runs smoothly, leaders in organizations and projects only in the company play an important role for individuals who have the responsibility to bring their employees to achieve predetermined goals, but each leader has different characteristics in leading the organization. The characteristics of the leader in managing his subordinates to achieve the target depend on the attitude of the leader himself and the factors that lead them to achieve that target.

Leadership has evolved following the changing times that require leaders to adapt to the technology they can use to improve the performance of their work as superiors and also their employees. Digital-based leadership develops to take advantage of new perspectives on technological adaptation in organizations that foster awareness in developing their organizations such as creativity, deepening knowledge in certain sectors, global vision, and collaboration between employees who point to global standards with their digital access.

In implementing digital-based leadership, organizational leaders are faced with several new aspects for them to learn to integrate digital-based strategies in their leadership. The integration of this strategy includes changing the mindset in solving problems that occur within the organization to be more innovative and also looking for solutions that can facilitate the work process of its members by digitizing the work process and communication though.

Organizational leaders can update the process of their work which can result in an efficient and up-to-date scope of work to new regulations and innovations in managing the work of their employees by utilizing technology at work and improving communication within their organizations with this digitalization.

Similar research on the impact of covid in the world of Health has been previously conducted by John D.Birkmeyer regarding impact of the Covid-19 pandemic on hospital admission in the United States which focuses/emphasizes on/raised issues or researches on Hospital admissions by analyzing data from 201 hospital in 36 states. meanwhile this research in the world of Health, it is different from that research where this research focus more on how is the effect on communication and digital leadership to employee performance in Brigjen H. Hasan Basry Hospital.

Based on the phenomenon, the success of the RSUD hospital in dealing with panic during the COVID-19 period should be an inspiration and valuable lesson in implementing good organizational communication to solve the panic problems faced when Covid soared. Research were also conducted for contract employee of

Hasan Basry that have more diverse stand point related to the work flow of the hospital itself comparing to the existing employee that happen to work in this hospital many years ago. Thus, research on the Effect on communication and digital leadership to employee performance in 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.

1.3. Problem Statement

Based on the background described above, the statement of the problems in this study are as follows:

- a. How is the Communication in the Hasan Basry hospital?
- b. How is the Digital Leadership in the Hasan Basry hospital?
- c. How is the Employees' performance in the Hasan Basry?
- d. How much is the effects of Leadership and Communication on employees' Performance partially and simultaneously?

1.4. Research Purpose

The objectives to be achieved in this study are based on the statement of the problems previously stated, which are:

- a. To analyze the communication in Hasan Basry hospital.
- b. To analyze the digital leadership in Hasan Basry hospital.
- c. To analyze the employees' performance in Hasan Basry hospital.
- d. To analyze the effect of communication and digital leadership on employee performance in Hasan Basry hospital.

1.5. Benefits of research

Based on the objectives to be achieved, this research is expected to provide benefits both directly and indirectly. The research benefits are as follows:

1.5.1 Theoretical Purpose

This research is expected to be useful to add information, become empirical evidence, and become a reference in conducting studies on topics related to the problem.

1.5.2 Practical Purpose

The results of the research that has been done are expected to have positive impacts in practical aspects.

1. For the Company

The results of the research can be used as information about the effect of communication and digital leadership on performance of employees in the company, as well as being taken into consideration in determining the policies that will be implemented by the company to improve employee's performance.

2. For the Author

This research is used as a comparison between the theory studied and the reality, and its implementation in the field.

3. For the Readers

Research is expected to be useful as reference material and information in research related to digital leadership, communication, and employee performance.

1.6. Writing Systematics

Writing systematics aims to facilitate the understanding and review of research. In this research, the systematics of writing consists of five chapters, each of which can be explained in outline as follows:

Chapter I Introduction

This chapter describes in general, brief, and concise the contents of the research. This chapter includes: General Description, Background of the Study, Statement of the Problem, Purpose of the Study, Benefit of the Study, Organization of the Thesis

Chapter II Literature Review

This chapter contains a clear, brief, and concise summary of the results of the literature review related to the research topics and variables used as a basis or reference in preparing a framework for thinking and formulating research hypotheses.

Chapter III Method of Research

This chapter describes the approaches, methods, and techniques used to collect and analyze data. Data analysis techniques must be relevant to the research problem.

Chapter IV Research Results and Discussion

In this chapter, the results of the research and discussion are described systematically following the identification of the problem and the research objectives. In discussing the results of data processing, the scope of the research the limitations of the research and the common thread of interpretation must be clear.

Chapter V Conclusions and Suggestions

In this chapter, conclusions are presented on the results of data analysis related to the answers to research questions. The research conclusions are written sequentially according to the research problem and question.