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The Role of Organizational Communication as a Mediation of Change Management and Employee Performance at the Hospital for Special Surgery Karima Utama Surakarta

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INDEXING

Keywords:

Change Management;
Training;
Organizational communication;
Employee performance.

ABSTRACT

This research aims to look at and analyze the effect of change management on employee performance and measure the role of organizational communication as a mediation variable for the impact of change management on employee performance at the Hospital of Special Surgery Karima Utama Surakarta. This model involved the training variable as the supporting variable. This research was relevant to hospitals; from several 350 employees, 100 employees were selected as samples using purposive sampling techniques. The study was analyzed using Partial Least Square (PLS) with SmartPLS3 software. The results showed that change management had a significant and positive effect on organizational communication. Training had a significant and positive impact on organizational communication. Organizational communication, change management, and training had a significant and positive impact on employee performance. Organizational communication proved to be a partial mediation of the development of exercise on employee performance. Organizational communication was also proven to be a partial mediation of the impact of change management on employee performance.

Kata kunci:

Manajemen Perubahan;
Pelatihan;
Komunikasi organisasi;
Kinerja karyawan.

Penelitian ini bertujuan untuk melihat dan menganalisis pengaruh manajemen perubahan terhadap kinerja pegawai dan serta mengukur peran komunikasi organisasi sebagai variabel mediasi pengaruh manajemen perubahan terhadap kinerja pegawai pada Rumah Sakit Khusus Bedah Karima Utama Surakarta. Model ini melibatkan variabel pelatihan sebagai variabel pendukung. Penelitian ini relevan ditera di rumah sakit, dari sejumlah 350 pegawai, dipilih 100 pegawai sebagai sampel dengan pengambilan sampel menggunakan teknik purposive sampling. Penelitian ini dianalisis menggunakan Partial Least Square (PLS) dengan software SmartPLS3. Hasil penelitian menunjukkan bahwa manajemen perubahan berpengaruh positif signifikan terhadap komunikasi organisasi. Pelatihan berpengaruh positif signifikan terhadap kinerja pegawai. Manajemen perubahan berpengaruh positif signifikan terhadap kinerja pegawai. Pelatihan berpengaruh positif signifikan terhadap kinerja pegawai. Komunikasi organisasi terbukti sebagai pemediasi parsial pengaruh pelatihan terhadap kinerja pegawai. Komunikasi organisasi juga terbukti sebagai pemediasi parsial pengaruh manajemen perubahan terhadap kinerja pegawai.

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INTRODUCTION

The background of this study is the importance organizational communication holds in improving employee performance. Good corporate communication will make it easier for employees to receive tasks appropriately, receive administrative information quickly, and better understand an organization's roles, policies, and practices. It is expected that an organization can establish organizational communication effectively so that all information conveyed or received can be understood accurately and clearly. If the information received is unclear and inaccurate, the task likely done will be incorrect, and the results become not be optimal. It can make the performance of employees decrease. According to Amaludin (2020), organizational communication positively and significantly affects employee performance; the research was conducted on employees of the social section of the East Kutai District

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Secretariat; organizational communication carried out exerted the most influence on employee performance, downward organizational communication, diagonal organizational communication, upward organizational communication, and horizontal organizational communication. It is in line with Triana et al.'s (2016) research on organizational communication that had a significant favorable influence on employee performance at Gajah Mada Graha Malang Hotel, with 62 respondents.

In addition to being influenced by organizational communication, improved employee performance is also influenced by change management in an organization. Change management is a structured process of making things different from before and heading in a better direction. Change in better order programs will improve employee performance. Kojo et al. (2019) stated that change management significantly affects employee performance at PT. North Sulawesi Bank. In line with Damanauw et al.'s (2018) research, the study results showed that change management affected employee performance in the North Minahasa District Labor Office. In addition, change management within a company needs to be appropriately communicated so that the bias goes as planned. Elving (2005) also emphasized the critical role of organizational communication in the process of change. In this case, organizational communication affects not only readiness to change but also uncertainty. Change is also a communicative challenge (Allen et al., 2007).

One of the efforts to improve the quality of human resources in the world of work is through training. Training can improve employee performance and organizational communication. Training has a positive and significant effect on employee performance (Leonardo Agsta & Sutanto, 2013). Leonardo Agsta & Sutanto (2013) concluded that the quantity and quality of training that is getting better would significantly improve employee performance at CV. Haragon Surabaya. It aligns with Hartaroe et al. (2016) that training influences the performance of Bank Syariah Indonesia KCP Pandaan Pasuruan Regency employees. In addition, training is done to hone psychomotor skills. It means that the more often they get exercise, the employees' ability in soft skills and tenacity, or those related to techniques completing work will increase.

Moreover, organizational communication can also moderate the relationship between training and employee performance, as in Subari & Raidy's research (2015) and Indrasari et al. (2019), stating that internal organizational communication moderated the influence of training on employee performance. Their research showed that internal organizational communication plays a role in the achievement of employee performance. Internal organizational communication conditions that weaken the influence of training on the commission indicate that a better quality of internal organizational communication can reduce reliance on training.

Therefore, this study aims to test the factors affecting the performance of employees at the leading surgical specialized hospitals and specifically analyze the influence of training on employee performance, the effect of change management on employee performance, the impact of organizational communication on employee performance, and organizational communication tests as moderators of the significance of independent variables (training and change management) on dependent variables (employee performance). The contribution to this study is to know the factors influencing the improvement of employee performance and know that organizational communication is a means to support high-performance achievement.



RESEARCH METHOD

This descriptive quantitative research used data and analysis in numbers and was analyzed using statistics. The subjects of this study were the hospital for special surgery Karima Utama in Surakarta employees. The data source used in the study was the primary data source, i.e., a data source derived from questionnaires distributed to respondents. The population in this study was all the hospital for special surgery Karima Utama in Surakarta employees, which amounted to 350 people. The sample used in the study was 100 people. The sampling technique used was purposive sampling. Purposive sampling is based on considerations to adjust to the researchers' criteria to improve the accuracy of the sample (Sugiyono, 2010). The requirements were distributed to the hospital for special surgery Karima Utama in Surakarta employees, who had a working period of more than 3 (three) years.

Data collection techniques consist of observation, documentation, questionnaires, and literature studies. The method of data collection in this study was a questionnaire. Questionnaires were used for data collection by asking respondents to fill out a question or statement with the answers provided, and then they returned it to the researchers after filling it out in full (Cresswell et al., 2013). The data were then processed using partial least square (PLS) techniques with SmartPLS3 software. Testing the validity and reliability of research instruments were carried out by convergent validity, AVE, Cronbach's Alpha, and composite reliability instruments. In addition, confirming the model's accuracy while testing the effect of a variable on other variables was conducted by path coefficients and p-values.

For the operational definition of a variable in this study, employee performance is defined as a result of work achieved by a person/employee or a group of people in carrying out tasks given to him by the criteria that have been set. The variables used consisted of the quality of work, quantity of work, implementation of tasks and responsibilities. Then, organizational communication is a form of information, both delivery and acceptance from a particular organization or group. The variable indicators covered openness in downward corporate communication, listening in upward corporate communication, joint decision-making, and trust between members. In addition, change management is defined as a structured process of making things different from before and heading in a better direction. The variable indicators used were changes in organizational structure, cooperative attitude in change management, output quantity and output timeframe. Moreover, training is a working system that employees must implement or follow to improve employability. The variable indicators used the quality of training, punctuality, need for supervising, and cost-effectiveness.

RESULTS AND DISCUSSION

Characteristics of respondents based on gender revealed that male respondents were more than women, with the male of 61%, while women of only 39%. It was because men have more strength of energy or mind than women, and women have more often left, for example, on maternity leave and others. Characteristics based on age showed the most of 26 - 30 years with 67% and at least respondents aged < 25 years as much as 1%. This age is a productive age, where at the age of 26-30 years, the energy is still robust, has a high spirit to work, and can accept new things. In addition, the working period obtained information that most respondents had been active for 7 - 10 years, as much as 42%. It was because they had much experience in carrying out their work at the time.

The construct validity test results fulfilled all four variables, and there were 20 indicators. The validity test results showed that the loading factor value of > 0.50 indicates that the indicators were suitable for representing the construct in the study.



Table 1. Convergent Validity Testing

Indicator	Item	Outer Loading	Description
Change Management	CM1	0.916	Valid
	CM2	0.940	Valid
	CM3	0.881	Valid
	CM4	0.896	Valid
Training	T1	0.905	Valid
	T2	0.898	Valid
	T3	0.940	Valid
	T4	0.953	Valid
Organizational Communication	C1	0.925	Valid
	C2	0.893	Valid
	C3	0.812	Valid
	C4	0.748	Valid
Employment Performance	EP1	0.857	Valid
	EP2	0.819	Valid
	EP3	0.702	Valid
	EP4	0.730	Valid

Source: Primary data, processed in 2022

Table 2. Testing AVE, Cronbach Alpha, and Composite Reliability

Variable	AVE	Cronbach's Alpha	Composite Reliability	Description
Change Management	0.826	0.930	0.950	Reliable
Training	0.854	0.948	0.959	Reliable
Organizational Communication	0.718	0.881	0.910	Reliable
Employment Performance	0.608	0.796	0.860	Reliable

Source: Primary data, processed in 2022

The average variance extract (AVE) value was > 0.50, the composite reliability value was > 0.70, and the Cronbach alpha was > 0.70, all of which satisfied the rule of thumb of > 0.60. If respondents are consistent in their responses to questionnaire questions, these data can be understood.

Figure 1 depicts the findings of data analysis explaining the influence of training on employee performance through organizational communication mediation and the effect of change management on employee performance through organizational communication mediation:

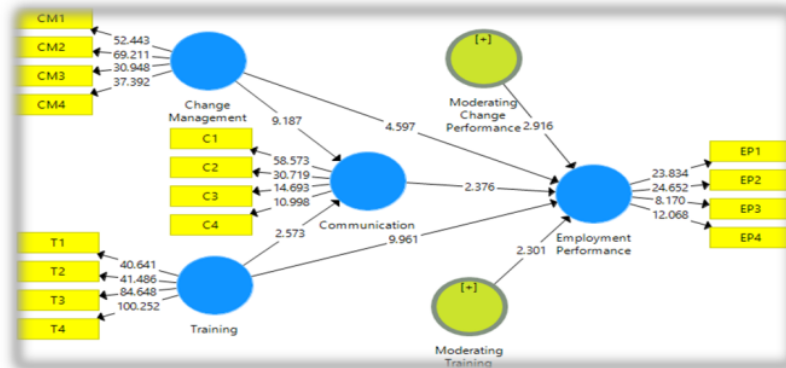


Figure 1. Data Analysis Results

Source: Data analysis results utilizing Smart PLS 3.0



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According to data analysis, change management by organizational communication had a path coefficient of 9.187 and a p-value of 0.000 (significance of 0.05). Change management, in other words, had a positive and significant impact on corporate communication. In addition, the path coefficient for corporate communication training was 2.573, with a p-value of 0.010 (significance of 0.05). These findings suggest that training had a significant and beneficial impact on organizational communication. The path coefficient for change management on employee performance was 4.597, with a p-value of 0.000 (significance of 0.05). It demonstrates that change management had a large and beneficial impact on employee performance. In addition, the track coefficient of employee performance training was 9.961 with a p-value of 0.000 (significance of 0.05). It means that training had a positive and significant effect on employee performance.

Moreover, change management on employee performance by the mediation of organizational communication had a path coefficient value of 2.916 and a p-value of 0.004 (significance of <0.05). It can be interpreted that the change management on employee performance through the mediation of organizational communication had a positive and significant effect. Then, training on employee performance by the mediation of organizational communication had a path coefficient value of 2.301 and a p-value of 0.022 (significance of <0.05). It can be interpreted that training on employee performance through organizational communication mediation had a positive and significant effect. Next, organizational communication on employee performance had a path coefficient value of 2.376 and a p-value of 0.018 (significance of <0.05). Thus, organizational communication had a positive and significant effect on employee performance.

Table 3. Data Analysis Results

Variable	Path Coefficients	PValues	Description
CM→ OC	9.187	0.000	Significant and positive
T→ OC	2.573	0.010	Significant and positive
CM→ EP	4.597	0.000	Significant and positive
T → EP	9.961	0.000	Significant and positive
CM →OC→EP	2.916	0.004	Significant and positive
T→OC→EP	2.301	0.022	Significant and positive
OC →EP	2.376	0.018	Significant and positive

Source: Smart PLS data processing output 3.0

The results showed that change management had a significant effect on organizational communication. The results of this study are in line with Proctor & Doukakis' (2003) research, which stated that the key to successful recognition of visible change lies in effective organizational communication. Elving (2005) also emphasized the vital role of organizational communication in the process of change; organizational communication affects not only readiness to change but also uncertainty. Change is also a communicative challenge (Allen et al., 2007). This study explains that the change management applied to the hospital for special surgery Karima Utama improved organizational communication.

Subsequent research results revealed that training had a significant effect on organizational communication. The results of this study are consistent with the research of Leonardo Agsta & Sutanto (2013) and Hartaroe et al. (2016), which found that training influenced employee performance. In this case, training is one of the essential things to be considered in achieving organizational goals, with activity expecting employees to be more communicative and work effectively and efficiently. Thus, this study explained that training



in the hospital for special surgery Karima Utama could improve organizational communication.

The next research results uncovered that change management significantly affected employee performance. Research by Kojo et al. (2019) asserted that change management substantially impacted employee performance. In line with their research, Damanauw et al. (2018) showed that change management affected employee performance. Similarly, van der Voet's (2014) research stated that change management significantly influenced employee performance. The more management of changes, the more the hospital for special surgery Karima Utama employees' performance. Besides, change management will refresh the mind of tiring work, relieve pressures in position, and gradually carry out the management changes. It will improve the performance of employees of the hospital for special surgery Karima Utama Surakarta.

Other research results showed the positive and significant influence of training on employee performance. Leonardo Augusta & Sutanto (2013) stated that training significantly affected employee performance; there was a positive relationship between the strength of consumer preferences and marketing performance. The quantity and quality of better training will dramatically improve employee performance. In line with Turere's (2013) research, activity has a considerable contribution or proportion to employee performance variation (ups and downs) and variations described by other factors. The results of this hypothesis test are supported by previous research (Safitri, 2013; Abogsesa & Kaushik, 2018). Thus, more training will improve the performance of employees at the hospital for special surgery Karima Utama Surakarta. Conversely, the worse the activity, the more employee performance will decrease.

In addition, research on the effect of change management on employee performance through organizational communication mediation showed significant positive results. It can be interpreted that increasing change management would improve organizational communication and impact employee performance at the hospital for special surgery Karima Utama. The results of direct testing also showed a significant influence on the management of changes to employee performance at the hospital for special surgery Karima Utama. Besides, the indirect testing results between change management of organizational communication and organizational communication and employee performance were significant. Thus, organizational communication has been proven to be a partial mediation of the effect of change management on employee performance at the hospital for special surgery Karima Utama.

Then, research on the influence of training on employee performance through organizational communication mediation showed significant positive results. It can be interpreted that the better the activity carried out at the hospital for special surgery Karima Utama, the more improved the organizational communication and impacted the employee performance at the hospital for special surgery Karima Utama. The direct testing results showed a significant influence of training on employee performance at the hospital for special surgery Karima Utama. Also, the indirect testing results between training on organizational communication and organizational communication on employee performance were significant. Hence, organizational communication has been verified to be a partial mediation of the effect of exercise on employee performance at the hospital for special surgery Karima Utama.

Another research result uncovered that organizational communication had a positive and significant effect on employee performance. The positive influence of the relationship

between the two variables can be interpreted as the more communication increases, the more employee performance increases. The results align with Subari & Raidy (2015) and Indrasari et al. (2019) that organizational communication significantly affected employee performance. The results also showed that improved organizational communication could improve employee performance at the hospital for special surgery Karima Utama. Well-executed organizational communication can also create cooperation between employees to help each other, maintain and influence interactions, and ultimately encourage employees to do their jobs well to improve employee performance.

CONCLUSION

This study concluded that change management significantly and positively affected organizational communication, and training positively impacted organizational communication. Organizational communication had a significant and positive impact on employee performance. In addition, change management had a significant positive effect on employee performance, and activity positively impacted employee performance. Thus, organizational communication proved to be a partial mediation of the effect of exercise on employee performance. Organizational communication has also been a partial mediation of change management's influence on employee performance.

Implications in this study contribute to additional literature and empirical evidence that all the variables in this study support previous research. This study also proved several supporting variables of previous research whose results positively and significantly affected employee performance. In addition, this research indicates that organizational communication could mediate between change management in employee performance and training in employee performance. To improve the performance of company employees, it is not enough to improve change management and training but also to improve organizational communication.

However, the limitations in this study are that the abnormality of this research data made this study analyzed using Partial Least Square (PLS). The authors' advice for future research is to conduct replication research by retesting this model by bringing up variables causing increased employee performance.

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