

ABSTRACT

This study examines the influence of digital leadership and employee digital competence on employee performance in healthcare services within the implementation of Satu Sehat (One Healthy), with job satisfaction as a mediating variable in Tarakan City. The implementation of the health transformation initiated by the Ministry of Health requires the ability of healthcare workers to digitize health data by electronically recording individual service records into the SATU SEHAT platform. This study aims to determine the effect of digital leadership and employee digital competence on employee performance in healthcare services. This study also aims to determine how employee satisfaction moderates the relationship between digital leadership and employee digital competence on healthcare service performance within the implementation of Satu Sehat in Tarakan City.

This research refers to the theoretical foundations used in identifying the variables studied related to human resource management, digital leadership, digital competence, and employee performance. Human resource management, according to Hasibuan (2003, 30) in Fachrurazi et al., (2021), is the science and art of regulating the relationships and roles of the workforce to effectively and efficiently help achieve the goals of the company, employees, and society. The development of digital transformation gave birth to the concept of digital leadership related to leadership and technological development. According to Periañez-Cañadillas et al., (2019), digital competence is the ability to explore in facing new technological situations to analyze, select, and evaluate data and information to utilize the potential of technology to solve problems. Lepold et al., (2018) stated that there are eleven dimensions that can be used to measure employee job satisfaction in organizations or businesses, namely information and communication, job demands, relationships between coworkers, relationships with superiors, organization and management, career levels, working conditions, decision range, time aspects, compensation and general company conditions. Priansa, (2017:48) expressed his opinion that job performance is the level of employee success in completing work originating from the company which is a manifestation of the talent or abilities possessed by the employee.

The research data were subjected to descriptive analysis aimed at describing the conditions, situations, or characteristics of the research object. Descriptive analysis in this study was conducted to present and interpret the responses of 202 respondents regarding Variable X1 (Digital leadership), Variable X2 (Digital Competence), Variable Z (Job Satisfaction), and Variable Y (Performance) among healthcare workers at the Tarakan City Community Health Center. To summarize the data effectively, the analysis used a frequency distribution table that displays the item numbers related to the questionnaire statements, respondent feedback, the total number of responses, and the corresponding scores. These scores help in categorizing the tendencies of respondents' perceptions of each variable. Furthermore, statistical analysis was carried out using Structural Equation Modeling (SEM) with the help of the statistical application LISREL version 8.80. The latent variables in this study are digital leadership and digital competence as exogenous latent variables, performance variables as endogenous latent variables, and job satisfaction variables as mediating variables. This study uses a two-step approach where an evaluation of the CFA model is carried out to produce an acceptable level of model fit first, then

continued with structural model testing or hypothesis testing. The results of the CFA test showed that all indicators were valid and reliable. Next, an evaluation analysis of the structural model was carried out. The structural model in SEM describes the relationships that exist between latent variables. It can be said that the structural model of this study is fit or the model is said to be feasible. This is because it has met a minimum of 4 goodness of fit indices that indicate good-fit and is continued with hypothesis testing. The results of the analysis that have been carried out indicate that Digital leadership and Digital Competence do not have a direct influence on Performance (H1 and H2 are rejected). However, when Job Satisfaction is included as a mediating variable, it was found that Job Satisfaction is able to mediate the influence of Digital leadership and Digital Competence on Performance (H3 and H4 are accepted). This shows that Digital leadership and Digital Competence do not directly improve Performance, but play a role in increasing Job Satisfaction, which ultimately has a positive impact on Performance.

The results indicate that digital leadership and digital competence do not directly influence performance. Job satisfaction, as a mediating variable, positively influences performance in healthcare services within the Tarakan City Health Office. This study has limitations that should be considered in future research. Future researchers could add several other independent variables, such as workload, work discipline, and work environment, to provide broader insights into factors that can support improved employee performance. Furthermore, analysis could be conducted by adding a mediating variable related to the use of digital technology to obtain more specific insights into performance improvement efforts in implementing healthcare transformation.

Keywords: digital leadership, digital competence, employee performance, job satisfaction