

Employee Perception of the Implementation of Digital-Based Organizational Communication at the Education and Culture Office of Padang Pariaman Regency

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ABSTRACT

This study aims to describe employees' perceptions of the implementation of digital-based organizational communication at the Education and Culture Office of Padang Pariaman Regency. The research uses a quantitative approach with a descriptive method. The study population was 115 employees, with a sample of 89 respondents determined using the Proportional Random Sampling technique. Data was collected through questionnaires using the Likert scale and analyzed using descriptive statistics by calculating average values. The results showed that the implementation of digital-based organizational communication obtained an overall average score of 4.19 with the effective category. Based on research indicators, the clarity of messages/information obtained an average score of 4.16 with the effective category, communication responsiveness obtained an average score of 4.06 with the effective category, work coordination obtained an average score of 4.24 with the very effective category, and the use of digital media obtained an average score of 4.31 with the very effective category. The results show that digital-based organizational communication has supported the delivery of information, work coordination, and effective execution of employee tasks. Therefore, organizations need to continue to improve information clarity and communication responsiveness so that the effectiveness of digital-based organizational communication can be more optimal.

Keywords: organizational communication, digital-based communication, employee perception, work coordination, digital media.

A. Introduction

The development of information and communication technology has changed communication patterns in various organizations, including government agencies. Communication, which was

previously dominated by face-to-face meetings, correspondence, and direct information delivery, is now increasingly utilizing digital media such as WhatsApp, electronic mail (*email*), video conferencing, and various office administration

applications. The use of digital technology aims to accelerate the delivery of information, increase the effectiveness of coordination, and support the efficiency of the implementation of organizational tasks (Miller, 2021).

In an organization, communication is an element that determines the smooth delivery of policies, coordination between work units, and decision-making. Effective communication allows for the clear and precise exchange of information so that it can support the achievement of organizational goals. On the other hand, less effective communication can lead to misunderstandings, delays in the delivery of information, and hinder work coordination (Robbins & Judge, 2022; West & Turner, 2021).

Digital transformation encourages public sector organizations to adopt various technology-based communication media to support public services. Digitization of communication not only accelerates the flow of information, but also increases the flexibility of coordination between government officials. However, the effectiveness of digital communication is not only

determined by the availability of technology, but also by the ability of organizations and employees to make optimal use of it (Dwivedi, 2022).

The Education and Culture Office of Padang Pariaman Regency is one of the regional apparatus organizations responsible for the implementation of educational and cultural affairs. The implementation of these tasks involves intensive coordination between fields and between employees so that an effective communication system is needed. In practice, various digital media have been used as a means of delivering information, coordinating work, and carrying out administration.

However, the implementation of digital-based organizational communication still faces various challenges. Some of the problems that often arise include delays in responding to work information, differences in understanding of messages conveyed through digital media, and coordination that still requires direct follow-up. These conditions have the potential to affect the effectiveness of the implementation of organizational

tasks and the quality of public services (Men & Yue, 2019).

Research on organizational communication in general discusses the relationship between communication and employee performance, leadership, and work motivation. Meanwhile, research that specifically examines employees' perceptions of the implementation of digital-based organizational communication in local government agencies is still relatively limited, especially at the Education and Culture Office of Padang Pariaman Regency. These limitations suggest that there are *research gaps* that need to be studied further.

In addition to being based on research gaps, the urgency of this research is also strengthened by the results of initial observations that show that digital media has become the main means of internal communication, but its implementation is not yet fully optimal. There are still delays in receiving information, inconsistent responses, differences in message understanding, and uneven use of digital media among employees. These findings show that the evaluation of the implementation of

digital-based organizational communication needs to be done from the perspective of employees as the main users of the organization's communication system.

Based on this description, this study aims to analyze employee perceptions of the implementation of digital-based organizational communication at the Padang Pariaman Regency Education and Culture Office. The results of the research are expected to contribute to the development of internal organizational communication and become a consideration for leaders in increasing the effectiveness of coordination and optimization of the use of digital media in government agencies.

B. Research Methods

This study uses a quantitative approach with a descriptive method. The research population amounted to 115 employees of the Padang Pariaman Regency Education and Culture Office, with a sample of 89 respondents determined using the Proportional Random Sampling technique. Data was collected through a Likert scale questionnaire which was compiled based on four indicators, namely clarity of

information, communication responsiveness, work coordination, and use of digital media. The research instrument has met the validity and reliability tests. The data was analyzed using descriptive statistics by calculating average and percentage values to describe employees' perceptions of the implementation of digital-based organizational communication.

C. Results of Research and Discussion

Results

The results of the study show that employee perceptions of the implementation of digital-based organizational communication at the Padang Pariaman Regency Education and Culture Office are in the effective to very effective category. The assessment was carried out based on four indicators, namely clarity of information, responsiveness of communication, work coordination, and use of digital media.

1. Message/Information Clarity

The message/information clarity indicator is used to determine employee perceptions of information delivery in the

implementation of digital-based organizational communication at the Padang Pariaman Regency Education and Culture Office. These indicators include clarity of information delivery, understanding of the content of the message, suitability of information with work needs, information that does not cause misunderstandings, and regularity of information delivery through digital media. The results of data analysis on this indicator are presented in Table 1.

Table 1. Research Results of Message/Information Clarity Indicators

No	Statement	Avarage	Criteria
1	Information from the leadership is clearly conveyed to all employees.	4,46	Very Effective
2	Information received through digital media is easier to understand.	4,43	Very Effective
3	Employees understand the message conveyed by the leadership.	4,51	Very Effective
4	The information received is according to the needs of the job.	4,44	Very Effective
5	The information received by employees does not cause misunderstandings.	3,65	Effective
6	All job information is	3,65	Effective

	conveyed through digital media.		
7	Information conveyed through digital media is easy to understand.	3,93	Effective
8	Submission of job information is carried out regularly through digital media.	4,25	Effective
Average		4,16	Effective

Based on Table 1, the message/information clarity indicator obtained an average score of 4.16 with the effective category. These results show that digital-based organizational communication has been able to support the delivery of information clearly so that employees can understand the information provided by leaders and colleagues. The statement with the highest score was found on the item *of employees understanding the message conveyed by the leader with an average score of 4.51 (very effective)*. On the other hand, the lowest scores were found on the information items received *that did not cause misunderstandings and all work information was delivered through digital media* with an average score of 3.65 (effective). This shows that although digital communication has been going well, there is still room for

improvement in ensuring that all information is truly in line with employee needs and minimizing misunderstandings.

2. Communication Responsiveness

The communication responsiveness indicator aims to find out the perception of employees towards the speed of response, the leader's response to employee questions, the follow-up of job information, the ease of getting communication replies, and the effectiveness of digital media in accelerating communication. The results of data processing in this indicator are presented in Table

Table 2. Research Results of Communication Responsiveness Indicators

No	Statement	Avarage	Crietria
1	Employees respond quickly to job information.	3,82	Effective
2	Leadership responds to employee inquiries through digital media.	3,70	Effective
3	Job information is followed up immediately.	3,97	Effective
4	Employees easily get a	4,06	Effective

	communication replies.		
5	Digital media helps speed up the delivery of information.	4,18	Effective
6	Timely response to job information.	4,18	Effective
7	Employees respond promptly to work messages.	4,26	Effective
8	Digital communication speeds up job completion.	4,28	Very Effective
Average		4,06	Effective

Based on Table 2, the communication responsiveness indicator obtained an average score of 4.06 with the effective category. These results show that employees have responded well to job information through digital media. The highest score was obtained on the item of *communication through digital media that accelerated the completion of work* with an average score of 4.28 (very effective), while the lowest score was found on the item of *the leader answering employee questions through digital media* with an average score of 3.70 (effective). The findings show that digital media has accelerated organizational communication, but the speed of providing feedback still

needs to be improved to make work coordination more optimal.

3. Work Coordination

Work coordination indicators are used to find out employee perceptions about smooth coordination between employees, communication between fields, cooperation in the implementation of work, and coordination through digital media. The results of the data analysis of work coordination indicators are presented in Table 3.

Table 3. Research Results of Work Coordination Indicators

No	Statement	Avarage	Criteria
1	Coordination between employees runs smoothly.	4,46	Very Effective
2	Communication between fields runs smoothly.	4,30	Very Effective
3	Employees work together to get the job done.	4,10	Effective
4	Job information is sent to the relevant field.	4,26	Very Effective
5	Digital media facilitates coordination between employees.	4,24	Very Effective
6	Coordination through digital media is running well.	4,20	Effective
7	Employees easily coordinate with	4,07	Effective

	other fields.		
8	Digital media helps smooth coordination.	4,27	Very Effective
Average		4,24	Very Effective

Based on Table 3, the work coordination indicator obtained an average score of 4.24 with the category of very effective. These results show that digital-based organizational communication has been able to support coordination between fellow employees and between fields. The statement with the highest score was found in the coordination item *between employees that ran smoothly* with an average value of 4.46, while the lowest value was found in *the item of employees who easily coordinated with other fields using only digital media* with an average value of 4.07. These findings suggest that digital media has made it easier to coordinate work, although cross-field coordination can still be improved to make task execution more effective.

4. Utilization of Digital Media

The digital media utilization indicators aim to determine employees' perceptions of the use of digital media as a means of work communication, ease of information

delivery, access to information, and the effectiveness of digital media in supporting organizational communication. The results of data analysis on this indicator are presented in Table 4.

Table 4. Research Results of Digital Media Utilization Indicators

No	Statement	Avarage	Criteria
1	Employees use digital media in work communication.	4,19	Effective
2	Digital messaging applications are used as a means of communication in the workplace.	4,43	Very Effective
3	Digital media facilitates the delivery of information.	4,40	Very Effective
4	Information can be accessed without having to meet in person.	4,35	Very Effective
5	Digital media makes communication more effective.	4,30	Highly Effective
6	The use of digital media supports smooth work.	4,37	Very Effective
7	Digital media facilitates the exchange of	4,29	Very Effective

	information.		
8	Digital media increases the effectiveness of work communication.	4,15	Effective
Average		4,31	Very Effective

Based on Table 4, the digital media utilization indicator obtained an average score of 4.31 with a very effective category. These results show that digital media has been optimally utilized as a means of organizational communication at the Padang Pariaman Regency Education and Culture Office. The highest score was found on *the digital messaging application item used as a means of communication to discuss work* with an average score of 4.43, while the lowest score was found on the item *of digital media use to help improve the effectiveness of work communication* with an average score of 4.15. In general, these results show that the use of digital media has made an excellent contribution to accelerating information delivery, improving coordination, and supporting the smooth implementation of employee work.

Discussion

1. Message/Information Clarity

The results showed that the message/information clarity indicator obtained an average score of 4.16 with the effective category. The findings show that digital-based organizational communication at the Padang Pariaman Regency Education and Culture Office has been able to support the delivery of information clearly so that employees can understand the messages conveyed by leaders and colleagues. A high score on the statement regarding the employee's understanding of the leader's message shows that digital media has become an effective means of communication in conveying work information. However, there are still some employees who consider that the information received is not fully in accordance with the needs of the job and still has the potential to cause misunderstandings.

These findings are in line with Pace and Faules' theory that effective organizational communication is characterized by the delivery of clear information so that a shared meaning is created between the sender and

receiver of the message. Additionally, Robbins and Judge explain that clarity of information plays an important role in reducing miscommunication, improving coordination, and supporting the achievement of organizational goals. Thus, organizations need to continue to improve the quality of information delivery so that all employees get complete, accurate, and appropriate information according to their work needs.

2. Communication Responsiveness

The communication responsiveness indicator obtained an average score of 4.06 in the effective category. These results show that employees have been able to respond to job information through digital media quite well. The use of digital media has been proven to help speed up the delivery of information so that work can be followed up immediately. However, there are still some employees who don't always respond quickly to work messages, so the feedback speed aspect still needs to be improved.

According to Luthans, effective organizational communication requires quick feedback as proof that

information has been received, understood, and acted upon. Robbins and Judge also explained that two-way communication supported by quick response will improve coordination effectiveness and speed up job completion. Therefore, improving a responsive communication culture through the use of digital media is one of the efforts that need to be made so that the organization's communication process takes place more optimally.

3. Work Coordination

The results showed that the work coordination indicator obtained an average score of 4.24 with the category of very effective. This shows that digital-based organizational communication has been able to support coordination between fellow employees and between fields in the implementation of work. Digital media facilitates the delivery of information, accelerates coordination, and increases cooperation so that the implementation of tasks can take place more effectively. However, there are still employees who think that cross-field coordination through digital media is not fully optimal.

The findings support the opinion of Pace and Faules who

stated that organizational communication has a coordination function to integrate the activities of all members of the organization in achieving common goals. Good communication will strengthen working relationships, increase collaboration, and reduce obstacles in the execution of tasks. Therefore, organizations need to maintain the effectiveness of the coordination that has been built while improving cross-field communication so that work can be completed more efficiently.

4. Utilization of Digital Media

The digital media utilization indicator obtained an average score of 4.31 in the very effective category, as well as being the indicator with the highest score. These results show that digital media has been optimally utilized as a means of organizational communication. Employees utilize various digital communication applications to convey information, coordinate, and support the execution of work without having to hold in-person meetings. This condition shows that digital transformation has had a positive impact on the effectiveness of organizational communication.

These findings are in line with Robbins and Judge who explain that the use of information technology in organizations is able to increase the effectiveness of communication through faster, more accurate, and more efficient information delivery. In addition, the use of digital media allows communication to take place without being limited by space and time so that work coordination becomes easier. Therefore, the use of digital media needs to continue to be optimized through improving employees' digital competencies and utilizing more integrated communication platforms so that the effectiveness of organizational communication can continue to increase.

E. Conclusion

Based on the results of employee perception research on the implementation of digital-based organizational communication at the Padang Pariaman Regency Education and Culture Office, it can be concluded as follows.

1. The clarity of the message/information obtained an average score of 4.16 in the effective category. This shows that the delivery of information through

digital media has gone well so that the message conveyed can be understood by employees. However, it is still necessary to improve the delivery of information to better suit the needs of the job and minimize the occurrence of misunderstandings.

2. Communication responsiveness obtained an average score of 4.06 in the effective category. These results show that employees have responded well to job information through digital media. However, the speed and timeliness of responding to information still need to be improved so that the organization's communication process becomes more optimal.
3. Work coordination obtained an average score of 4.24 with the category of very effective. This shows that digital-based organizational communication has supported coordination between fellow employees and between fields so that the implementation of work can take place more effectively, efficiently, and well coordinated.
4. The use of digital media obtained an average score of 4.31 in the very effective category. These

results show that digital media has been optimally utilized as a means of organizational communication in delivering information, coordination, and implementing work so that it is able to support the effectiveness of communication within the Education and Culture Office of Padang Pariaman Regency.

Overall, the implementation of digital-based organizational communication at the Padang Pariaman Regency Education and Culture Office obtained an average score of 4.19 with the effective category. This shows that the implementation of digital-based organizational communication has been running well in supporting information delivery, communication responsiveness, work coordination, and the use of digital media to support the implementation of organizational tasks.

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