DIGITALIZATION OF LEADERSHIP COMMUNICATION, WORK MOTIVATION, AND NURSE PERFORMANCE: A LITERATURE REVIEW

By Wardana et al

Review Article: Systematic Review, Meta-Analysis, Integrative Review, Scoping Review

DIGITALIZATION OF LEADERSHIP COMMUNICATION, WORK MOTIVATION, AND NURSE PERFORMANCE: A LITERATURE REVIEW

Dewa Gede Wisnu Wardana[1], Ni Luh Putu Inca Buntari Agustini[2*], I Gusti Ngurah Made Kusuma Negara[3], Yustina Ni Putu Yustinawati[4]

[1] Nursing Program, Faculty of Health, Institute of Technology and Health Bali, Indonesia

*Correspondence:
Ni Luh Putu Inca Buntari Agustini
Nursing Program, Faculty of Health, Institute of Technology and Health Bali, Indonesia
Jalan Tukad Balian No 180, Renon-Denpasar, Bali, Indonesia. 80226
Email: inca.stikesbali@gmail.com

Abstract

Background: Digitalization is a process of transformation from a traditional era to a digital era influenced by technological developments. Digitization affects various aspects of life, including the health sector, especially leadership communication which influences work motivation and nurse performance which is visible during the Covid-19 pandemic. The purpose of this literature review is to identify digitalization in leadership communication, work motivation, and performance of nurses or employees.
Design: This research design is a literature review.
Data Sources: Search for articles using four journal databases, namely OWL (Online Wiley Library), Google Scholar, Pubmed, and Science Direct.
Review Methods: Used PRISMA Flow Diagram to find a total of 11 articles that met the inclusion criteria were reviewed.
Results and conclusion: The results of the review of the article entitled "Digitalization of Leadership Communication, Work Motivation, and Nurse Performance" found that the digitalization process in leadership communication is fairly difficult. Leaders must be able to use various types of digital communication media in communicating with staff or nurses. When leading transformational digital change, leaders strive for constant communication and coaching-oriented actions. Leaders who can be able to transform well in digitalization will be able to provide good work motivation for staff or nurses. Effective work motivation in the digitalization of leader communication will impact good nurse performance as shown by nurses coming on time, providing fast service, adhering to standards, and making a solid team.

Keyword: *Digitalization, Leadership, Communication, Work motivation, Nurses' performance*

INTRODUCTION

Digitalization is a transformation process from the conventional era to the digital era. Digitization is closely related to technological developments that affect various aspects of life, one of which is the world of health. Digital developments in health can be in the form of technology in medical devices and health service systems. This development was felt during the Covid-19 pandemic from 2019 to

2021 when the utilization of technology was very large, one of which was information and communication technology, this was due to the situation that occurred requiring distance in social life (Akbari & Pratomo, 2021). The utilization of information and communication technology also occurs in health services, both from the staff level to the leadership in carrying out tasks in providing services, especially for patients with Covid-19. This use is very visible in the Covid-19 isolation r as when services to isolated patients and families use communication via intercom, walky-talky, telephone, WhatsApp, and video call as well as referral services in exchanging information using email, WhatsApp, and telephone. This not only aims to reduce direct contact but also aims to speed up communication in the service process. This also occurs in communication between leaders and staff by utilizing existing information and communication technology. In line with the rapid development of advanced information technology (AIT) such as the Internet, e-mail, video conferencing, clinical documentation systems, and patient portals has changed the way hospitals organize their work (Hartono et al., 2020).

Nurse leaders (e.g., chief nurses, head nurses, and unit managers) typically have responsibility for multiple units or programs in a hospital or health system and must remain in continuous communication with frontline clinical staff, administrative support staff, and other leaders (Hartono et al., 2020).

The changes that occur will affect the way leadership communicates with its staff which will have an impact on staff performance in patient care. Communication is the process of transferring understanding in the form of ideas and information from one person to another (Yuliantini & Retna, 2021). According to (Sasauw et al., 2023) communication is expected to obtain a point of equality, mutual understanding and can convey clear information between leaders and nurses and vice versa. Good communication in the work environment can create maximum performance for every nurse who works.

In addition to leadership communication, performance can also be influenced by motivation. Motivation is a characteristic of human psychology that contributes to a person's level of commitment including factors that cause, channel, and maintain human behavior in the direction of certain determinations, in the current context, motivation is the psychological processes of requesting, directing, directing and determining voluntary actions that lead to goals Kreitner & Kinicki (2005) in Fatihah and Nurul (2018). Performance is the result of work that has a strong relationship with the organization's strategic goals, and customer satisfaction, and contributes to the economy . Performance itself is influenced by leadership, communication, and motivation factors. This will have a different impact in the digital era because there will be differences in the way leadership communicates which can have an impact on motivation and performance, due to the use of technology in these various factors.

The purpose of this literature review is to identify differences in the digitization of leadership communication with work motivation and nurse performance that occurred during the Covid-19 pandemic. This literature review is expected to provide an overview of the development of digitization in leadership communication which has an impact on work motivation and nurse performance.

METHODS

Design

This research was conducted using the literature review method. A literature review is a scientific approach that aims to analyze, evaluate, synthesize, and criticize research finding on a particular topic or topic published online and in print. The articles selected are research articles that discuss digital, digitalization, communication, leadership, work motivation, and performance.

Search Methods

The inclusion criteria used were:

1. Articles that discuss digital leadership or digitalization leadership.
2. Articles that discuss digital communication or digitalization of communication.
3. Articles that discuss digital leadership communication or digitalization leadership communication.
4. Articles that discuss work motivation and performance of nurses or employees.
5. Articles that use quantitative, qualitative, and mixed-method approaches.
6. Articles published in both Indonesian and English from 2018 to 2023.
7. Articles published in peer-reviewed journals.
8. Articles that are available in full text.

Article searches were conducted using several database journals such as OWL (Online Wiley Library), Google Scholar, Pubmed, and Science Direct using English and Indonesian language keywords such as digital leadership, digitalization leadership, digital leadership communication, digitalization leadership communication, transformational communication, work motivation, motivation, nurses performance, employee performance, experience, covid-19, while the Indonesian language uses words such as digital, leadership communication, motivation, and performance. Furthermore, the selection was carried out by removing articles that indicated duplicity to find articles that were by the research theme. Articles were then carefully examined to assess eligibility based on the title and abstract and determine which articles would be selected for further discussion in this study.

Search Outcome

The researcher obtained 225 articles that matched the keywords. Assessment based on eligibility against inclusion and exclusion criteria resulted in 11 articles that met and could be used in the literature review. The results of the selection of study articles can be described in the Flow Diagram below:
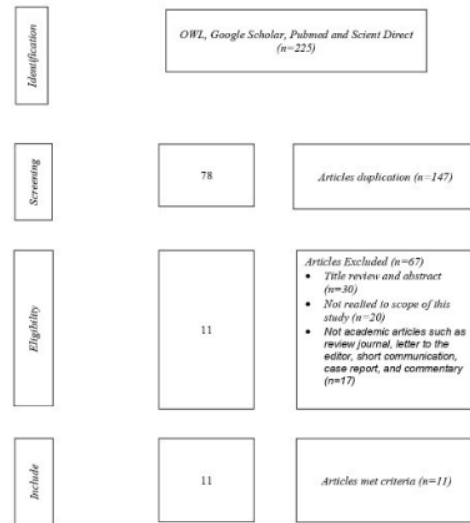
Gambar 1. Diagram PRISMA

Quality Appraisal

This research uses the PRISMA flow diagram in carrying out the selection process of articles collected from various sources, namely Wiley Online Library, Google Scholar, Pubmed, and ScienceDirect. The first process is the identification of collecting articles related to the topic to be discussed through a trusted database. Then the second step is screening where selection is made by looking at the similarity of titles and duplication, after screening proceeds to the eligibility step to review the article again looking at the suitability of the title and abstract, the suitability of the research or topic discussed, whether it does not include academic articles, after selection, articles are entered that match the predetermined criteria.

Data Abstraction

At this stage of identification, the articles identified through the journal database were 225 articles, then screening was carried out by checking whether there were indications of duplication or similarity of titles where the results obtained were around 147 articles were excluded, so 78 articles were selected, then screening was again seen from the titles and abstracts obtained as many as 30 articles, the

focus of articles that did not match the focus of research such as digital or digitalization. leadership, communication, motivation or work motivation, and nurse or employee performance were excluded as many as 20 articles, leadership, communication, motivation or work motivation and performance of nurses or employees were removed as many as 20 articles, then articles containing opinions, and reviews from journals were removed as many as 17 articles so that the remaining 11 articles were selected, re-screening was carried out again to read the analysis and studies used by the study to be carried out, so 11 articles were obtained that fit the criteria.

Data Analysis/ Synthesis

In this study, the authors analyzed articles by assessing and reading articles thoroughly by analyzing from the title, abstract, methods used, how to collect data and the results obtained from each article then associated with the research topic to be discussed. In this study there were 11 articles that met the criteria of the eleven articles, data analysis was carried out so that data were obtained in accordance with the research topic.

RESULTS

Based on the results of the literature search, 11 articles were obtained that met the criteria by the objectives of the study. The selected articles were then grouped based on the scope of the discussion so that several articles were found that focused on digital, digitalization, communication, leadership motivation or work motivation, and nurses or employee performance. After analyzing the 11 articles, 4 articles used a qualitative approach, 6 articles used a quantitative approach and 1 article used a mixed method approach. Articles with a qualitative approach use interview techniques in data collection and articles with a quantitative approach use questionnaires in data collection.

Digitalization of Leadership communication

Digitalization is changing business and at the same time, the context and conditions for leadership in a digital world. It identifies the motives and values that nursing leaders can focus on to motivate their teams when implementing digital innovations. Most nurses recognize the need to expand their competencies due to process changes, where they see digitalization as an opportunity that supports their work. They expect process optimization, especially in digital documentation, as they can access and exchange data quickly (Korte & Bohnet-Joschko, 2022). Issues related to misinterpretation were underlined when leaders talked about their relationships with distant colleagues. Many media are used, and informants responded that e-mails and phone calls are complementary to in-person meetings. Phone calls are considered more personal and friendlier than sending e-mails (Korte & Bohnet-Joschko, 2022).

The leaders in this study used many different communication media, but they all agreed that rich media, such as direct face-to-face contact, were the most appropriate for building and maintaining relationships and developing a shared identity among the staff in their units. The media shift from direct communication to more indirect, digital media may indicate a change from a relationship-based leadership style to a more task-oriented relationship based on one-way information exchange (Pettersen & Solstad, 2023). Therefore, communication is carried out with media such as Zoom, google meet, Whatsapp, and other media. Leaders are required to better understand technology, better understand the conditions of their members and adjust communication methods as needed (Akbari & Pratomo, 2021).

New normal leadership communication styles consist of Concise, Constructive, and Participative, Coaching Approach Style, Intercultural Intelligence, Attentive and Appreciative, Hybrid Communication Channel, Adaptive Communication, Human-Centric

Communication, and Inclusive & Collaborative (Akbari & Pratomo, 2021). In the context of leadership communication, adaptive leaders are leaders who can humanize their members and use various media to interact. Leaders also realize the importance of humanistic communication, especially in an era where business leaders have a technological frame of mind which is one of the aspects that affect performance, communication between leaders and members is becoming increasingly important (Akbari & Pratomo, 2021). When leading transformational digital change, leaders strive for constant communication and coaching-oriented actions. In other words, leaders should listen to their employees and solve problems with them. Based on the leaders' views, it appears that older nurses appear to struggle with digital services, and leaders support, encourage, and motivate them with the use of AIT (advance information technology) (Hartono et al., 2020).

Communication

Communication is a word that includes all forms of interaction with others in the form of ordinary conversation, persuading, teaching, and negotiation to change someone and influence others (Fatihah & Nurul, 2018). The results of research conducted by Fatihah and Nurul (2018) based on the test results can be concluded that communication has an effect on nurse motivation at AMN Subang PTPN VIII Hospital. The results of this test provide empirical evidence that better communication increases the motivation of nurses at AMN Subang Hospital PTPN VIII. In line with the statement that good communication between leaders and nurses can improve nurse performance to work more optimally (Sasauw et al., 2023). In the digital era, there will be a change in the way of communication from direct communication to indirect communication. This will affect the way of communicating and the differences felt by staff or nurses when interacting with leaders or leaders. In line with the results of research by Pettersen and Solstad (2023) which shows that

direct and informal conversations are important leadership and management tool, but such communication is reduced and replaced by virtual contact when staff works remotely. This situation is also characterized by a reduction in small talk among colleagues, which is described as "the glue in the organization.

There is a change in communication from direct face-to-face to indirect. Leaders use online communication platforms, such as Microsoft Teams, email, and intranets, when leading nurses (Hartono et al., 2020). So the need to choose an effective communication model so that the message given can be received properly. The enormous impact of technological development is a challenge for leaders to see the impact of this phenomenon on society. In particular, in terms of workforce demographics, leaders are brought together with millennials and Generation Z who are in direct contact with technology. The character of their communication in the workplace is that they want healthy, inclusive communication, and are given good feedback to develop (Akbari & Pratomo, 2021). A study found that the communication characteristics desired by the tech generation are face-to-face, open and two-way communication, straightforward, and mentors (Akbari & Pratomo, 2021).

Indirect communication leads to less face-to-face, small talk, which reduces the sense of closeness between leaders and their staff. This leads to a change in leadership style from relationship-based to task-based. This makes it difficult to motivate staff (Pettersen & Solstad, 2023).

Leadership

Leadership is an important element in an organization because its role is to set the direction of staff to achieve organizational goals. A successful leader must lead by creating conditions that allow all members to contribute in total. This means educating skills for members to handle things, and listening to complaints, ideas, hopes, suggestions, and other forms of work partners and subordinates (Sari & Aini, 2017).

Accordance with the definition of leadership is the art of influencing human behavior both individuals and groups revealed Toha in Muhammad and Gobel (2018). Leadership is related to the deliberate activity of a person to emphasize his strong influence on others to guide, structure, and facilitate activities and relationships in a group or organization Jk in Muhammad and Gobel (2018). Good leadership has a good impact on employee or nurse performance by research from Sari and Aini (2017) which states that leadership has a positive and significant influence on nurse performance in private hospitals.

The dimensions of Leadership (Bass and Avolio) quoted from Djamaludin Acok (2013: 120) in Fatihah and Nurul (2018) suggest that there are 4 dimensions, namely:

1. Idealized Influence, is exemplary traits (role models) shown by followers and traits that followers admire from their leaders.
2. Intellectual Stimulation, in showing aspects of intellectual stimulation, leaders invite followers to always question the assumptions behind everything, and look for new ways of doing things.
3. Individual Consideration is a characteristic of leaders who pay attention to the needs of their employees and help employees so that they can advance and develop in their careers and lives.
4. Inspirational Motivation, is the trait of leaders who inspire work, inviting employees to realize a common goal so that their lives and work become more meaningful.

The leaders even occasionally acted as teachers by first learning how the software worked and then helping nurses who needed encouragement or support. To encourage and motivate nurses, leaders also demonstrated examples of how to use AIT. This adds to the workload of nurse managers, as digitization is changing rapidly and has a major effect on leaders' change management practices (Hartono et al., 2020). When leading dispersed teams,

leaders experienced that they should ask how employees were doing but were not entirely sure about how often they should contact employees. Based on leaders' experiences, their social presence is required in AIT-mediated teams (Hartono et al., 2020).

The COVID-19 pandemic has increased remote work in healthcare and forced leaders to concentrate their efforts on building relationships with employees using AIT. Leaders use online communication platforms, such as Microsoft Teams, email, and intranets, when leading nurses. Remote leadership is also observed within the hospital setting, as leaders often have to lead dispersed teams or wards. According to the leaders interviewed, they do not think about where their employees are when leading remote teams, but rather about the employees they are leading (Hartono et al., 2020).

The leaders also experienced that while it is possible to lead through AIT, there is sometimes a need for face-to-face leadership. Therefore, leaders felt that remote leadership was not enough for their teams and that face-to-face leadership was required from time to time. The frontline leaders strongly believe that occasional face-to-face meetings are necessary as the workload in their units includes many aspects that require discussion. In addition, the nurse leaders felt that face-to-face meetings with their superiors were enjoyable. In addition, virtual team leaders cannot physically observe team members' behavior or rely on non-verbal communication to understand their subordinates' thoughts, feelings, or moods (Hartono et al., 2020).

The above shows that a leader must have skills. Leadership skills can be classified into general skills such as conceptualizing skills and skills in dealing with others, as well as specific skills such as making decisions, communicating, solving problems, operating something, and others (Muhammad & Gobel, 2018).

Work Motivation

The leaders also experienced that while it

is possible to lead through AIT, there is sometimes a need for face-to-face leadership. Therefore, leaders felt that remote leadership was not enough for their teams and that face-to-face leadership was required from time to time. The frontline leaders strongly believe that occasional face-to-face meetings are necessary as the workload in their units includes many aspects that require discussion. In addition, the nurse leaders felt that face-to-face meetings with their superiors were enjoyable. In addition, virtual team leaders cannot physically observe team members' behavior or rely on non-verbal communication to understand their subordinates' thoughts, feelings, or moods (Hartono et al., 2020).

The above shows that a leader must have skills. Leadership skills can be classified into general skills such as conceptualizing skills and skills in dealing with others, as well as specific skills such as making decisions, communicating, solving problems, operating something, and others (Muhammad & Gobel, 2018). The development of digitalization also affects the selection of leadership skills models. The leadership skills model that is felt to be by this phenomenon is the functional skills of the leader. These skills are directly related to the main functions of a leader in directing, making decisions, motivating, and others. Muhammad (2018) in his book Introduction Leadership outlines five leadership skills, namely Communication skills, Planning and organizing skills, Personal management skills, Thinking and learning skills, and Decision-making skills.

The personality of a nurse greatly influences his work motivation and good work motivation affects the improvement of the quality of services provided to patients which are influenced by the desire to increase the nurse's career path (Sunagawa et al., 2022). A multidimensional work motivation scale (MWMS) is a tool to assess nurses' work motivation. MWMS used in research on work motivation by Deressa and Zeru (2019) shows that work motivation causes nurses to work on time, provide fast service, by service standards, and form a solid team. This makes the

performance of nurses good and increases indirectly making the performance of the organization or hospital also increase with the satisfaction of patients (Deressa & Zeru, 2019).

Performance
In line with the statement of poor performance of nurses can be caused by factors from outside the nurses themselves that affect their psychology. The external aspects that influence it include interpersonal relationships with colleagues at work, internal conflicts in the hospital organization, and lack of motoric aspects from the hospital in motivating nurses so that they can carry out higher quality nursing care and be able to answer the demands of the community (Winarno et al., 2022). The leadership style approach is one of the factors that influence nurse performance (Asdar et al., 2021). The criteria for good leadership are having intelligence and technical skills (Winarno et al., 2022).

The existence of good communication between leaders and nurses can improve the performance of nurses to work more optimally. Leaders must be able to communicate politely to every nurse who works and provide good actions to improve nurse performance (Sasauw et al., 2023). It is hoped that leaders will improve two-way communication with nurses, and provide more support so that nurses feel more involved and more comfortable in carrying out their duties. In the decision-making process, leaders should involve nurses more through the discussion process or pay attention to recommendations from nurses, so that later when decisions have been made nurses are more responsible for implementing them (Winarno et al., 2022)

DISCUSSION
Digitalization of Leadership communication
Most nurses recognize the need to expand their competencies due to process changes, where they see digitalization as an opportunity that supports their work. They expect process optimization, especially in digital documentation, as they can access and

exchange data quickly (Korte & Bohnet-Joschko, 2022).

The leaders in this study used many different communication media, but they all agreed that rich media, such as direct face-to-face contact, were the most appropriate for building and maintaining relationships and developing a shared identity among the staff in their units. The media shift from direct communication to more indirect, digital media may indicate a change from a relationship-based leadership style to a more task-oriented relationship based on one-way information exchange (Pettersen & Solstad, 2023).

The digitization process is very important for the development of the nursing world which can support the activities carried out but not all nurses are able to keep up with the changes that exist and must be guided by their leaders so that the digitization process is a process not easy for leaders to do alone. Leaders must work together and support each other with staff so that the digitization process can be carried out gradually. This makes it possible for the leader to not only be in charge of organizing but also as a teacher in the change from the traditional era to the digital era. Leaders themselves must master the skills in technology and digitalization because the role of the leader is a coach for the staff. Leaders must master skills related to changes in the way of communication. Leaders must also be able to become more open leaders, able to communicate humanistic ally, and sensitive to the conditions of staff by combining direct communication techniques with digital communication, so that the goals of the organization can be achieved and able to maintain a comfortable working atmosphere.

Communication

Good communication between leaders and nurses can improve nurse performance to work more optimally (Sasauw et al., 2023). In the digital era, there will be a change in the way of communication from direct communication to indirect communication. This will affect the way of communicating and the differences felt

by staff or nurses when interacting with leaders or leaders. In line with the results of research by Pettersen and Solstad (2023) which shows that direct and informal conversations are important leadership and management tool, but such communication is reduced and replaced by virtual contact when staff works remotely. This situation is also characterized by a reduction in small talk among colleagues, which is described as "the glue in the organization.

There is a change in communication from direct face-to-face to indirect. Leaders use online communication platforms, such as Microsoft Teams, email, and intranets, when leading nurses (Hartono et al., 2020). So, the need to choose an effective communication model so that the message given can be received properly. The enormous impact of technological development is a challenge for leaders to see the impact of this phenomenon on society. In particular, in terms of workforce demographics, leaders are brought together with millennials and Generation Z who are in direct contact with technology. The character of their communication in the workplace is that they want healthy, inclusive communication, and are given good feedback to develop (Akbari & Pratomo, 2021). A study found that the communication characteristics desired by the tech generation are face-to-face, open and two-way communication, straightforward, and mentors (Akbari & Pratomo, 2021). Indirect communication leads to less face-to-face, small talk, which reduces the sense of closeness between leaders and their staff. This leads to a change in leadership style from relationship-based to task-based. This makes it difficult to motivate staff (Pettersen & Solstad, 2023).

Changes in the way of communication are a challenge for leaders in leading their staff, including in motivating staff who must feel very differently from the way of face-to-face communication. The leader's communication skills either directly or indirectly will affect the way the staff perceive the leader so it will also affect the productivity or performance of the staff in carrying out the vision and mission of the leader which is influenced by the work

motivation of the staff. The choice of communication model can have a big impact on leadership. A combined model of direct and indirect communication can provide better things in the face of changes in the digital era. Leaders who can maintain open communication, leaders who give a touch of the soul both directly and indirectly through attentiveness to the condition of the staff such as problems faced such as staff health or sick staff families will increase staff loyalty to leaders compared to leaders who are only concerned with orders and task completion. Because when staff feel the family atmosphere built by the leader indirectly the leader has motivated staff to work more optimally.

Leadership

In the digitalization of leadership, there are many changes in leadership styles, ways of communicating and interacting with staff. When leading transformational digital change, leaders engage in constant communication and coaching-oriented actions. In other words, leaders must listen to their employees and solve problems with them. Based on the leaders' views, it appears that older nurses seem to struggle with digital services, and leaders support, encourage, and motivate them with the use of AIT. The leaders even occasionally acted as teachers by first learning how the software worked and then helping nurses who needed encouragement or support. To encourage and motivate nurses, leaders also demonstrated examples of how to use AIT. This adds to the workload of nurse managers, as digitization is changing rapidly and has a major effect on leaders' change management practices (Hartono et al., 2020). When leading dispersed teams, leaders experienced that they should ask how employees were doing but were not entirely sure about how often they should contact employees. Based on leaders' experiences, their social presence is required in AIT-mediated teams (Hartono et al., 2020).

The COVID-19 pandemic has increased remote work in healthcare and forced leaders to concentrate their efforts on building relationships with employees using AIT. Leaders use online communication platforms, such as Microsoft Teams, email, and intranets, when leading nurses. Remote leadership is also observed within the hospital setting, as leaders often have to lead dispersed teams or wards. According to the leaders interviewed, they do not think about where their employees are when leading remote teams, but rather about the employees they are leading (Hartono et al., 2020).

The leaders also experienced that while it is possible to lead through AIT, there is sometimes a need for face-to-face leadership. Therefore, leaders felt that remote leadership was not enough for their teams and that face-to-face leadership was required from time to time. The frontline leaders strongly believe that occasional face-to-face meetings are necessary as the workload in their units includes many aspects that require discussion. In addition, the nurse leaders felt that face-to-face meetings with their superiors were enjoyable. In addition, virtual team leaders cannot physically observe team members' behavior or rely on non-verbal communication to understand their subordinates' thoughts, feelings, or moods. (Hartono et al., 2020).

The above shows that a leader must have skills. Leadership skills can be classified into general skills such as conceptualizing skills and skills in dealing with others, as well as specific skills such as making decisions, communicating, solving problems, operating something, and others (Muhammad & Gobel, 2018). The development of digitalization also affects the selection of leadership skills models. The leadership skills model that is felt to be by this phenomenon is the functional skills of the leader. These skills are directly related to the main functions of a leader in directing, making decisions, motivating, and others. Nursalam (2017) in his book Introduction Leadership outlines five leadership skills, namely Communication skills, Planning and organizing skills, Personal management skills, Thinking and learning skills, and decision-making skills.

Work Motivation

The personality of a nurse greatly influences his work motivation and good work motivation affects the improvement of the quality of services provided to patients which are influenced by the desire to increase the nurse's career path (Sunagawa et al., 2022). A multidimensional work motivation scale (MWMS) is a tool to assess nurses' work motivation. MWMS used in research on work motivation by Deressa and Zeru (2019) shows that work motivation causes nurses to work on time, provide fast service, by service standards, and form a solid team. This makes the performance of nurses good and increases indirectly making the performance of the organization or hospital also increase with the satisfaction of patients (Deressa & Zeru, 2019).

Motivation can come from within and motivation from outside a person. This internal motivation can be influenced or strengthened by external motivation or from outside a person. Nursalam (2017) in his book states that internal motivation is divided into two, namely physiological and psychological motivation. While external motivation cannot be separated from internal motivation, examples of external motivation are awards, praise, punishment that can come from a leader. Leaders in motivating the work of their staff can be done using the principles of work motivation including the participative principle where employees are given the opportunity to participate in determining the goals to be achieved by the leader, the principle of communication where the leader is able to communicate clearly about efforts to achieve goals with clear information to staff, the principle of recognizing employee participation through giving awards, recognition of performance, The principle of delegation of authority where giving trust to staff in making decisions at any time about their work, and the principle of giving attention where caring for staff can build respect for the leadership, this can cause staff to be motivated to work better and achieve in the hope of increasing in the career path this can be shown from the integrity and loyalty of staff to the organization that increases.

Performance

Performance is a description of the achievement of the implementation (achievement) of a program of strategic and operational planning activities of the organization (effort) by a person or group of people in an organization both in quantity and quality, by their authority and duties, legal and does not violate the law, ethics and morals (Nursalam, 2017).

Three factors affect performance, namely:
1. Individual factors: a person's abilities, skills, family background, work experience, social level, and demographics.
2. Psychological factors: perception, role, attitude, personality, motivation, and job satisfaction.
3. Organizational factors: organizational structure, job design, leadership, reward system.

In line with the statement of poor performance of nurses can be caused by factors from outside the nurses themselves that affect their psychology. The external aspects that influence it include interpersonal relationships with colleagues at work, internal conflicts in the hospital organization, and lack of motoric aspects from the hospital in motivating nurses so that they can carry out higher quality nursing care and be able to answer the demands of the community (Winarno et al., 2022). The leadership style approach is one of the factors that influence nurse performance (Akbari & Pratomo, 2021). The criteria for good leadership are having intelligence and technical skills (Winarno et al., 2022).

The existence of good communication between leaders and nurses can improve the performance of nurses to work more optimally. Leaders must be able to communicate politely to every nurse who works and provide good actions to improve nurse performance (Sasauw et al., 2023). It is hoped that leaders will improve two-way communication with nurses,

and provide more support so that nurses feel more involved and more comfortable in carrying out their duties. In the decision-making process, leaders should involve nurses more through the discussion process or pay attention to recommendations from nurses, so that later when decisions have been made nurses are more responsible for implementing them (Hartono et al., 2020).

Improving staff or nurse performance is influenced by leadership, communication, and work motivation factors. These factors are interrelated with each other and it can be seen that good leadership, leadership style will be related to the way communication is used so that it can apply work motivation appropriately. This can be seen when a leader with a democratic leadership style and openness will choose an open way of communication, communication that respects or humanizes staff or nurses can accept suggestions, communication takes place in two directions between staff or nurses and leaders so that there is a sense of being appreciated, given a role or contribution, noticed by leaders to the staff so that it will be able to motivate staff or nurses in improving their performance.

CONCLUSION

The conclusion of the review of the article entitled "Digitalization of Leadership Communication, Work Motivation, and Nurse Performance" found that the digitalization process in leadership communication is fairly difficult. This is influenced by various factors such as the characteristics of staff and leaders, leadership style, communication techniques used, skills possessed by leaders, and enthusiasm of staff and leaders regarding digital transformation. The ability of leaders to use various communication media and understand the expectations of their staff or employees will have a different impact on the transformation of leadership communication from traditional to digital. This also has an impact on motivating staff so that motivated staff will increase their work motivation. Digitalization of leadership communication

has a different way of implementing it, the communication model and the leader's ability to communicate greatly affect it. The articles reviewed have not discussed effective communication models in digitalization, the abilities of leaders that must be possessed in digitalization, and the most effective platforms in digital communication so this literature review has not been able to explore these aspects.

ACKNOWLEDGMENT

DECLARATION OF CONFLICTING INTEREST

My manuscript has no conflict of interest in its production.

FUNDING

AUTHOR CONTRIBUTION

Dewa Gede Wisnu Wardana: Generates ideas and conducts the research process and manuscript preparation.

Ni Luh Putu Inca Buntari Agustini: provides input on research both in the form of article searches and article selection techniques.

I Gusti Ngurah Made Kusuma Negara: provides input on the layout of manuscript writing.

Yustina Ni Putu Yustinawati: provides input on manuscript writing and publication procedures.

ORCID
Dewa Gede Wisnu Wardana: none

Ni Luh Putu Inca Buntari Agustini:
0000-0003-3327-3817

I Gusti Ngurah Made Kusuma Negara:
000-0002-3448-6307

Yustina Ni Putu Yustinawati:
0000-0002-1566-0242

REFERENCES

Akbari, T. T., & Pratomo, R. R. (2021). The New Normal Leadership: How Technology Alter Communication Style in Contemporary Organization. *Jurnal Komunikasi Ikatan Sarjana Komunikasi Indonesia*, 6(1), 1–12. https://doi.org/10.25008/jkiski.v6i1.523

Asdar, M., Ismail, K. ., Mabui, D. ., Tumpu, M., Raynonto, M., Muhammad, A., Yogananti, A. ., Mansyur, Irianto, & Radjawane, L. . (2021). *Komunikasi Di Era Digital*. CV. Tohar Media.

Deressa, A. T., & Zeru, G. (2019). Work Motivation and Its Effects on Organizational Performance: The Case of Nurses in Hawassa Public and Private Hospitals: Mixed Method Study Approach. *BMC Research Notes*, 12(1), 1–6. https://doi.org/10.1186/s13104-019-4255-7

Fatihah, D. ., & Nurul, D. (2018). Pengaruh Kepemiminan dan Komunikasi Terhadap Motivasi Serta Dampaknya Pada Kinerja Perawat di RS AMN Subang PTPN VIII. *Jurnal E-BIS*, 2(1).

Hartono, B., Hidayati, A., Kurniati, T., & Basir, N. (2020). The Effect of Head's Leadership and Nurses' Job Motivation on Nursing Performance in the Hospital Inpatient Room. *Jurnal Administrasi Kesehatan Indonesia*, 8(2), 175.

https://doi.org/10.20473/jaki.v8i2.2020.175-187

Korte, L., & Bohnet-Joschko, S. (2022). Digitization in Everyday Nursing Care: A Vignette Study in German Hospitals. *International Journal of Environmental Research and Public Health*, 19(17). https://doi.org/10.3390/ijerph191710775

Muhammad, I., & Gobel, L. . (2018). Kepemimpinan Dalam Organisasi: Perspektif Dasar, Konvensional, dan Kontemporer. In *Universitas Sumatera Utara* (Issue April). TAB Grafika Yogyakarta.

Nursalam. (2017). *Manajemen Keperawatan: Aplikasi dalam Praktik Keperawatan Profesional*. Salemba Medika.

Pettersen, I. J., & Solstad, E. (2023). From Relationship Orientation to Task Orientation: On the Digitalization of Clinical Leaders. *Financial Accountability and Management*, 39(1), –166. https://doi.org/10.1111/faam.12305

Sari, C., & Aini, Q. (2017). The Influence of Leadership and Motivation t Nurses Perfomance in Private Hospital Master of Hospital Management , Universitas Muhammadiyah Yogyakarta , Indonesia Abstract : Hospital services require comprehensive and professional performance of nurses i. *Master of Hospital Management Universitas Muhammadiyah Yogyakarta, Indonesiayah Yogyakarta, Indonesia, Sipatu 2013*.

Sasauw, P. I., Tewal, B., & Trang, I. (2023). *Analisis Hubungan Gaya Kepemimpinan, Motivasi, dan Komunikasi Terhadap Kinerja Perawat pada Rumah Sakit Umum Daerah Tobelo*. 11(1), 271–280.

Sunagawa, G., Yada, H., Odachi, R., & Adachi, K. (2022). The Effect of Nurses' Characteristics and Motivation on the Development of Their Career Intentions. *Journal of UOEH*, 44(1), 35–41. https://doi.org/10.7888/juoeh.44.35

Winarno, R., Dessy, & Prima. (2022).

Hubungan Komunikasi Organisasi, Gaya Kepemimpinan, Motivasi, dan Sikap dengan Kinerja Perawat di RSUD Dr.A.Dadi Tjokrodipo. *Malahayati Nursing Journal*, *4*(1), 38–47. https://doi.org/https://doi.org/10.33024/mnj.v1i1.5422

Yuliantini, & Retna. (2021). The Analysis of Nurse Performance During Covid-19 Pandemic: A Case Study From Private Hospital in Tangerang. *Jurnal Manajemen Teori Dan Terapan*. https://doi.org/10.20473/Jmtt.V14i2.2

Agustini, N. L. P. I. B., Nursalam, N., Sukartini, T., Rismayanti, I. D. A., & Suniadewi, N. W. (2023). Palliative care learning model based on transformational learning theory in palliative care of nursing students in Indonesia. Enfermeria clinica (English Edition), 33(2), 102–114. https://doi.org/10.1016/j.enfcle.2022.10.001

Agustini, N. L. P. I. B., Yusniawati, Y. N. P., & Atika, P. (2009). *Effect of Health Education Intervention about Emergencies on the Knowledge and Ability of Parents in Handling Children with Emergency Condition*.

DIGITALIZATION OF LEADERSHIP COMMUNICATION, WORK MOTIVATION, AND NURSE PERFORMANCE: A LITERATURE REVIEW

ORIGINALITY REPORT

20%
SIMILARITY INDEX

PRIMARY SOURCES

1   www.scribd.com
    Internet   130 words — 2%

2   babalinursingresearch.com
    Internet   92 words — 1%

3   Mukhammad Toha, Mokh Sujarwadi, Ida Zuhroidah.   83 words — 1%
    "EFFECT OF ALOE VERA EXTRACT AND DISCHARGE
    PLANNNING TO ACCELERATE WOUND HEALING OF OLDER
    ADULT HERNIA SURGERY PATIENTS", Nurse and Health: Jurnal
    Keperawatan, 2019
    Crossref

4   www.mdpi.com
    Internet   73 words — 1%

5   jurnal.poltekeskupang.ac.id
    Internet   59 words — 1%

6   docplayer.net
    Internet   54 words — 1%

7   eprints.uniska-bjm.ac.id
    Internet   52 words — 1%

8   Giovanni Iga Firmanda, Ahsan Ahsan, Retno Lestari. "Impact Of Organizational Culture And Job Satisfaction On Nurse Performance In General Hospital : A Path Analysis", Jurnal Aisyah : Jurnal Ilmu Kesehatan, 2023
Crossref
45 words — 1%

9   ejurnalmalahayati.ac.id
Internet
43 words — 1%

10   Agus Sulistyowati. "EFFECTIVENESS OF BREAST CARE ON THE SMOOTH DELIVERY OF BREAST MILK", Nurse and Health: Jurnal Keperawatan, 2019
Crossref
40 words — 1%

11   jurnal.stie-aas.ac.id
Internet
40 words — 1%

12   eprint.stieww.ac.id
Internet
39 words — 1%

13   journal.trunojoyo.ac.id
Internet
38 words — 1%

14   www.ijser.org
Internet
38 words — 1%

15   Anchel González-Barriga, Susan AM Mulders, Jeroen van de Giessen, Jeroen D Hooijer et al. "Design and Analysis of Effects of Triplet Repeat Oligonucleotides in Cell Models for Myotonic Dystrophy", Molecular Therapy - Nucleic Acids, 2013
Crossref
36 words — < 1%

16   ouci.dntb.gov.ua
Internet
36 words — < 1%

17   e-journal.unair.ac.id

	Internet	34 words — < 1%
18	ijsshr.in Internet	34 words — < 1%
19	media.neliti.com Internet	28 words — < 1%
20	oaji.net Internet	28 words — < 1%
21	Sabine Bohnet-Joschko, Lisa Korte. "Digitalisierung verändert den Krankenhausalltag", Pflegezeitschrift, 2023 Crossref	26 words — < 1%
22	www.pure.ed.ac.uk Internet	26 words — < 1%
23	jurnal.politeknik-kebumen.ac.id Internet	22 words — < 1%
24	www.abacademies.org Internet	22 words — < 1%
25	idoc.pub Internet	21 words — < 1%
26	repository.ub.ac.id Internet	20 words — < 1%
27	mafiadoc.com Internet	17 words — < 1%
28	repository.itekes-bali.ac.id Internet	17 words — < 1%

29	bmcresnotes.biomedcentral.com Internet	16 words — < 1%
30	ejournal.aibpm.org Internet	16 words — < 1%
31	journal.jis-institute.org Internet	16 words — < 1%
32	jurnal.uinsu.ac.id Internet	16 words — < 1%
33	pure.psu.edu Internet	16 words — < 1%
34	ejournal.unsrat.ac.id Internet	14 words — < 1%
35	ejournal.um-sorong.ac.id Internet	12 words — < 1%
36	www.preprints.org Internet	12 words — < 1%
37	Irma Nurbaeti, Moch Syafii, Kustati Budi Lestari. "Developing an android-based application for early detection of postpartum depression symptoms in Indonesia", Belitung Nursing Journal, 2021 Crossref	11 words — < 1%
38	journal.ipm2kpe.or.id Internet	11 words — < 1%
39	ojs.unm.ac.id Internet	11 words — < 1%
40	repository.unhas.ac.id	

Internet

11 words — < 1%

41 eprints.unm.ac.id
Internet

10 words — < 1%

42 ejournal.upi.edu
Internet

9 words — < 1%

43 lib-pasca.unpak.ac.id
Internet

9 words — < 1%

44 repository.unair.ac.id
Internet

9 words — < 1%

45 theicph.com
Internet

9 words — < 1%

46 Morita Dwi Tinaningsih, Ismi Dwi Astuti Nurhaeni, An Nisa Fithri, Ni Putu Sri Haryati. "Stunting and the Grande Multipara Phenomenon From the Gender Perspective", KnE Social Sciences, 2022
Crossref

8 words — < 1%

47 eprints.upnjatim.ac.id
Internet

8 words — < 1%

48 www.efsupit.ro
Internet

8 words — < 1%

49 www.grafiati.com
Internet

8 words — < 1%

50 www.ijrrjournal.com
Internet

8 words — < 1%

51 Fitriyana Fitriyana, Henny Widya Astuti, Abdul Rahman, Rini Werdiningsih, Syech Idrus. "Servant Leadership and Perceived Organizational Support for Lecturer Loyalty Through Empowerment", Tafkir: Interdisciplinary Journal of Islamic Education, 2023
Crossref

7 words — < 1%

52 Puteri Indah Dwipayanti, Anik Supriani, Nanik Nur Rosyidah, Nurul Mufida. "THE EFFECT OF WARM GINGER COMPRESS TOWARDS JOINT PAIN OF THE ELDERLY AT UPT PANTI WERDHA MOJOPAHIT, MOJOKERTO DISTRICT", Nurse and Health: Jurnal Keperawatan, 2019
Crossref

7 words — < 1%

53 journal.uin-alauddin.ac.id
Internet

7 words — < 1%

54 Imelda Sitinjak. "The Effect of Entrepreneurial Self-efficacy and Entrepreneurial Competence on The Entrepreneurial Entry Decision and The Success of Start-up MSMEs in Medan City", Jurnal Ekonomi Bisnis dan Kewirausahaan, 2019
Crossref

6 words — < 1%

55 Lisa Korte, Sabine Bohnet-Joschko. "Digitization in Everyday Nursing Care: A Vignette Study in German Hospitals", International Journal of Environmental Research and Public Health, 2022
Crossref

6 words — < 1%

EXCLUDE QUOTES   OFF   EXCLUDE SOURCES   OFF
EXCLUDE BIBLIOGRAPHY   OFF   EXCLUDE MATCHES   OFF