

ABSTRAK

Penelitian ini bertujuan menganalisis pengaruh efektivitas komunikasi digital terhadap kualitas pelayanan staf dengan *employee engagement* sebagai variabel mediasi di kalangan staf Universitas Kristen Indonesia. Penelitian ini menggunakan *Media Synchronicity Theory* untuk menjelaskan bahwa kemampuan media digital dalam mendukung penyampaian informasi (*conveyance*) dan pembentukan kesamaan pemahaman (*convergence*) dapat meningkatkan koordinasi, keterlibatan staf, dan kualitas pelayanan. Latar belakang penelitian didasarkan pada meningkatnya kebutuhan layanan pendidikan tinggi yang cepat, jelas, akurat, dan responsif, sementara praktik komunikasi digital organisasi masih menghadapi kendala berupa pesan yang tertumpuk, respons yang tidak seragam, serta ketidakpastian waktu tindak lanjut layanan. Penelitian menggunakan pendekatan kuantitatif eksplanatif dengan metode survei. Data dikumpulkan melalui kuesioner berskala Likert kepada 241 staf tetap Universitas Kristen Indonesia yang dipilih menggunakan teknik sampling acak sederhana. Analisis data dilakukan menggunakan *covariance-based Structural Equation Modeling* dengan bantuan AMOS, meliputi pengujian validitas, reliabilitas, *goodness of fit*, pengaruh langsung, dan mediasi melalui *bootstrapping*. Hasil penelitian menunjukkan bahwa efektivitas komunikasi digital berpengaruh positif dan signifikan terhadap kualitas pelayanan serta *employee engagement*. Selanjutnya, *employee engagement* berpengaruh positif dan signifikan terhadap kualitas pelayanan. Hasil pengujian mediasi menunjukkan bahwa *employee engagement* memediasi pengaruh efektivitas komunikasi digital terhadap kualitas pelayanan staf. Temuan ini mendukung *Media Synchronicity Theory* dengan menunjukkan bahwa media digital yang mampu memfasilitasi pertukaran informasi dan pembentukan pemahaman bersama dapat meningkatkan keterlibatan staf dan kualitas pelayanan. Oleh karena itu, peningkatan kualitas pelayanan perlu dilakukan melalui penguatan tata kelola komunikasi digital sekaligus peningkatan keterlibatan kerja staf.

Kata kunci: komunikasi digital, kualitas pelayanan, employee engagement, SEM, Universitas Kristen Indonesia.

ABSTRACT

This study aims to analyze the effect of digital communication effectiveness on staff service quality with employee engagement as a mediating variable among staff at the Indonesian Christian University (UIK). This study uses Media Synchronicity Theory to explain that digital media's ability to support information delivery (conveyance) and the formation of a common understanding (convergence) can improve coordination, staff engagement, and service quality. The background of the study is based on the increasing need for fast, clear, accurate, and responsive higher education services, while organizational digital communication practices still face obstacles such as piled-up messages, inconsistent responses, and uncertainty about service follow-up times. The study uses a quantitative explanatory approach with a survey method. Data were collected through a Likert-scale questionnaire to 241 permanent staff at the Indonesian Christian University selected using a simple random sampling technique. Data analysis was carried out using covariance-based Structural Equation Modeling with the help of AMOS, including testing validity, reliability, goodness of fit, direct effects, and mediation through bootstrapping. The results show that digital communication effectiveness has a positive and significant effect on service quality and employee engagement. Furthermore, employee engagement has a positive and significant effect on service quality. The results of the mediation test indicate that employee engagement mediates the effect of digital communication effectiveness on staff service quality. This finding supports Media Synchronicity Theory by demonstrating that digital media that facilitates information exchange and the formation of shared understanding can increase staff engagement and service quality. Therefore, improving service quality needs to be achieved by strengthening digital communication governance while simultaneously increasing staff work engagement.

Keywords: digital communication, service quality, employee engagement, SEM, Universitas Kristen Indonesia.