THE ROLE OF DIGITAL COMMUNICATION AND COORDINATION IN WORK EFFECTIVENESS AT SOEKARNO-HATTA INTERNATIONAL AIRPORT

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ABSTRACT

Introduction: Airports are public facilities that provide air transportation for people and goods domestically and internationally. Coordination supported by digital communication plays an important role in improving work effectiveness at Soekarno-Hatta International Airport.

Theoretical Reference Framework: According to Ku & Chen (2016), many airports have implemented digital communication to provide comfort to serve users which aiming effectiveness. According to Steers (2015) that defines effectiveness as doing something accurately, on time, objectively and thoroughly in accordance with organizational goals.

Method: This study uses a quantitative method approach with stratified random sampling techniques. This research involves Military and Non-Military members who work at Soekarno-Hatta International Airport in task units with a total of 2,000 officers from Military, Police, Immigration, Customs, Avsec and Airport Authorities.

Results: The results of this study show that the synergy of Military and Non-Military has improved work effectiveness at Soekarno-Hatta International Airport.

Discussion: Descriptive analysis aims to provide a general overview of the respondents’ answers related to the research variables and their dimensions. The variables in this study include coordination, digital communication, and work effectiveness.

Conclusion: Digital communication has a positive and significant effect on work effectiveness. Coordination has a positive and significant effect on work effectiveness. Digital communication has a positive and significant effect on coordination. Digital communication mediated by coordination has a positive and significant effect on work effectiveness.

Keywords: digital communication, coordination, work effectiveness, Soekarno-Hatta.
RESUMO

Introdução: Os aeroportos são instalações públicas que fornecem transporte aéreo para pessoas e mercadorias nacionais e internacionais. A coordenação apoiada pela comunicação digital desempenha um papel importante na melhoria da eficácia do trabalho no Aeroporto Internacional Soekarno-Hatta.

Quadro de referência teórico: De acordo com Ku & Chen (2016), muitos aeroportos implementaram a comunicação digital para proporcionar conforto para servir os utilizadores que visam a eficácia. De acordo com Steers (2015) que define a eficácia como fazer algo com precisão, no prazo, objetiva e completamente de acordo com os objetivos organizacionais.

Método: Este estudo utiliza uma abordagem quantitativa com técnicas de amostragem aleatória estratificada. Esta pesquisa envolve membros militares e não militares que trabalham no Aeroporto Internacional Soekarno-Hatta em unidades de trabalho com um total de 2.000 oficiais de Autoridades Militares, Policiais, de Imigração, Alfândegas, Avsec e Aeroportuárias.

Resultados: Os resultados deste estudo mostram que a sinergia entre militares e não militares melhorou a eficácia no trabalho no Aeroporto Internacional de Soekarno-Hatta.

Discussão: A análise descritiva tem como objetivo fornecer uma visão geral das respostas dos entrevistados relacionadas às variáveis de pesquisa e suas dimensões. As variáveis deste estudo incluem coordenação, comunicação digital e eficácia no trabalho.

Conclusão: A comunicação digital tem um efeito positivo e significativo na eficácia do trabalho. A coordenação tem um efeito positivo e significativo na eficácia do trabalho. A comunicação digital mediada pela coordenação tem um efeito positivo e significativo na eficácia do trabalho.


1 INTRODUCTION

People’s activities are inseparable from communication and coordination, making communication and coordination a basic foundation for improving someone’s effectiveness. Especially when someone is in a public facility. One of the public facilities that people often use for quick mobility is air transportation. The airport is an air transportation. Air transportation is a modern and fast transport tool that uses aircraft equipped with sophisticated navigation and communication tools and is used as a transport tool and space as its route. In carrying out its activities, aircraft need an area on land and/or water to be used for landing and take-off, passenger boarding and disembarking, loading and unloading goods, and a place for intra and intermodal transportation transfers called Airports.
So it can be said that the Airport is a public facility that provides air transportation for people and goods domestically and internationally. In addition, as one of the busy public areas and public transportation, the security and comfort of Airports in Indonesia, especially Soekarno-Hatta Airport, have also become the responsibility of the Military to provide public services in line with social dynamics. This is in line with the statement from Cole and Parston (2006:6) regarding public services which states that, “our definition of public service is meant to be inclusive to encompass all organizations that are engaged in delivering services to the public that are, at least in part, paid for using taxpayer money. Public service organizations therefore include government agencies, nonprofit organizations and private sector companies that provide services that have traditionally been delivered primarily by governments. The determination of what is a public service is ultimately a political determination by governments”.

Based on the description above, the main problem in this study is focused on efforts to improve work effectiveness in Military and Non-Military members who work at Soekarno-Hatta Airport, which is the main variable and is influenced by the quality of coordination and digital communication as dependent variables.

This study will analyze both variables towards the formation of work effectiveness, namely:

a. Is there an influence of digital communication on work effectiveness?
b. Is there an influence of coordination on work effectiveness?
c. Is there an influence of digital communication on coordination?
d. Is there an influence of digital communication on work effectiveness mediated by coordination?

Therefore, the purpose of this study is to determine the role of coordination and digital communication in improving the work effectiveness of TNI and Non-TNI members who work at Soekarno-Hatta Airport.

2 THEORETICAL REFERENCE FRAMEWORK

2.1 DIGITAL COMMUNICATION

Currently, communication has evolved into a concept that does not require a person to meet face-to-face directly. This concept is supported by the development of digital technology. Developments in the field of digital communication technology have given birth to various types of communication media, ranging from very complex space
and military communication to mobile phones used in daily life, both for business, coordination, or just asking about news from a friend in social life.

Digital communication according to Anisti (2020) is communication in the form of signals that are converted into messages or texts containing meaning, which are conveyed using digital media and supported by network technology. Digital communication occur due to the presence of digital-based hardware and software as connectors used by humans in communication activities.

According to Ku & Chen (2016), many airports have implemented digital communication to provide comfort to service users, such as applications on smartphones that provide information about flight schedules, parking availability, restaurant lists and shopping places, weather forecasts, and coordination between airport security personnel. The use of digital communication has also facilitated the implementation of biometric identification and verification of service users. This has automatically improved health protocols in airports and reduced airport vulnerability to the risk of terrorist attacks or other criminal activities.

2.2 COORDINATION

Handoko (2016) defines coordination as a process of aligning the vision and mission of an organization to achieve a specific goal effectively and efficiently. Brech (2010) interprets coordination as a balancer and driver of a group by providing suitable work to each individual. Terry (2019) states coordination as an alignment that directs proper execution, resulting in harmonization and integrated action within an organization. Most studies on coordination aim to identify different coordination mechanisms and to determine what should be used in those circumstances.

Abdurrahman (2003) sets the indicators of coordination into five principles, namely: (1) Efficiency Principle, which is the more economical/little use of resources, the process is said to be more efficient; (2) One Direction Principle, that is, in the implementation of work there may be two commands that cause opposite directions, so a clear flow is needed from where employees get authority for the implementation of work and to whom he must know the limits of authority and responsibility so that no mistakes occur; (3) Participation Principle, which is participation in the process of identifying problems and potentials in the organization, selecting and making decisions about alternative solutions to handle problems, implementing efforts to overcome problems,
and community involvement in the process of evaluating changes that occur; (4) Accuracy Principle, which is the similarity or proximity of a measurement result to the actual number or data; and (5) Strategic Coordination Principle, that is, organizations that have not yet established their position in the organization will have a sensitive nature to criticisms from other parts.

2.3 WORK EFFECTIVENESS

Admosoeprapto (2016) reveals that work effectiveness is a measure that describes how far the targets that can be achieved by employees based on the targets or standards set by the company. Meanwhile, Kusdi (2015) explains work effectiveness is how far an organization achieves various targets (short term) and goals (long term) that have been set, where the setting of these targets and goals reflects strategic constituents, the subjective interests of the evaluator, and the growth stage of the organization. Dharma (2003) states that work effectiveness is a manifestation of the work done by employees which is usually used as a basis for assessing employees.

Steers (2015) defines effectiveness as doing something accurately, on time, objectively and thoroughly in accordance with organizational goals. Every organization is established or formed to pursue effectiveness, because its existence and growth can carry out its mission and carry out its tasks with a high level of resilience, which is divided into four characteristics, namely: (1) Organization, consisting of organizational structure and technology in the organization. Organizational structure means a relatively fixed relationship as found in the organization in relation to human resources. The structure includes how the organization arranges or groups people in completing work. While the technology in question is a mechanism of a company to convert raw materials into finished goods; (2) Environment, consisting of internal and external environments. The external environment in question is outside the company, for example, relations with the surrounding community, while the internal environment is within the scope of the company; (3) Employees, are a source of data that directly relates to the management of all resources in the organization and affects the achievement of organizational goals; and (4) Management Policy, the complexity of the technological process and the complexity of the work environment, require management to coordinate for organizational goals.
So, it can be concluded that work effectiveness is to increase the competitiveness and profitability of the company or organization by optimally utilizing existing resources and anticipating changes in demand and market conditions.

3 METHOD

In accordance with the research focus, the population of this study is Military and Non-Military members who work at Soekarno-Hatta Airport. A total of 6 organizations with a total of 2,000 members as per Table 1 below.

Table 1. Number of Military and Non-Military Members at Soekarno-Hatta Airport

<table>
<thead>
<tr>
<th>No.</th>
<th>Organization</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Military</td>
<td>291</td>
</tr>
<tr>
<td>2</td>
<td>Police</td>
<td>550</td>
</tr>
<tr>
<td>3</td>
<td>Immigration</td>
<td>203</td>
</tr>
<tr>
<td>4</td>
<td>Customs</td>
<td>202</td>
</tr>
<tr>
<td>5</td>
<td>Avsec</td>
<td>370</td>
</tr>
<tr>
<td>6</td>
<td>Airport Authority</td>
<td>384</td>
</tr>
<tr>
<td></td>
<td><strong>Total Population</strong></td>
<td><strong>2,000</strong></td>
</tr>
</tbody>
</table>

Source: Angkasa Pura II, 2023

Sampling was done by Stratified Random Sampling so that each organizational unit became a sample in this quantitative method research. Stratified is done to select through several levels (stratification). Random Sampling is done when selecting respondents at the organizational unit level who work at Soekarno-Hatta Airport, meaning that anyone who is there when the questionnaire is distributed, they may become research respondents without having to select from the side of work period, rank, or others. Thus the perception of TNI and Non-TNI members of the phenomena of coordination, digital communication and work effectiveness can reflect the perceptions of TNI or Non-TNI members. The research sampling technique used is based on the Slovin formula (Riduwan and Warisman, 2005), with the following formula:

\[ n = \frac{N}{1 + Nd^2} \]  

(1)

\[ n = \text{sample}; \ N = \text{population}. \]
\[ d = \text{precision value 95\% or sig. = 0.05}. \]

For example, if the population size is 2,000, and the desired error rate is 5\%, then the sample size used is:
\[ n = \frac{2000}{1 + 2000 \times 0.05^2} = 333.33 \]  

(2)

\( n \) = rounded to the nearest person and increased to 333

Next, after obtaining the sample size from the Slovin calculation, the next step is to take samples from each organizational unit proportionally so that samples representing each organizational unit are obtained. The sample size for each unit for the organizational unit is presented below.

\[ u \]
\[ n = \frac{u}{N} \]

(3)

Explanation:

\( n \) = sample  
\( N \) = population size  
\( u \) = total number of units

The number of research samples for each Organizational Unit is as follows:

<table>
<thead>
<tr>
<th>No.</th>
<th>Organization</th>
<th>Members</th>
<th>Calculation</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Military</td>
<td>291</td>
<td>( 333 \times 2000 \times 291 = )</td>
<td>48</td>
</tr>
<tr>
<td>2</td>
<td>Police</td>
<td>550</td>
<td>( 333 \times 2000 \times 550 = )</td>
<td>92</td>
</tr>
<tr>
<td>3</td>
<td>Immigration</td>
<td>203</td>
<td>( 333 \times 2000 \times 203 = )</td>
<td>34</td>
</tr>
<tr>
<td>4</td>
<td>Customs</td>
<td>202</td>
<td>( 333 \times 2000 \times 202 = )</td>
<td>34</td>
</tr>
<tr>
<td>5</td>
<td>Avsec</td>
<td>370</td>
<td>( 333 \times 2000 \times 370 = )</td>
<td>62</td>
</tr>
<tr>
<td>6</td>
<td>Airport Authority</td>
<td>384</td>
<td>( 333 \times 2000 \times 384 = )</td>
<td>64</td>
</tr>
<tr>
<td><strong>Total Population</strong></td>
<td><strong>2,000</strong></td>
<td></td>
<td></td>
<td><strong>333</strong></td>
</tr>
</tbody>
</table>

Source: Angkasa Pura II, 2023

Based on the calculations in Table 2, the number of research respondents is 333 people.

This study tries to test the hypothesis that digital communication has a direct relationship with work effectiveness, coordination has a direct relationship with work effectiveness, digital communication has a direct relationship with coordination, and digital communication has an indirect relationship with work effectiveness mediated by coordination.
The above conceptual framework is illustrated through the Structural Equation Modeling (SEM) statistical technique, as explained in Picture 1, with the hypothesis:

H₁: There is a significant influence of digital communication on work effectiveness.
H₂: There is a significant influence of coordination on work effectiveness.
H₃: There is a significant influence of digital communication on coordination.
H₄: There is a significant influence of digital communication on work effectiveness mediated by coordination.

![Figure 1. Conceptual Framework](image)

4 DISCUSSION AND RESULTS

Descriptive analysis aims to provide a general overview of the respondents’ answers related to the research variables and their dimensions. The variables in this study include coordination, digital communication, and work effectiveness. Descriptive analysis in this study includes statistical tests on research variables and their dimensions and categorizing the existing data, in addition to analysing respondents’ responses. The results of the descriptive analysis come from the respondents’ answers to the distributed questionnaire. Furthermore, these answers are categorized into three categories, namely high, medium, and low according to their interval limits (see Table 3).


4.1 DESCRIPTIVE ANALYSIS OF COORDINATION VARIABLES

Handoko (2016) defines coordination as a process of aligning the vision and mission of an organization to achieve a specific goal effectively and efficiently. Brech (2010) interprets coordination as a balancer and driver of a group by providing suitable work to each individual. Terry (2019) states coordination as an alignment that directs proper execution, resulting in harmonization and integrated action within an organization. Most studies on coordination aim to identify different coordination mechanisms and to determine what should be used in those circumstances.

The scale used in this study is the Likert scale with a score range of 1 to 5. The Coordination variable has a total of 19 statement items. The information obtained from this descriptive analysis includes the minimum value, maximum value, average value (mean), and standard deviation.

The minimum score for the Coordination variable is 2.05 and the maximum score is 5. The coordination variable has an average value of 4.220 with a standard deviation of 0.573. From these calculations, the score limit for the coordination category can be obtained in Table 4.

<table>
<thead>
<tr>
<th>Category</th>
<th>Interval Limits</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>X ≥ Mean (M) + Standard Deviation (SD)</td>
<td>46</td>
<td>13.9%</td>
</tr>
<tr>
<td>Medium</td>
<td>M - SD ≤ Mean (M) + Standard Deviation (SD)</td>
<td>243</td>
<td>73%</td>
</tr>
<tr>
<td>Low</td>
<td>X &lt; Mean (M) – Standard Deviation (SD)</td>
<td>43</td>
<td>13.1%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>333</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Data after processing, 2023

Based on Table 4, it is concluded that most respondents rate the coordination category as moderate.

4.2 DESCRIPTIVE ANALYSIS OF DIGITAL COMMUNICATION VARIABLES

Digital communication, according to Anisti (2020), is communication in the form of signals that are converted into messages or texts containing meaning, which are conveyed using digital media and supported by network technology. Digital
communication can occur due to the presence of digital-based hardware and software as connectors used by humans in communication activities.

The scale used in this study is the Likert scale with a score range of 1 to 5. The Digital Communication variable has a total of 9 statement items. The information obtained from this descriptive analysis includes the minimum value, maximum value, average value (mean), and standard deviation.

The minimum score for the Digital Communication variable is 1.70 and the maximum score is 5. The Digital Communication variable has an average value of 4.108 with a standard deviation of 0.533. From these calculations, the score limit for the Digital Communication category can be obtained in Table 5.

<table>
<thead>
<tr>
<th>Category</th>
<th>Interval Limits</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>X≤3.575</td>
<td>5</td>
<td>1.5%</td>
</tr>
<tr>
<td>Medium</td>
<td>3.575&lt;X≤4.641</td>
<td>325</td>
<td>97.7%</td>
</tr>
<tr>
<td>High</td>
<td>X&gt;4.641</td>
<td>3</td>
<td>0.8%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>333</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Data after processing, 2023

Based on Table 5, it is concluded that most respondents rate the coordination category as moderate.

4.3 DESCRIPTIVE ANALYSIS OF WORK EFFECTIVENESS VARIABLES

Steers (2015) defines effectiveness as doing something accurately, on time, objectively, and thoroughly in accordance with organizational goals. Every organization is established or formed to pursue effectiveness, because its existence and growth can carry out its mission and carry out its tasks with a high level of resilience, which is divided into four characteristics, namely: (1) Organization, consisting of organizational structure and technology in the organization. Organizational structure means a relatively fixed relationship as found in the organization in relation to human resources. The structure includes how the organization arranges or groups people in completing work. While the technology in question is a mechanism of a company to convert raw materials into finished goods; (2) Environment, consisting of internal and external environments. The external environment in question is outside the company, for example, relations with the surrounding community, while the internal environment is within the scope of the company; (3) Employees, are a source of data that directly relates to the management of
all resources in the organization and affects the achievement of organizational goals; and
(4) Management Policy, the complexity of the technological process and the complexity
of the work environment, require management to coordinate for organizational goals.

The scale used in this study is the Likert scale with a score range of 1 to 5. The
work effectiveness variable has a total of 18 statement items. The information obtained
from this descriptive analysis includes the minimum value, maximum value, average
value (mean), and standard deviation.

The minimum score for the work effectiveness variable is 1.78 and the maximum
score is 5. The work effectiveness variable has an average value of 4.255 with a standard
deviation of 0.645. From these calculations, the score limit for the work effectiveness
category can be obtained in Table 6.

<table>
<thead>
<tr>
<th>Category</th>
<th>Interval Limits</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>X&lt;3.610</td>
<td>69</td>
<td>20.8%</td>
</tr>
<tr>
<td>Medium</td>
<td>3.610&lt;X&lt;4.90</td>
<td>240</td>
<td>72%</td>
</tr>
<tr>
<td>High</td>
<td>X&gt;4.90</td>
<td>24</td>
<td>7.2%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>333</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Data after processing, 2023

Based on Table 6, it is concluded that most respondents rate the coordination
category as moderate.

5 HYPOTHESIS TESTING

Hypothesis testing includes tests for the significance of partial effects and tests for
the significance of simultaneous effects. All of these tests are used to test the research
hypothesis. Significance testing is used to test the effect of independent variables on
dependent variables. The hypothesis used in this test is as follows:

Ho: The independent variable does not significantly affect the dependent variable

Ha: The independent variable significantly affects the dependent variable

Based on the test results, if the significance value >5% then Ho is rejected and it
is concluded that the independent variable significantly affects the dependent variable,
whereas if the significance value <5% then Ho is not rejected or accepted and it is
concluded that the independent variable does not affect the dependent variable.
From the results of the significance test, it can also be known the direction of the relationship of the effect of the independent variable on the dependent. The direction of this relationship can be known from the original sample value of each relationship effect. If the direction of the relationship effect is positive, then the effect of the independent variable on the dependent is positive/direct, whereas if the original sample is negative, then the direction of the relationship effect of the independent variable on the dependent variable is opposite.

The complete results of hypothesis testing with a 5% significance level using Smart PLS can be seen in Picture 2 and Table 7.

Based on the analysis results, the following results were obtained:
5.1 HYPOTHESIS TESTING OF THE EFFECT OF DIGITAL COMMUNICATION VARIABLE ON WORK EFFECTIVENESS VARIABLE

H01: $\alpha = 0 \rightarrow$ The digital communication variable does not have a positive effect on the work effectiveness variable.

Ha1: $\alpha \neq 0 \rightarrow$ The digital communication variable has a positive effect on the work effectiveness variable.

The third hypothesis has a p-value of 0.001 (<0.05) and a t-statistic value of 3.486 (>1.96). The original sample has a positive value of 0.147, so it can be said that the relationship of the digital communication variable to the work effectiveness variable is a positive or unidirectional relationship. These results indicate that if the value of the digital communication variable increases by 0.147, the value of the work effectiveness variable will also increase by 0.147. Thus, it can be concluded that H03 is rejected and Ha3 is accepted, namely the digital communication variable has a positive effect on the work effectiveness variable.

5.2 HYPOTHESIS TESTING OF THE EFFECT OF DIGITAL COMMUNICATION VARIABLE ON COORDINATION VARIABLE

H02: $\alpha = 0 \rightarrow$ The digital communication variable does not have a positive effect on the coordination variable.

Ha2: $\alpha \neq 0 \rightarrow$ The digital communication variable has a positive effect on the coordination variable.

The third hypothesis has a p-value of 0.000 (<0.05) and a t-statistic value of 26.595 (>1.96). The original sample has a positive value of 0.802, so it can be said that the relationship of the coordination variable to the work effectiveness variable is a positive or unidirectional relationship. These results indicate that if the value of the coordination variable increases by 0.802, the value of the work effectiveness variable will also increase by 0.802. Thus, it can be concluded that H03 is rejected and Ha3 is accepted, namely the digital communication variable has a positive effect on the coordination variable.
5.3 HYPOTHESIS TESTING OF THE EFFECT OF COORDINATION VARIABLE ON WORK EFFECTIVENESS

H03: \( \alpha = 0 \) → The coordination variable does not have a positive effect on the work effectiveness variable.

Ha3: \( \alpha \neq 0 \) → The coordination variable has a positive effect on the work effectiveness variable.

The third hypothesis has a p-value of 0.000 (<0.05) and a t-statistic value of 31.170 (>1.96). The original sample has a positive value of 1.050, so it can be said that the relationship of the coordination variable to the work effectiveness variable is a positive or unidirectional relationship. These results indicate that if the value of the coordination variable increases by 1.050, the value of the coordination variable will also increase by 1.050. Thus, it can be concluded that H03 is rejected and Ha3 is accepted, namely the coordination variable has a positive effect on the work effectiveness variable.

The Coordination variable in this study acts as an intervening variable. The following are the results of the mediation test of the coordination variable in mediating the effect of the digital communication variable on work effectiveness.

5.4 TESTING THE DIGITAL COMMUNICATION VARIABLE ON WORK EFFECTIVENESS THROUGH COORDINATION

The indirect effect between the digital communication variable and work effectiveness mediated by coordination has a p-value of 0.000 (<0.05) and a t-statistic value of 18.704 (>1.96). The original sample has a positive value of 0.842, so it can be said that the relationship of the digital communication variable to work effectiveness through coordination is a positive or unidirectional relationship. These results indicate that if the value of the digital communication variable increases by 0.846, the value of the work effectiveness variable through the coordination variable will also increase by 0.842. Thus, it can be concluded that the coordination variable is able to mediate the effect of digital communication on work effectiveness.

6 CONCLUSION

In accordance with the purpose of this study, which is to determine the perception of respondents and the direct influence of digital communication on work effectiveness, coordination with work effectiveness, digital communication with coordination, and the
indirect influence of digital communication on work effectiveness mediated by coordination, the conclusions of this study are:

a. Digital communication has a positive and significant effect on work effectiveness. This study found that digital communication has reduced the vulnerability of airports to the risk of terrorist attacks or other criminal activities and improved health protocols.

b. Coordination has a positive and significant effect on work effectiveness. This study found that the coordination variable to achieve work effectiveness requires a group with harmony, togetherness, and alignment that are interconnected with each other.

c. Digital communication has a positive and significant effect on coordination. This study found that communication and coordination have made a job more accurate, timely, objective, and comprehensive in accordance with common goals.

d. Digital communication mediated by coordination has a positive and significant effect on work effectiveness. This study found that communication and coordination have increased efficiency and work effectiveness in terms of planning, organizing, supervising, and controlling the flow of goods and information.

7 IMPLICATIONS

In realizing work effectiveness, especially at Soekarno-Hatta International Airport, systematic efforts are needed in capacity, mindset, and work culture in accordance with responsibilities. Changes in mindset and work behavior are also a force to foster communication and coordination capable of serving the public better.

The involvement of various elements of government, academics, private sector, media, and non-governmental organizations (Pentahelix Collaboration) offers golden opportunities that have now been proven effectively. Assistance from local government grants, private company CSR, and the participation of academics is a potential that the Airport as a public facility can utilize to get training, coaching, seminars, and so on related to the needs of capacity building specifically needed at the Airport related to the involvement of these multi-elements.
8 RESEARCH LIMITATIONS

This study has limitations that can be considered for further research. This study used 333 respondents, both military and non-military, at Soekarno-Hatta Airport, so the number of respondents can be increased in future studies. The work effectiveness variable only includes the dimensions of responsiveness, agility, cost efficiency, and asset management. Therefore, it would be better if other dimensions could be developed or added in future studies.

The variables of digital communication and coordination are still limited because they are not further deepened with dimensions on these variables, so they can be added in future research. Meanwhile, the research location is only within the scope of Soekarno-Hatta Airport, future research can be developed in a broader scope because the current research only takes respondents from Soekarno-Hatta Airport, in the future it can take respondents from various airports.

Then, the questionnaire given to respondents has limitations such as bias in filling out questions. There is a possibility that respondents did not fill in truthfully or only filled in based on the ideal conditions expected and not the actual conditions that are happening, causing the research to not be able to dig deeper into other factors that influence, this can cause the measurements used do not describe the variables realistically.

Future research needs to select subjects and collect samples outside the scope of Soekarno-Hatta Airport extension and needs to diversify predictor variables.
REFERENCES


