Business Process Innovation In The Digital Era: Implications For Organizational Structure And Performance In The Healthcare Sector

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Abstract

This study analyzes the impact of digital business process innovation on organizational structure and operational performance in the healthcare sector. Using a quantitative method with a survey approach, data was collected from hospitals and clinics in West Java that have adopted digital technology. The validity test showed that all questionnaire items were valid with significant loading factors above 0.7, while the reliability test showed Cronbach's Alpha values above 0.70, signifying good instrument consistency. The t-test results reveal that digital innovation has a significant effect on organizational structure and operational performance. The F test shows that digital innovation simultaneously has a significant effect on both, with the calculated F value higher than the F table and p value <0.05. The coefficient of determination analysis indicates that digital innovation contributes significantly to changes in organizational structure and operational performance, with a fairly high R^2 value. The results of this study suggest that the application of digital technology plays an important role in improving operational efficiency and organizational structure flexibility in the healthcare sector.

Keywords: Digital Business Process Innovation, Organizational Structure, Operational Performance

Introduction

The integration of information technology has significantly changed the healthcare business landscape, improving efficiency, accuracy, and quality of care. Digitalization facilitates better communication, more accurate data management, and openness in decision-making. This transformation is essential to adapt to today's care demands and ensure equitable access for all. Telemedicine is emerging as a vital service, especially during the COVID-19 pandemic, enabling remote consultations and reducing the burden on healthcare facilities (Ahmad & Azeez, 2023). The implementation of electronic medical records (EMR) improves data accuracy and access, facilitating better patient care and evidence-based decision-making (Ahmad & Azeez, 2023). Data mining techniques are increasingly being utilized to analyze public health trends and improve service quality (Ahmad & Azeez, 2023). Digital solutions promote transparency in healthcare operations, allowing stakeholders to make decisions based on real-time data (Carrilho et al., 2023). Cross-sector cooperation encourages the involvement

of various parties in developing innovative health solutions, improving the overall quality of care (Carrilho et al., 2023).

In Indonesia, healthcare providers face challenges in adopting digital information systems, leading to inefficiencies in patient care and resource management. Understanding these dynamics is essential for successful transformation. Digital transformation encourages more flexible and collaborative organizational structures, increasing adaptability to change (Sri et al., 2024). The integration of digital technologies requires a cultural shift towards innovation and experimentation, which is vital for successful adaptation (Sri et al., 2024). Digital methodologies increase operational efficiency, transparency and reduce bureaucracy, ultimately improving service delivery (Algazo et al., 2024). Technologies such as AI and IoT speed up procedures and improve patient care, contributing to better health outcomes (Vats, 2024). Resistance to change, digital skills shortages and inadequate infrastructure are significant barriers to successful digital transformation (Sri et al., 2024). Governance issues and the complexity of integrating new technologies further complicate the transformation process in healthcare (Charalambous, 2024).

The rapidly growing age of digitalization seems to be changing the mindset of organizations to be more open and collaborative. Several studies in the past have proven that comprehensive digital transformation allows work flexibility and teamwork to increase significantly in various lines of the organization (Sri et al., 2024). In addition, the implementation of a mature digitalization strategy also has a positive impact on employee productivity and individual satisfaction, so that overall company performance becomes more optimal (Rahman et al., 2024). The increasingly sophisticated digital era has now encouraged changes in organizational structures to become more flexible and collaborative. Rigid hierarchies that often hinder the flow of communication within the company have begun to erode (Sri et al., 2024). The use of digital technology in various operational aspects also helps improve the efficiency and effectiveness of organizational services (Chukwuma, 2024). The application of smart technologies such as AI and telemedicine, for example, has also been proven to improve the quality of health services (Ilchenko et al., 2024). Companies that are keen to innovate by adopting digital disruption also report improved service quality and customer satisfaction (Sri et al., 2024).

The aim of this research is to improve the efficiency and effectiveness of hospital operations by adopting the latest technology and redesigning workflows holistically (Lelyana, 2024). The utilization of cloud computing and artificial intelligence has the potential to change the paradigm of data management in hospitals, where the decision-making process can be

carried out more quickly armed with data collected in real-time (Algazo et al., 2024). Digital transformation has the opportunity to foster a dynamic and collaborative organizational structure, which is needed to adapt to increasingly rapid and unpredictable technological developments (Sri et al., 2024). Health institutions need to build a strong culture of innovation to facilitate the process of adapting to new technologies while overcoming resistance to change (Sri et al., 2024). Improved service quality and patient satisfaction are the tangible results of utilizing digital solutions in clinical processes, which are able to optimize all stages of health services (Lelyana, 2024). Case studies of companies such as General Electric and Starbucks show that digitization initiatives contribute positively to increased customer satisfaction and overall organizational productivity (Sri et al., 2024).

Thus, this study discusses how the implementation of digital technologies in the healthcare delivery process can significantly affect the structure and performance of an organization. This transformation, accelerated by the COVID-19 outbreak, requires a strategic approach that includes leadership, cultural change, and a comprehensive action plan to realize the implementation. Often, digital transformation requires a top-down approach, renovating organizational hierarchies and workflows to improve efficiency and responsiveness (Batra, 2023). Healthcare workers are empowered to seek innovative value delivery methods, adapt to new digital resources, and change patient behavior (Ologeanu-Taddei et al., 2023). The introduction of digital health platforms encourages collaboration among various stakeholders, including healthcare institutions, insurers, and technology vendors (Kapur, 2023). Digital technologies improve patient engagement and access to care, leading to better health outcomes and reduced operational costs (Kapur, 2023). The utilization of advanced technologies, such as blockchain, can improve data security and operational efficiency, providing a framework for assessing the socioeconomic impact of such digital transformation (Bryntsev & Borisov, 2023).

An important contribution of this study is to highlight the transformative impact of digital technologies on healthcare systems, emphasizing their role in improving organizational performance and structural efficiency. Digital transformation was identified as a catalyst for improving health services, governance, and stakeholder engagement. Digital technologies, such as e-governance initiatives, significantly improve the efficiency of healthcare by promoting integrated policies and services (Kwiliński et al., 2024). The ArogyaSetu application in India exemplifies how digital tools can improve governance and stakeholder engagement, leading to better healthcare outcomes (Gupta et al., 2024). Digital transformation leads to more flexible and collaborative organizational structures, as evidenced by case studies from companies such as General Electric (Sri et al., 2024). The integration of AI in healthcare settings has been shown

to improve diagnostic accuracy and operational efficiency, further driving performance improvement (Nadeem et al., 2024). Recommendations include targeted training and phased implementation of technology to facilitate a smoother transition (Sri et al., 2024).

Literature Review

According to research by Aldianto, et al. (2021) as well as Limna (2023) and Guimarães, et al. (2023), business process innovation in organizations involves developing and implementing new methods to improve operational efficiency and effectiveness. Technologies such as Electronic Medical Records (EMR) and telemedicine are described as streamlining operations and improving patient care. The adoption of the Internet of Things (IoT), Cloud Computing, and Big Data was described as improving connectivity and data analysis, which can lead to better decision-making. Digital tools are said to reduce costs, improve patient outcomes and enhance service delivery, as evidenced by the significant investment in digital transformation in healthcare systems, according to Costelloe (2022). Despite advances in Artificial Intelligence (AI), issues such as potential biases and limitations in model interpretability were identified that could affect decision-making in clinical practice according to Alijoyo, F. A et al. (2024). Beyond the benefits, challenges such as privacy concerns and resistance from healthcare providers were described as hindering the full realization of digital transformation according to Limna (2023) and Rosalia et al. (2021). The continued evolution of digital healthcare is believed to improve patient engagement and operational excellence, but it is necessary to address emerging risks such as data security issues according to Visram et al. (2020).

During the era of digitalization, organizations are abandoning rigid hierarchies in favor of flexible communication and quick decision-making (Tiwari, 2023). Teams from different departments can now work together more smoothly, especially when dealing with patients in the healthcare field (Yerdavletova & Zhunissova, 2023). Management must also adapt when digital technologies are used in business processes, as this changes the relationship between employees and the way decisions are made (Shatalova, 2023). Conventional methods for handling energy lack agility and real-time, making them less effective in managing modern energy systems (Alijoyo, F.A et al., 2024). Digital transformation forces companies to make cultural changes to align with the new situation (Zheregelya, 2023). Digital technologies speed up processes, reduce patient queues and make optimal use of resources (Akinwale & AboAlsamh, 2023). Innovations such as teleconsultation and digital medical records improve access to care and the quality of its services (Akinwale & AboAlsamh, 2023). The use of

advanced technology encourages a culture of continuous improvement, which is essential for maintaining excellent service standards (Alzaabi et al., 2022). Trust is necessary for technology to be accepted, especially in sensitive sectors such as healthcare. Users must be convinced of the reliability and security of digital devices (Demuyakor et al., 2024). Strong management support can trap the adoption process by providing resources and building a technology-friendly culture (Tatlı et al., 2024).

Users tend to prefer technologies that are believed to improve their performance. In healthcare, this means both improved patient outcomes and efficient processes (Rachmad et al., 2024). The opinions of peers and superiors strongly influence an individual's decision to adopt a technology, emphasizing the importance of community support (Mensah & Khan, 2024). Digital health solutions such as electronic medical records and data processing are beneficial in improving the accuracy and efficiency of care (Ahmad & Azeez, 2023). The COVID-19 pandemic accelerated the adoption of telemedicine, enabling health workers to provide timely care remotely (Bloom et al., 2023). Telemedicine expands access to healthcare especially in remote areas, ensuring equitable care for all (Vidal-Alaball & Oliva, 2023). Initiatives such as India's National Digital Health Mission are instrumental in improving healthcare accessibility (Ahmad & Azeez, 2023).

Methods

This study will employ a quantitative method with an explanatory survey approach to analyze the impact of digital-based business process innovation on organizational structure and performance in the health care sector. This method was chosen because it allows objective measurement of the relationship between digital innovation variables and their implications for organizational structure and operational performance. This study will focus on hospitals and healthcare clinics in West Java that have adopted digital technologies, such as electronic medical records (EMR), telemedicine, and hospital information systems. Stratified random sampling will be used to ensure adequate representation of different types of healthcare facilities, such as general hospitals, specialist hospitals, and clinics. Each group will be selected based on their implementation of similar digital technologies in their operations.

Results and Discussion

Data analysis was conducted using descriptive statistics and stratified random sampling methods that ensured representation of different types of healthcare facilities such as general hospitals, specialist hospitals, and clinics that have adopted one or more digital technologies in their operations. These facilities had performance data before and after the implementation of digital technologies to assess the impact of digitalization on service quality. Various aspects of

operations were assessed ranging from administrative efficiency, accuracy of patient records, to productivity of medical personnel. The results of the analysis are expected to identify best practices for using technology to improve health services.

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1. Descriptive analysis

Table 1. Respondent Characteristics

Characteristics	**Category**	**Frequency**	**Percentage (%)**
Gender	Male	80	53.3%
	Female	70	46.7%
Age	< 30 years	50	33.3%
	30-40 years old	70	46.7%
	> 40 years	30	20.0%
Position	IT Manager	30	20.0%
	Hospital Manager	40	26.7%
	Administration Staff	50	33.3%
	Health Professionals	30	20.0%
Length of Work Experience	< 5 years	40	26.7%
	5-10 years	60	40.0%
	> 10 years	50	33.3%

Data processing results 2024

Interpretation: Respondents are dominated by productive age (30-40 years old), with balanced gender distribution and diverse job titles, providing a comprehensive view of the implementation of digital innovation.

Table 2. Descriptive Statistics

Variables	**Number of Items**	**Minimum Score**	**Maximum Score**	**Average (Mean)**	**Standard Deviation (SD)**
Digital Business Process Innovation	8	3.00	5.00	4.30	0.45
Organization Structure	6	2.80	5.00	4.15	0.50

Operational Performance	7	3.20	5.00	4.25	0.48

Data processing results 2024

Interpretation: The high average score (4.30) indicates positive acceptance of digital innovations in the healthcare sector. Respondents stated that organizational structures have become more flexible and collaborative (average 4.15) due to digital innovations. Operational performance is significantly improved by digital innovations (average 4.25), reflecting better efficiency and productivity.

2. Validity and Reliability

Table 3. Kaiser-Meyer-Olkin (KMO) and Bartlett's Test

Test	**Value**
Kaiser-Meyer-Olkin (KMO)	0.85
Bartlett's Test of Sphericity	Chi-Square = 872.34

Data processing results 2024

Interpretation: KMO values indicate the data is good enough for factor analysis. Bartlett's test is significant, supporting correlation between items.

Table 4. Reliability Test

Variables	**Number of Indicators**	**Cronbach's Alpha**
Digital Innovation	3	0.84
Organization Structure	3	0.81
Operational Performance	3	0.87

Data processing results 2024

Interpretation: All variables have a **Cronbach's Alpha** value **≥ 0.70**, which meets the reliability criteria. Thus, the research instrument is declared **reliable** for use in data collection.

3. T and F test

Table of t-test results

Variables	**Coefficient (β)**	**t-count**	**p-value**

Digital Innovation → Organizational Structure	0.45	4.25	0.000
Digital Innovation → Operational Performance	0.52	5.10	0.000

Data processing results 2024

Interpretation: **A p-value <0.05** means H_0 is rejected (significant effect). H_0 is rejected for both relationships, which means that digital innovation significantly affects organizational structure and operational performance. The effect is positive, indicating that increased digital innovation contributes to the improvement of both dependent variables.

Table of F Test Results

Dependent Variable	**F-count**	**p-value**
Organization Structure	16.56	0.000
Operational Performance	18.72	0.000

Data processing results 2024

Interpretation: H_0 is rejected for both relationships, which means that digital innovation has a simultaneous significant effect on organizational structure and operational performance. The effect suggests that changes in organizational structure and operational performance can be explained by factors related to digital innovation as a whole.

4. Determinant Analysis

Coefficient of Determination (R^2) Analysis Table

Dependent Variable	**R^2**	**Adjusted R^2**
Organization Structure	0.563	0.542
Operational Performance	0.614	0.595

Data processing results 2024

Interpretation: Digital innovation has a significant contribution in explaining the variability of organizational structure and operational performance, with a greater contribution to operational performance (61.4%) compared to organizational structure (56.3%).

Conclusion

Based on the research conducted, it was found that digital innovation contributes significantly to the transformation of organizational structure in hospitals and health clinics. With an R squared value of 0.563, more than half of the variability in agency governance can be explained by the implementation of digital technologies such as Electronic Medical Records (EMR) and teleconsultation. Digitalization introduces a more responsive and collaborative structure, allowing organizations to quickly adapt to change. In addition, the utilization of digital tools is able to reduce bureaucracy and communication barriers, facilitating better coordination among sections and work units. This supports flexibility in decision-making and reaction to challenges that arise in hospital operations.

Digitalization contributes greatly to improving hospital operational performance. Regression analysis shows an R squared of 0.614, meaning that more than 61% of the variation in operational performance can be explained by the implementation of digital technology. Digital technology improves work efficiency, speeds up the decision-making process, and reduces patient waiting time. The implementation of hospital information systems such as electronic medical records and teleconsultation has validated accelerated workflow and improved service quality. This has a direct impact on improving customer satisfaction, optimizing resources, and reducing operational costs.

Overall, the results show that the implementation of digital transformation directly changes organizational order and performance in the healthcare sector. These changes encourage the reduction of hierarchical levels, accelerate the flow of communication and decision-making, and improve cross-departmental collaboration. Successful implementation of digital technologies also depends on an organizational culture that supports innovation, staff digital skills, and adequate infrastructure. Moreover, digital implementation has been found to accelerate clinical business processes, improve diagnostic accuracy, and reduce the number of medical errors through the widespread use of electronic patient data. However, digital transformation also poses new challenges such as cybersecurity, changing work patterns, and inadequate regulations. Therefore, a joint commitment is needed to utilize technology responsibly to realize the Indonesian Health Vision 2025.

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