

# INTEGRATING TECHNOLOGY IN LEADERSHIP STYLE TO IMPROVE INNOVATION AND TEAM PERFORMANCE

Arif Rachman Putra, Jahroni

Universitas Sunan Giri Surabaya

correspondence: arifrachmanpitra.caniago@gmail.com

**Abstract** - *The integration of technology in leadership style has become a key factor in improving innovation and team performance in technology-driven organizations. Effective leaders in the digital age must be able to leverage technologies such as big data, artificial intelligence (AI), and digital collaboration platforms to accelerate data-driven decision-making and improve team communication. However, success in integrating technology also depends on the leader's ability to understand and manage the social and emotional aspects that arise from implementing technology in teams. Technology-driven leaders must create a balance between the utilization of technological tools and the management of human relationships within the organization. By optimizing these two aspects, organizations can foster a culture of continuous innovation and increase productivity within the team. This article explores how leaders can integrate technology in their leadership style to maximize innovation and team performance in an increasingly digital business world. It also discusses the challenges faced in the application of technology in leadership and the steps that can be taken to achieve them.*

**Keywords:** *technology, leadership, innovation, team performance, big data, artificial intelligence, technology-driven organizations*

## INTRODUCTION

In an era of rapidly evolving technology, the role of leadership in organizations is receiving greater attention. Evolving technology is having a significant impact on the way organizations operate, requiring leaders to be more adaptive and proactive in addressing change. Effective leadership focuses on achieving short-term results, and on managing teams that innovate and adapt to existing technologies (Haruna, 2022). Leaders in technology-based organizations must be able to motivate, provide direction, and manage changes that occur wisely to maximize the potential of technology and people in achieving the company's strategic goals (Demja & Shurif, 2021; Marsal et al., 2024).

As digital technologies evolve, new tools and platforms enable changes in the way we work and communicate (Radjawane & Mardikaningsih, 2022). Adaptive and collaboration-based leadership styles are increasingly needed. Leaders not only need to understand the technology itself, but also be able to lead teams in a style that enables collaboration between team members with different skill sets, as well as overcome challenges arising from rapid technological development (Kapucu, 2020). Ultimately, effective leadership in this era will greatly influence innovation in organizations and team performance in the face of increasing competition (Verma et al., 2022).

While technology is constantly evolving and providing various opportunities, many organizations still struggle to optimally integrate technology in their leadership structure (Arifin & Darmawan, 2021). One of the main issues faced is how leaders can adapt their leadership style to the needs of an organization that is increasingly dependent on technology, as well as how to manage the changes that come quickly without sacrificing team efficiency. Leaders are often faced with the dilemma of creating a balanced work environment between technology that supports productivity and the human need to adapt to those changes (Machado & Brandão, 2019).

Another challenge that often arises is the lack of leadership skills capable of utilizing technology to drive innovation within the team. Often, leaders are caught up in managerial routines that focus more on managing human resources or budgets, thus not being able to give enough attention to the use of technology to improve team performance (Haber & Carmeli, 2023). According to Goleman (2000), the ability of leaders to create a clear vision and support change through the use of technology can be the key to success, but it often does not receive adequate attention in many organizations.

In the ever-evolving digital age, it is important for organizations to have leaders who not only manage teams traditionally, but also understand and leverage technology to create a competitive advantage (da Silva et al., 2022). Without the right leadership, organizations will struggle to adapt to rapid technological changes, and this can impact innovation and overall team performance. Therefore, learning and understanding how effective leadership can leverage technology to drive positive change is critical for organizations to survive and thrive in a competitive market.

The main objective of this study is to explore how leaders can integrate technology in their leadership style to enhance innovation and team performance in technology-based organizations. This study aims to understand the relationship between adaptive leadership, the use of technology, and the achievement of better outcomes in teams working in technology-based organizations. As such, this study focuses on the appropriate application of leadership in the digital age, and how it can lead to improved optimal outcomes in terms of both productivity and team collaboration.

## RESEARCH METHODS

The research method used in this study is a literature study approach, which aims to analyze and summarize previous research related to leadership in the technology era. This approach allows researchers to identify and evaluate various perspectives that have been put forward by experts regarding how technology can be integrated in leadership styles to improve team performance and encourage innovation in technology-based organizations. According to Hart (1998), literature study is a useful method to understand the theoretical basis as well as the development of existing thoughts in the field being studied, thus producing a synthesis that can help in mapping out a broader research topic. The literature review will be used to understand the theories underlying effective leadership styles and the application of technology in organizations.

To compile the literature review, we will collect relevant articles from various scholarly journals and books that focus on leadership, innovation, and the use of technology in organizations. We will also focus on works that discuss adaptive leadership and how it can be applied in the face of rapid technological change. One important approach in the literature review is to understand the relationship between traditional leadership theories and technological innovation, and their impact on team performance (Northouse, 2018). Through the collection and analysis of available literature, it is hoped that insights into best practices in managing technology-dependent teams, as well as leadership styles that can drive optimal performance, will be gained.

This literature review approach also allowed the researcher to identify gaps in existing research, which can then be the basis for developing new frameworks in the field of technology-based leadership. By comparing findings from previous studies, researchers can develop a more comprehensive understanding of how technology affects leadership dynamics and innovation in organizations. For example, research by Avolio et al. (2009) shows that leaders who have high emotional intelligence can more easily adapt to technological change, which in turn improves team performance and organizational innovation. Therefore, the literature study approach is a very relevant method to explore various perspectives and find solutions to the problems faced in leadership in the era of technology.

## RESULT AND DISCUSSION

In the growing digital age, technology plays an increasingly important role in every aspect of life, including in the business world. Technology-driven organizations, especially those focused on innovation and sustainability, require adaptive and technology-driven leadership to remain competitive and achieve goals (Dzhabrailova, 2022). Leaders in such organizations are not only required to manage human resources, but also to leverage technological advances to improve team performance and productivity. One of the biggest challenges for leaders is to integrate technology into their leadership style so as to effectively drive innovation and improve team performance (Pedersen, 2021).

Successful technology-enabled leadership depends not only on knowledge of technology, but also on the ability to manage change, support collaboration, and build a healthy culture of innovation within the team (Kapucu, 2020). Effective leadership can facilitate the application of technology to facilitate communication, data-driven decision-making, and create an environment that encourages creative thinking. Technologies, such as big data, artificial intelligence (AI), and digital collaboration tools, can provide leaders and their teams with insights into market trends, team performance, and customer preferences, ultimately helping to create more informed decisions (Frost et al., 2020).

However, the use of technology in leadership also brings its own challenges, especially related to adapting to change and managing the impacts arising from the use of new technologies. Organizations need to ensure that leaders not only utilize technology as a tool, but are also able to understand and manage the social, cultural, and emotional implications of using technology in teams (Woollen, 2017). Therefore, it is important to dig deeper into how leaders can integrate technology in their leadership style to enhance innovation and team performance.

Leaders in technology-based organizations have a big challenge in integrating technology into their leadership style. One way to do so is to utilize technology as a tool to strengthen communication and collaboration within the team. With various digital platforms that support remote communication, leaders can facilitate more efficient interactions between team members, either in person or through tools such as video conferencing, chat, or project management platforms (Korzynski et al., 2023). According to Zenger and Folkman (2019), leaders who master technological tools are able to increase efficiency and speed up decision-making. Technology allows leaders to more easily access the information and data needed to make faster and more informed decisions.

Additionally, leaders in technology-driven organizations can use technology to support a more informed decision-making process. By analyzing available big data, leaders can identify trends, patterns, and key information that can inform better strategic decisions. Big data allows leaders to gain deeper insights into customer preferences, market behavior, and team performance. This is especially important in fast-paced, technology-driven organizations, where quick, data-driven decisions can be a critical success factor (Brynjolfsson & McAfee, 2014). In this case, technology becomes a means to strengthen information-based leadership, which can further improve team performance and accelerate the innovation process.

Leaders also need to create a culture of innovation within the team that is driven by technology. Technology, when used well, can provide tools that support the creation of new ideas and creative problem solving. For example, technologies such as project management software, cloud-based collaboration tools, or idea-sharing platforms can facilitate teams in innovating together. Effective leaders in technology-driven organizations must be able to direct and inspire teams to use the technology in creative and effective ways. This also includes the ability to adapt a flexible leadership style that is based on utilizing technology to support new ideas. According to Tushman and O'Reilly (2013), leaders who are successful in integrating technology into their leadership style are able to create an environment that encourages open conversation and experimentation.

Leaders who integrate technology in their leadership style need to demonstrate team management skills that focus more on utilizing technology in achieving organizational goals. For example, leaders should be able to use technology tools to organize work, monitor performance, and provide real-time feedback to team members (Arifin & Putra, 2022). This allows the leader to provide more accurate and timely direction, and facilitates the team to stay focused on the larger goals. With technology in place, leaders can more easily track the progress of the team and ensure that they are working efficiently and productively (Oluwatoyin, 2021).

However, the use of technology in leadership can also bring challenges, especially when it comes to change management. The implementation of new technologies often requires cultural changes within the organization and requires team members to adapt to new ways of working (Kanitz & Gonzalez, 2021). Effective leaders need to be able to tactfully manage this change process, provide the necessary training to the team, and overcome any resistance that may arise. This also includes managing the anxiety that may arise among team members related to the implementation of new technology (Gani, 2022). Leaders who are able to manage change well will be able to make the most of technology to achieve organizational goals (Kotter, 1996).

On the other hand, leaders in technology-based organizations must demonstrate the ability to maintain a balance between the use of technology and attention to the human needs of the team. While technology can improve efficiency and productivity, leaders still need to maintain the social and emotional elements that are important in team relationships (Zulkarnain, 2024). Leadership that relies too much on technology without considering humanistic aspects can reduce team spirit and creativity (Macaya et al., 2016). For example, leaders need to ensure that even though teams work with technological tools, they still have space to interact in person, share ideas, and build supportive relationships. A technology-driven organization needs to ensure a balance between automation and constant human engagement.

Furthermore, it is important for leaders to develop technology intelligence in themselves. Leaders who have an understanding of technology and how to utilize it well will be better able to inspire and direct their teams in using technology effectively. Leaders need to constantly update their knowledge on the latest technological developments, such as AI, cloud computing, and the internet of things (IoT), to stay relevant in the face of challenges and opportunities that exist in the market (Bass, 2008). Leaders who have high technological intelligence will be better able to recognize and utilize the potential of technology to achieve organizational goals.

Leaders should also demonstrate openness to new ideas that arise from the use of technology. For example, technology-based innovation platforms allow team members to share their ideas more freely and openly. In this case, leaders need to show an open attitude towards experiments and failures that may occur during the innovation process. This will allow teams to develop more creative and bold ideas, which in turn can accelerate the pace of innovation in the organization. Leaders who support technology-based innovation processes will create an atmosphere that supports continuous improvement in their organizations (Ogbeibu et al., 2021).

Leaders in technology-based organizations should also be able to build strong networks through technology. With various digital communication and collaboration platforms, leaders can build stronger relationships with relevant parties, such as business partners, clients, and other team members. Technology allows leaders to manage and strengthen these relationships even when physically separated. In an increasingly digitally connected world, the ability to build strong networks with technology becomes an important asset for leaders in achieving organizational goals (Chan et al., 2017; Rojak, 2024). Pearl Zhu identified five key characteristics of digital leadership: creative thinking, strong vision, interest in learning, deep leadership, and ability to deal with complex situations (Sari et al., 2024).

Finally, leaders need to leverage technology to make data-driven decisions in team management and organizational strategy. By using advanced analytics systems, leaders can gain more accurate insights into team performance, and make better and more informed decisions. Big data analytics can help leaders to identify trends and patterns that cannot be seen with the naked eye, thus informing more informed decisions. Technology enables leaders to make more rational and measurable decisions, which in turn can improve team and organizational performance (Rus et al., 2016).

Overall, integrating technology in leadership style is essential to improve innovation and team performance in technology-based organizations. Certain leadership styles enable companies to improve their innovation performance, leadership styles also positively impact competitive ability leading to better innovation performance (Saythongkeo, D. le, & Tran, 2022). Leaders need to manage the use of technology wisely, utilizing technology to accelerate communication, improve collaboration, and support data-driven decision-making. Technology can also be used to create a culture of

innovation that encourages teams to generate creative and bold ideas in the face of fast-changing market challenges. Innovative leadership makes a significant contribution to improving organizational readiness in the face of technological disruption (Sunarmo et al., 2023).

In order to face the challenges of an increasingly complex and rapidly evolving market, technology-based organizations need to have leaders who not only master the technical aspects but are also able to leverage technology to strengthen team relationships and create a culture of innovation. Leaders who can integrate technology into their leadership style have the ability to accelerate the innovation process, improve communication, and make more effective data-driven decisions. By creating a culture of innovation, developing adaptive management strategies, taking measured risks, motivating those around them, and managing change wisely, leaders are shaping a more dynamic, inclusive, and relevant future (Halimah, Syaifurudin, & Earlyanti, 2024). With the right use of technology, leaders can create productive working conditions, which support the development of creative ideas and the achievement of organizational goals.

In addition, it is important for leaders in technology-based organizations to not only rely on technology, but also maintain a balance with a human approach that can build better relationships between leaders and team members. Leaders who are able to utilize technology wisely will be able to design strategies that combine high efficiency and collaboration, creating sustainable innovation within their teams. Continuous efforts need to be made to optimize the use of information technology and apply transformational leadership styles to improve employee performance (Putranto, Kistyanto, & Wardoyo, 2024). This is important in creating long-term superior performance and strengthening organizational competitiveness in an increasingly global market.

As time goes on, it is increasingly clear that technology will continue to be a driving force in the business world, and leaders who can navigate and leverage technology wisely will remain at the forefront of creating organizational success. Organizations that can integrate technology into their leadership style in the right way will be able to achieve optimal results, build a culture of innovation, and achieve a sustainable competitive advantage. Going forward, technology-driven leaders will be key to the digital transformation required to succeed in a changing world.

## CONCLUSION

Based on what has been discussed, it can be concluded that technology integration in the leadership style of technology-based organizations has great potential to improve innovation and team performance. Leaders who are able to utilize technologies such as big data, AI, and digital collaboration tools can accelerate data-driven decision-making, improve communication, and create an environment that supports creativity and productivity. However, to achieve success, it is important for leaders to not only focus on the technical aspects, but also understand the social, cultural, and emotional impact that the changes brought about by the use of technology can have.

As a way forward, organizations and leaders need to ensure that they not only rely on technology as a tool, but also create a culture that supports the effective use of technology. Leaders must develop the skills to lead teams in a digitally connected environment, as well as ensure that every team member feels included and empowered. Therefore, it is important for organizations to continuously educate and engage their leaders in trainings that focus on change management and the application of technology in more humane leadership.

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