

DIGITAL-ORIENTED LEADERSHIP AND ORGANIZATIONAL TRANSFORMATION: FOSTERING OPERATIONAL EFFICIENCY, TEAM COLLABORATION, AND INNOVATION IN THE DIGITAL

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***Abstract** - Digital-oriented leadership plays an important role in supporting effective organizational transformation. Digital leaders not only manage technical aspects, but also facilitate cultural and communication changes that support team effectiveness. This transformation enables organizations to increase collaboration, improve operational processes, and achieve higher efficiency. In an increasingly technology-dependent world, digital leaders must be able to manage the transition to new technologies wisely, ensuring that every team member is ready to adapt to change. Technology serves as a tool to improve communication and accelerate work processes, while leaders focus on skill development, collaboration and maintaining relationships between teams. Effective digital leadership results in a more productive work environment and a more competitive organization in the market. Organizations that successfully implement digital leadership can reap long-term benefits through improved team performance and operational efficiency. Therefore, the development of digitally-oriented leaders is critical for organizational survival and growth in today's digital age.*

Keywords: Digital leadership, organizational transformation, operational efficiency, team collaboration, technology, communication, competitive

INTRODUCTION

In today's digital age, technological change and business digitization have significantly altered the organizational landscape. Organizations that want to remain competitive must be able to adapt quickly to these changes. One of the main factors driving this change is digital leadership, which is the ability of leaders to use digital technologies and tools to manage and direct organizations (Iveroth & Hallencreutz, 2020). Digital leadership involves not only knowledge of digital tools, but also the ability to lead teams and facilitate complex organizational transformations. Thus, digital leadership is indispensable to drive organizations towards a more efficient and innovative transformation era (Kane et al., 2015).

Digitally oriented leadership plays a crucial role in creating a transformation-ready culture in organizations. These leaders are expected to leverage technology to support communication, collaboration and decision-making processes within the organization (Pepe & Pavone, 2021). Digital leaders must also encourage continuous learning and cross-departmental collaboration in facing transformation challenges. Many organizations have embarked on their digitization journey, but often encounter difficulties in effectively applying technology in day-to-day operations (Westerman et al., 2014). Therefore, the role of digitally-oriented leadership is critical in ensuring the success of this transformation process.

Effective organizational transformation requires leaders who not only understand technology but also have the ability to lead cultural change in the organization (Sterret & Richardson, 2019; Darmawan et al., 2022). In other words, leaders must be able to motivate, inspire, and give direction to the team in the face of changes that occur, as well as ensure that every individual in the organization is ready to adapt to the new technology being implemented (Solis, 2014). Therefore, it is important to understand how digital leadership can facilitate organizational transformation in order to improve operational effectiveness and efficiency as well as organizational competitiveness in an increasingly competitive global market.

One of the main issues in digital leadership is the gap between leaders' digital skills and their ability to apply them in organizational management (Kane et al., 2019). Many leaders still struggle to utilize available digital tools and technologies to facilitate work processes within the organization. This can hinder the desired transformation process, given that effective technology adoption requires leaders who not only understand the technology itself but are also able to leverage it to improve team and organizational performance (Avolio et al., 2000). Without leaders who can bring the digital vision into practice, organizational transformation will be difficult to achieve.

The second issue that often arises is how to foster an organizational culture that supports digital transformation. While existing digital technologies and tools are helpful in improving efficiency, many employees feel isolated or anxious about the changes taking place. Leaders who are unable to manage these feelings and uncertainty among employees will face difficulties in implementing the necessary changes (Haffke et al., 2017). Therefore, in addition to having a good understanding of technology, leaders must also have the interpersonal skills to manage the emotional and social aspects of this change process.

The third issue is the lack of understanding of how to develop digital capabilities across the organization. While many organizations have implemented digital tools in their operations, they often fail to align all elements of the organization to adapt to the changes (Hanelt et al., 2021). Digitally-oriented leaders must be able to facilitate continuous learning and development for all team members, not just those in strategic or technical positions (Sullivan et al., 2017). Without equitable development of digital capabilities, organizational transformation will not be optimal and will not provide maximum benefits.

It is important to learn how digital leadership can play a role in organizational transformation as businesses increasingly rely on digital technologies to improve their competitiveness. Organizations that cannot adapt quickly to digital developments will fall behind their competitors. Digital-oriented leadership is not just about implementing new technologies, but also about creating a culture that supports innovation, collaboration and continuous learning. Therefore, a deep understanding of the relationship between digital leadership and organizational transformation is essential to ensure organizations remain relevant and competitive in the future.

The purpose of this study is to understand how digitally-oriented leadership can facilitate organizational transformation and improve operational performance and collaboration between teams. The main focus is on how digital leaders can manage technological and cultural change in the organization, and how they can drive technology adoption to achieve the organization's overall strategic goals.

RESEARCH METHODS

In the literature study approach used to examine the relationship between digital leadership and organizational transformation, the researcher will focus on a systematic review of relevant literature in the field of leadership and digital transformation. This approach leverages academic articles, books, and industry reports that provide insights into the application of digital leadership in the context of organizational change. The purpose of this literature review is to analyze previous findings on how digital leadership can facilitate or hinder the transformation process in organizations. Relevant literature will be selected based on strict inclusion criteria, such as relevance to the topic, methodology used, and contribution to the understanding of the role of leadership in organizational transformation (Kazim, 2019). By taking this approach, this study can identify trends, research gaps, and theories that can help explain the role of digital leadership in organizations undergoing change.

The literature review approach also relies on a comparative analysis of existing studies on the impact of digital leadership in different types of organizations, both in the private and public sectors. In analyzing existing results, this study will identify factors that influence the success or failure of digital leadership implementation in the context of organizational transformation. For example, how factors such as organizational culture, technology readiness, and digital leadership skills can affect transformation outcomes. We will also use a variety of sources that combine organizational theory with information technology to provide a more holistic perspective in understanding the dynamics of this change. By combining various perspectives of theory and practice, this approach is expected to provide a deeper and more comprehensive understanding of this topic (Yukl, 2012).

RESULTS AND DISCUSSIONS

Rapid and unpredictable changes in the business and organizational environment in the modern era demand high resilience and readiness from every organizational entity. Global dynamics spurred by advances in science, technology, and innovation have created a competitive landscape full of pressures as well as opportunities (da Costa et al., 2022). In this situation, organizations are required to maintain internal stability, and be able to anticipate various external changes with a knowledge-based approach and continuous renewal of work systems and resource management (Arifin & Darmawan, 2021).

In the midst of various challenges and opportunities offered by globalization and technological developments, leadership effectiveness is a major determinant of organizational success (Putra & Mardikaningsih, 2022). Leaders have a mandate to provide strategic direction, instill organizational values, and empower all team members to always be ready for transformation (Al Hakim et al., 2022). Scientific literature confirms that organizational stability and sustainability are strongly influenced by a leader's proficiency in managing change, building an innovative culture, and encouraging cross-field collaboration (Corte-Real et al., 2021; Radjawane & Darmawan, 2022; Hariani & Sigita, 2022).

In addition to acting as strategic decision makers, leaders also function as agents of change who ensure that all elements of the organization move harmoniously towards predetermined goals (Saputra & Darmawan, 2023; Hariani & Irfan, 2022). The existence of visionary and adaptive leaders is able to inspire organizational members to innovate, improve competence, and strengthen resilience to disruptions that may occur at any time (Rojak & Khayru, 2022; Sajjapong & Irfan, 2022). Thus, leadership becomes a fundamental foundation in realizing a resilient, innovative, and competitive organization amid the uncertainty of the global business environment ((Lestari & Mardikaningsih, 2020).

In an era of intensifying digital disruption, globalization and technological convergence have redefined the competitive landscape between organizations. Organizational success in the 21st century is no longer determined solely by classic operational efficiency, but is strongly influenced by innovative capacity and strategic adaptation to changes in a highly dynamic external environment (Nur et al., 2023; Fared & Darmawan, 2021). Digital transformation has become an urgent need, where organizations are required to adopt a systemic approach in integrating digital technology into every aspect of structure, process, and work culture. Leadership with a strong digital vision is seen as the main instrument to facilitate this transformation process in a directed and sustainable manner.

The conventional leadership paradigm, which for decades focused on stability, efficiency, and internal control, is now undergoing a conceptual shift towards a more progressive digital orientation and openness to technological opportunities (Irfan & Putra, 2021; Marsal & Darmawan, 2022). Leaders in modern organizations are expected to understand and respond to changing market expectations due to digital acceleration, including the need for more personalized customer experiences, cross-field collaboration, and artificial intelligence-based data management and advanced analytics. Failure to build digital leadership competencies can lead to an innovation gap that impacts the organization's competitiveness in the global sphere.

Recent literature positions the phenomenon of digital transformation as a multi-dimensional process that demands organizational readiness not only in terms of technical adoption, but also fundamental changes in mindset, strategy, and leadership structure. Digitalization requires high adaptive capabilities, accompanied by collective commitment in dealing with the complexity of organizational ecosystem transitions (da Silva et al., 2022). The quality of digital leadership is a key determinant that ensures an organization's capacity to survive and create sustainable competitive advantage amid fluctuations in the global business environment.

In the midst of rapid technological advances and global change, organizations are required to adapt and undergo transformation to remain relevant and competitive. One of the main factors underlying the success of such transformation is digitally oriented leadership. Digital leaders have the ability to drive change through the use of the latest technology that affects all aspects of operations and team management in the organization (Schork, 2021). These leaders not only rely on technical capabilities, but also have the skills to create a culture that supports innovation, collaboration, and the implementation of technology-based solutions to drive efficiency and effectiveness (Araujo et al., 2021).

Digital leadership has become critical in facilitating organizational transformation, as it plays a role in directing and managing the shift towards a more technology-driven business model (Pepe & Pavone, 2021). In the face of challenges such as the speed of market change, the need for continuous innovation, and efforts to improve operational efficiency, digital leaders are in a central position to utilize the right digital tools (Reinhardt, 2020). The ability to adapt and guide teams through technology is key to driving operational effectiveness and better team performance (Panshin et al., 2019).

Digital leaders also play a role in building strong collaboration within teams by using technology that facilitates more effective communication (Kauffman & Carmi, 2014). This approach creates a work environment that is not bound by physical distance, enabling better cooperation between individuals who have different backgrounds (MacDuffie, 2007). They are able to efficiently manage organizational operations through the utilization of analytics and automation tools, ultimately improving outcomes and driving the long-term performance of the organization (Mardikaningsih & Darmawan, 2022). Digitally-oriented leadership is one of the key factors in determining the success of organizational transformation.

Digital-oriented leadership plays an important role in organizational transformation in this modern era (Iveroth & Hallencreutz, 2020). Essentially, digital leaders have the ability to understand and leverage digital technologies to improve the way organizations operate (Brunner et al., 2021). Digitalization provides opportunities for leaders to lead in a more flexible and adaptive way, allowing organizations to respond quickly to market changes (Reinhardt, 2020). Digital leaders can drive change by leveraging digital tools that enable more efficient management of teams and organizational operations, including online collaboration platforms, data analytics, and automation technologies. Therefore, digital leadership is not only a trend, but a necessity in facing the challenges of rapid change in the business world (Westerman et al., 2014).

Along with technological advances, organizational transformation has developed into something that cannot be separated from digital leadership (Imran et al., 2021). Digital leaders are tasked with driving this change through a variety of overarching strategies, ranging from transformation planning, change management, to the implementation of technology-based solutions. Digital leadership provides clear direction on how technology can be adopted to improve internal processes and accelerate decision-making (Panshin et al., 2019). Digitally oriented leaders leverage data and technology to map opportunities and risks more accurately, which in turn improves the operational efficiency of the organization and enables more effective collaboration between teams (Kane et al., 2015).

One important element of digital leadership is the management of dispersed teams and remote collaboration. In digital settings, leaders need to be able to manage teams that are not always in one physical location (Pepe & Pavone, 2021). Technology allows team members to work together without geographical restrictions, but it requires leaders who are able to maintain cohesion and synergy among team members. With digital collaboration tools, leaders can ensure smooth and transparent communication, increase the engagement level of team members, and provide faster feedback (Reinhardt, 2020). Leadership effectiveness in team management can be enhanced by utilizing digital communication platforms that facilitate virtual meetings and real-time data-driven discussions (Brynjolfsson & McAfee, 2014).

Digital leadership influences the management of organizational operations by introducing automation and data analytics to improve operational efficiency. Digital leaders can leverage AI (Artificial Intelligence)-based tools to analyze operational data, identify patterns, and provide recommendations that support business decisions. With such tools, leaders can optimize workflows and make more informed and faster data-driven decisions. The automation process allows teams to reduce manual workloads, increase productivity, and focus energy on more strategic tasks. Therefore, the implementation of intelligent technology can accelerate business processes and improve overall organizational performance (Westerman et al., 2014).

Digital-oriented leadership also facilitates the development of a culture of innovation within the organization (Saputra & Saputra, 2020). Successful digital leaders can create an environment that supports experimentation, creativity, and measured risk-taking. They inspire teams to use technology as a tool to solve problems and create new value (Schork, 2021). Digital transformation includes not only the adoption of technology, but also creating an organizational culture that is ready to accept change, which requires an open attitude to innovation and more structured and effective collaboration between teams (O'Reilly & Tushman, 2013).

The change in digital-oriented leadership style also affects the relationship between leaders and their followers (Pepe & Pavone, 2021). Digital leaders not only provide direction, but also empower team members to make decisions more autonomously by utilizing existing technology (Iveroth & Hallencreutz, 2020). With this approach, team members feel more valued and motivated to participate in innovation and continuous improvement. Digital-based leadership encourages active participation of team members, increases collaboration, and enables a more decentralized decision-making process (Hoch, 2014).

However, while digital leadership offers many benefits, its implementation is not without challenges (Müller, 2022). One of the main challenges is the skills gap among team members in adopting new technologies. Digital leaders need to ensure that all team members have sufficient skills to make the most of technology (Panshin et al., 2019). Digital skills training and development are an important part of the organizational transformation journey. Without adequate skills development, digital technology adoption will be difficult to achieve and can hinder the effectiveness of the team at work (Avolio et al., 2000).

Effective digital leadership must also be able to manage rapid change. The digital world moves very quickly, and the transformations that occur can be very disruptive (Dewhurst & Willmott, 2014). Digital leaders must have the skills to plan and manage change with high flexibility (Sheninger, 2019). They must be able to handle uncertainty and guide teams through rapid change with clear and transparent communication (Hensellek, 2020). Digitally oriented managers must ensure that teams are ready to adapt to continuous change, and are able to manage the transition process effectively (Kotter, 1996).

In addition, digital leadership also affects the organization's relationship with customers. With the adoption of the right technology, organizations can more easily access and understand customer needs and expectations. Digitally oriented leaders utilize analytical data to understand customer behavior patterns and provide more customized services (Reinhardt, 2020). Thus, the relationship between the company and customers can be strengthened, increasing customer satisfaction and building long-term loyalty. Organizations that are able to optimize this relationship have a greater competitive advantage in an increasingly digital market (Brynjolfsson & McAfee, 2014). The strategy used by the Surabaya City Bapenda to improve employee performance involves various integrated and sustainable approaches. By maximizing policies related to human resource development, implementing appropriate personnel systems, adopting effective performance management, providing rewards and recognition for achievements, creating a supportive work environment, investing in development.

Digital leadership is also closely related to an organization's ability to maintain sustainability in its operations (Schork, 2021). Successful digital leaders will adopt and implement technology-based solutions that are not only efficient but also environmentally friendly. In a world that is increasingly concerned with sustainability issues, companies that implement technologies that support sustainability and reduce carbon footprints have a better image in the eyes of the public (Penz & Polska, 2018). By focusing on sustainability through technology, digital leaders can create long-term value for the organization and society as a whole (Hart & Milstein, 2003).

To optimize the implementation of digital leadership, it is important for leaders to maintain a balance between technology and the human touch. Digital leadership is not only about mastering technology, but also about understanding how to use technology to enhance human interactions and build stronger relationships within the team (Iveroth & Hallencreutz, 2020). Digitally oriented leaders must be able to manage this balance well, so that technology can strengthen, not replace, communication and relationships between team members (Schein, 2010).

Digitally-oriented leaders also need to ensure that they can effectively leverage data in decision-making. Data is one of the most important assets in the digital world, and leaders must be able to use data to formulate better decisions (Panshin et al., 2019). Through data analytics, leaders can understand behavioral patterns and trends that help plan more effective strategies. The ability to manage and interpret data will be a critical factor in determining the success of organizations in the digital era (Davenport et al., 2010).

Overall, digital leadership not only changes the way organizations work, but also enables the creation of a more adaptive, collaborative and efficient work environment. This leadership enables the optimal use of technology, and connects the human aspect with technology to create synergies that support the long-term success of the organization. Leaders who have a digital vision can facilitate organizational transformation and increase the effectiveness and efficiency in managing teams and organizational operations, which in turn drives innovation and sustainable growth.

Successful organizational transformation requires leadership that is able to integrate technology and people in a harmonious way. Digital leadership is not only about the technical ability to operate digital devices and tools, but also about how to direct teams to utilize these technologies in achieving common goals. Digital-oriented leaders are tasked with creating a clear vision, managing rapid change, and inspiring team members to adapt and thrive in the face of challenges. The success of digital leadership in managing teams and organizational operations can be a key driver for companies in facing business challenges in the digital era.

In the face of challenges such as the digital skills gap and managing rapid change, digital leaders must have the ability to ensure that their teams are ready to adapt to new technologies. This includes developing digital skills among team members, as well as facilitating change processes that are not only efficient but also inclusive. Digital leaders must be able to maintain a balance between technology and human relationships, ensuring that technology is not only used as a tool, but also as part of an effort to strengthen communication and collaboration between team members.

Overall, digital-oriented leadership is an inseparable factor in supporting sustainable organizational transformation. Digital leaders who are able to manage the transformation process by utilizing the right technology, improving communication, and building a culture of collaboration will be able to facilitate operational efficiency and significantly improve team performance. Therefore, organizations that have effective digital leaders will be better prepared to thrive in an increasingly complex and digitally connected business world.

CONCLUSIONS

Digital-oriented leadership plays a crucial role in facilitating organizational transformation. Digital leaders are able to drive change in organizations by leveraging the latest technologies to improve operational processes and team performance. In an increasingly digitally connected world, the ability to leverage technology to support team collaboration and improve operational effectiveness is key to organizational success. Digital leadership requires not only technical skills, but also the ability to create a culture that supports innovation, flexibility, and better communication. By adopting this approach, organizations can overcome the challenges posed by rapid change and increase their competitiveness in the global marketplace.

Advice for organizations is to ensure that the digital leaders they appoint have the ability to manage change effectively and leverage technology to create efficiencies and improve team performance. Organizations also need to support the development of digital skills across all team levels so that the transition to the digital world can run smoothly. In addition, organizations need to create an environment that supports collaboration, open communication, and the use of digital tools to improve work processes. In undergoing digital transformation, it is important to maintain a balance between technology and human values, so that change does not only focus on efficiency but also on improving the quality of relationships between individuals in the team.

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