

The Influence of Strategic Digital Leadership and Organizational Communication in Improving Organizational Performance in Educational Institutions

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ABSTRACT

This study aims to analyze the influence of strategic digital leadership and organizational communication in improving organizational performance in Educational Institutions. This is because since the Covid-19 outbreak, several Educational Institutions have not been able to survive and eventually closed. The Covid-19 Pandemic has so far changed many things, especially changing various aspects of human life today, especially in the world of education. This situation requires all elements of education to adapt. Therefore, the role of a leader in an Educational Institution is very important in determining the right strategy, in order to maintain the Educational Institution he leads. The data sources used in this study are primary data sources. The primary data referred to in this study are questionnaires distributed to respondents. Data collection is cross-sectional or one shot using questionnaires distributed online. Structural Equation Modeling (SEM) PLS version 3 is used for data analysis. The results of the study showed that there is a positive influence of organizational communication on organizational performance. This indicates that with effective communication owned by an Educational Institution, it can improve organizational performance. Considering that communication is an important indicator in improving the performance of an organization. The better and more effective the communication that takes place in the organization, the healthier and more open the work climate will be, which will increase productivity. There is a positive influence of strategic digital leadership on organizational performance. This indicates that by implementing strategic digital leadership properly and effectively, it can improve the performance of the organization.

Keywords: *Strategic Digital Leadership, Communication, Organizational Performance, Educational Institutions, Adaptation to the Pandemic.*

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INTRODUCTION

The management of an educational institution is often faced with the question of how an educational institution should be managed and led to achieve maximum performance (Nasuka et al., 2020). This question leads to attention to discuss and research, various activities and actions that can lead to these achievements. The study found that 60% of institutional achievements are determined by the quality and performance of a leader in the educational institution, where effective communication is an indicator of the professionalism of an excellent leader (Tyler & Dymock, 2021; Wentz, n.d.).

The background of the problem in this study is that since the Covid-19 outbreak, several Educational Institutions have not been able to survive and in the end closed, the Covid-19 Pandemic has so far changed many things, especially changing various aspects of human life today, even more so in the world of education. This situation requires all elements of education to adapt. Therefore, the role of a leader in an educational institution is very important in determining the right strategy, to maintain the educational institution, he leads (Rahmanto & Warthadi, 2022).

Acting Directorate General of Higher Education of the Ministry of Education and Culture, Prof. Ir. Nizam, M.Sc., DIC. Ph.D in the Indonesian Public Relations award workshop which took place in Semarang on November 2, 2023 said that the revocation of the operational permits of several higher education institutions was to maintain the quality of higher education or educational institutions. The closure of universities occurs almost every year, the causes can be various things, ranging from revocation of permits, self-requests, conflicts or the number of students that continue to decrease so that they are unable to operate, and it was conveyed that in 2023, a total of 23 universities will be closed and one of them is in Banten Province.

Banten Province is growing rapidly, as evidenced by the increasing number of educational institutions in Banten Province. Some of the vocational colleges in Banten Province include: Andalusia Health Academy, Serang Regency Government Nursing Academy, State Finance Polytechnic, Multimedia Nusantara Polytechnic, Sahid Polytechnic, Banten Ministry of Health Health Polytechnic and others. To maintain the vocational education institution so that it remains viable and not closed, it must maintain the quality of the vocational education institution.

The success or failure of an Educational Institution is greatly influenced by the performance of the Educational Institution, which means that human resource management plays a very important role as the competitiveness of the Educational Institution (Kwizera et al., 2019; Wardani et al., 2023). Performance measurement is a tool to assess the success of an Educational Institution. Performance in an Educational Institution is a form of achievement and improvement of work related to the achievement and implementation of a good and correct work program, so that what is done is in line with something desired for an Educational Institution (Aminah et al., 2020).

The success of an organization can be seen from the performance of employees and organizational performance, this is related to how the human resources in an organization have played a role in the progress of the organization in educational institutions. To achieve the best goals in an organization, of course, clear human resource management is needed through various organizational policies, so that it can adjust the common interests between the interests of the organization and employees (Setyo et al., 2023).

Research conducted by He et al., (2023), states that the performance of educational institutions is indeed very complex and competitive. In fact, the Chinese government has issued a related document to encourage performance reform in educational institutions, stating that educational institutions are obliged to strengthen capital investment performance, innovate financial support methods, and highlight performance-oriented capital investment methods with incentive and restraint mechanisms.

Organizational performance is in dire need of strategic leadership because the challenges that arise in today's organizations are so complex, A current and future leader is required not only to be flexible and adapt to a very dynamic environment, but also to be able to anticipate various changes and proactively develop various necessary change programs (Alfina et al., 2019).

The ability to manage an organization is expected to come from a leader who has the strength and ability to handle the activities that are the lifewheel of the organization (Butarbutar, 2021), and the strategic leadership style is considered a strategic aspect in an organization (Gakenia et al., 2017), this has also been observed as the ability of leaders to

anticipate, create visions, empower others and flexibility, to create a strategic and viable future of the organization, and related to the ability of managers to create and express a strategic vision for employees in an organization, because to be able to build strategic leadership it is necessary to have the ability to build strong communication, be a good listener, be enthusiastic in working, think and be positive, empathetic to employees, have humility and be able to improve the ability to diplomacy (Anindita & Korompis, 2022). characterized by their ability to inspire, motivate, and work together with their team to produce extraordinary results, because a leader must be intelligent and able to continuously improve his abilities, and a quality and integrity leadership attitude is needed (Roja Khalda Berlian dkk, 2021).

In the era of industry 4.0, the role of leaders must follow the pattern of organizational needs. Leadership styles are influenced by the rapid development of technology by changing traditional leadership styles to digital leadership. A digital leader has the ability to inspire his employees to fight for and defend ideas. The sharpness in applying digital leadership benchmarks shows a fast, cross-hierarchical, cooperative, and team-oriented approach that often integrates innovation (Sarjito, 2024), this is in line with the research of Ashari et al., (Shabah, 2019), that in good leadership, the dissemination of leadership information to a number of people who work cooperatively and interdependently to achieve group goals. In addition, advances in information technology encourage management to continue to innovate and influence the effective use of the system, which can be a starting point for the right decision-making process.

Some of the reasons needed for an organization to be able to adapt to digital transformation are to develop and maintain a competitive advantage, to face technological changes so that the organization can create value for new customers and organizational stakeholders (Prihanto, 2021; Shi & Tsai, 2022). To adapt to digital transformation, it is necessary to have digital-oriented leadership support to be able to encourage digital transformation within their organizations (Oberer & Erkollar, 2018).

Another factor that can improve employee performance is the existence of good organizational communication. Every organization needs to have a conducive, kind, and comfortable organizational environment to achieve common goals because it can have a positive impact on organizational performance (Sianturi et al., 2024). Good organizational communication includes trust, honesty, joint decision-making, openness, listening in upward communication and attention to high-performance goals (Pace et al., 2018).

Communication in the world of work is formed by itself in the work environment, existing communication will make the work atmosphere run well and the communication established between superiors and subordinates also develops harmoniously. The communication pattern that exists in the work environment will make it easy for employees to work because employees can communicate effectively to communicate their work both with colleagues and with superiors. Effective communication patterns in the work environment will make employees able to work better so that they will be able to improve their performance (Islami & Mulolli, 2024). For large organizations, it is important to design a communication system that can at the same time make the organization able to handle the environment, maintain internal functions, and understand and be able to make necessary or appropriate changes. The communication process is carried out in several ways, namely regarding

organizational work procedures, organizational regulations, and organizational development (Safari et al., 2020).

METHOD

This study uses a quantitative approach with survey design. The population consists of officials from vocational education institutions in Banten Province, including Andalusian Health Academy, Serang Regency Government Nursing Academy, State Finance Polytechnic, Multimedia Nusantara Polytechnic, Sahid Polytechnic, Banten Ministry of Health Health Polytechnic, Indonesian Aviation Polytechnic Curug, and Banten Shipping Polytechnic. Out of 250 questionnaires distributed, 175 were returned and used for analysis. The sampling method employed is saturated sampling, where all members of the population are included as samples, as the population size is manageable.

RESULTS AND DISCUSSION

The Positive Influence of Organizational Communication on Performance

The hypothesis of this study tests the influence of organizational communication on organizational performance. Communication is an important component in the sustainability of an organization. Communication is necessary to create collaboration in a work environment that has an impact on organizational performance. Every organization relies on communication to carry out its basic functions. Communication is used to transfer information to their audience about the organization's mission and vision, policies, and procedures, duties and obligations, and various activities within the company. Although communication looks simple, according to Musheke (2021) communication can build or destroy the existence of an organization. Therefore, a good communication strategy is essential for a business to survive. Communication acts as a liaison between decision-makers and all employees. When done poorly, communication is said to lead to interpersonal conflicts within the organization.

Based on the results of the partial hypothesis test, it can be proven that organizational communication has a positive influence on organizational performance.

The Positive Influence of Strategic Digital Leadership on Organizational Performance.

The hypothesis of this study tests the influence of strategic digital leadership on organizational performance. Based on the results of the partial hypothesis test, it can be proven that strategic digital leadership has a positive influence on organizational performance. Thus, it can be concluded that the hypothesis is supported. Digital leadership plays a crucial role in strengthening organizational capabilities. Digital leadership has a positive impact on work motivation, encourages innovative work behaviors, and influences various performance outcomes, including business model innovation and digital maturity (Nurshinta & Gunardi, 2023). Digital leadership also affects organizational performance both directly and indirectly.

Strategic digital leadership is one of the contemporary concepts adopted to demonstrate the use of digital platforms in directing and influencing employee behavior to achieve organizational strategic goals (Sheninger, 2019). According to Artüz et al., (2021), leaders who have high digital leadership will think and act differently than traditional leaders in interacting with the digital world. Dijkstra (2019) shows that the integration of digitalization in organizational management increases the effectiveness of communication between

administrative levels. As a result, productivity increases, and work output increases, which leads to improved organizational performance and greater market share expansion. Digital leadership plays an important role in creating an organization's vision and implementing initiatives that enable the realization of that vision by relying on employee enthusiasm and improving the effectiveness of organizational operations (Mardiana, 2020). Artüz et al., (2021) assert that digital leadership is an effective source for achieving sustainable competitive advantage, where this leadership style leads to the optimal use of organizational resources and increases its efficiency so that it will ultimately improve the expected organizational performance.

CONCLUSION

In more detail, the conclusions of each influence are as follows: There is a positive influence of organizational communication on performance organization. This indicates that effective communication can improve organizational performance. Considering that communication is an important indicator in improving the performance of an organization. The better and more effective communication that takes place in the organization, it will create a healthy and open work climate so that it will increase employee productivity which will then be directly proportional to the increase in organizational performance. There is a positive influence of strategic digital leadership on organizational performance. This indicates that by implementing strategic digital leadership properly and effectively during the implementation of organizational activities, it can improve the performance of the organization.

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