



# The Importance of Changing Management Styles in The Digital Age

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## Abstract

Digital technology has required organizations to be more flexible. The technological changes that occur seem to exceed the speed of the organization in preparing human resources to adapt to the latest technology. Digitalization shapes organizations, work environments, and processes into new challenge zones that leaders must-have. Many organizational researchers and social science experts have tried to understand this phenomenon, but the findings are well-known in the scientific discipline do not come together in a clear picture. This study aims to add to the literature on leadership and digitization. The method used is library research to provide an analysis of leadership studies and digitization by identifying patterns of thought from previous findings. The findings in this study indicate that leaders are key figures in organizations who are ready to move toward organizations that are flexible and adaptive to digital change. Leaders need to create relationships with stakeholders and focus on collaborative efforts. With this research, it is hoped that we can contribute to advancing theoretical studies on digital transformation and digital leadership (e-digital). Limitations of this study are the absence of empirical findings to expand understanding and create a more systematic research model framework. Future research opportunities are still wide open to advance knowledge in this field.

**Keywords** digital age, transformational organization, e-leadership

## I. INTRODUCTION

The 2016 Eurobarometer survey shows an increase in respondents in Europe assessing digitalization as having a positive impact on the economy (75 per cent), quality of life (67 per cent), and society (64 per cent) (European Commission, 2017). The same thing happened in Southeast Asia. The Google-Temasek report entitled "*e-Conomy SEA 2019*" places the digital economy as a sector that continues to grow in supporting the economies of each country in the region. 2019, contributing \$ 38 billion and \$ 34 billion, respectively, will increase to \$ 153 billion and \$ 78 billion by 2025. Google Trends data records that the increase in e-business is always consistent every year. The strategies have also started to vary, from collaborating with influencers to creating an interesting feature to attract users to connect with the application. Technologies such as machine learning have also had a significant impact on improving product offerings for consumers (Antonopoulou, 2020).

Transformation in the digital age requires organizations to take new approaches and techniques to coordinate the delivery of digital solutions. Possible updates also occur in the aspect of supporting capabilities. In particular, according to Matt, Hess, & Benlian (2015), classifying the change in capabilities needed by the organization: (1) innovative capabilities; (2) differentiating capabilities; (3) enabling capabilities. Innovative capabilities require a research-focused and less-delivery-constrained approach that offers the freedom to test and validate new concepts with little advance in the understanding of possible outcomes. Differentiating capabilities requires a focus on value creation, typically using an agile and user-centred development approach to progress to gradually better solutions. Enabling capabilities require a focus on stability, predictability and cost efficiency, with a greater emphasis on investment justification and regulation. Much of the transformation in the digital age now focuses on how organizations can leverage the latest digital technology platforms to drive higher returns on investment in the long term.

In the era of digital disruption, change is inevitable. It all depends on how the organization chooses to respond, adapt and transform, which will be the difference between successful and unsuccessful organizations (Cascio, 2003). When an organization seeks to move from a manual process to a comprehensive digital platform, this requires a leadership strategy that is targeted and has long-term effects. When an organization decides to transform, first of all, understanding the organization must understand its external and internal context. That



way, the organization knows what is needed, what strategies are right to use, the transformation model, and the entire organization's readiness plan.

In the past decade, corporate leaders have faced two new escalations: increasing the global reach of companies as they do business outside national borders, and as rapidly as possible to make information technology-based innovations. As a result, the traditional leadership approach is no longer considered effective for managing and leading business to achieve organizational goals. There is a need to go beyond traditional leadership and adopt a new leadership style (Wilson, 2004).

Leadership means the interaction between the leader and followers where the leader guides and supervises his followers to do the work. So, leadership means influencing people to work towards the goals of the organization, group, or maybe the personal goals of the leader. With developments and innovations in information and communication technology (ICT), such as the development of e-commerce and the internet, a new leadership style has emerged called e-leadership. The letter 'E' became common after the discovery of letters running back and forth over the internet (e-mail). E-mail is the first word that puts an 'E' in front of it. Then there are e-business, e-commerce, e-books, e-seminars, e-government, e-procurement, and others. And, now leadership is starting to be a part of this revolution.

The term e-leadership or electronic leadership was introduced by Avolio, Kahai, and Dodge through a scientific article entitled E-leadership: Implications for Theory, Research, and Practice which was published in the scientific journal *Leadership Quarterly* in 2000. According to the article that became the main reference for leadership researchers in the digital era, e-leadership occurs in the context of an e-environment where work is carried out through information technology, especially through the internet. In this context, not only communication but gathering and dissemination of information between followers and leaders also takes place via electronic media. Here the leaders are called e-leaders or virtual leaders. The leadership approach used by virtual leaders is called e-leadership.

Many leaders do not have the technical knowledge or talent for proper transformation. However, leaders can react by being more flexible in carrying out management functions. Meanwhile, they must also update new knowledge about efficient transformation so that the changes that will occur do not cause cost overruns (Matt, Hess, & Benlian, 2015). Organizations that employ leaders with different types of leadership styles may experience mixed results in this regard. Therefore, the types of leadership styles that are most effective must be re-examined to determine how they influence decision making during the digital transformation process. Leaders must have a certain influence and demonstrate their ability to adopt strategies that will positively impact the digital transformation process rather than limit their success in the long term (Allio, 2015). However, when leadership styles are not in line with digital transformation or when strategies are ineffective, problems can arise which can have a negative impact on the organization in the years to come (Allio, 2015).

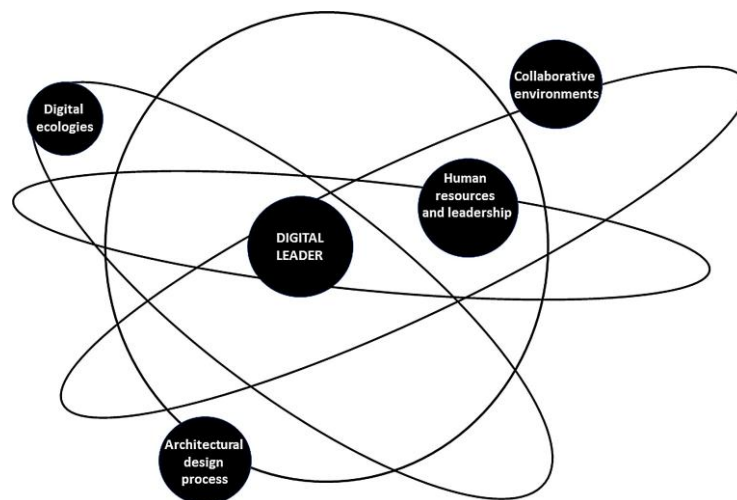
Virtual leaders are leaders who direct people remotely to do work to achieve organizational goals. They use new technology to improve their work, to find new business models, to communicate with their followers. Traditional face-to-face interactions have been replaced by electronic media. E-leadership is mainly found in e-business: business conducted through electronic media, especially through the internet. E-leadership is also called remote leadership and it is replacing traditional leadership due to advances in technology.

All the developments in digital technology mentioned above, converge to a point where technology, architecture, processes, and people come together in new ways of designing and managing architectural design processes (Dóci et al 2015). In a study by Zupanci et al (2017), six important competencies for digital leadership were identified: "technology ecology"; "Creativity, knowledge process and experimentation"; "Design and research"; "Human resources and leadership"; "Collaborative and exploitative environment"; and "the impact of the e-digital leader."

Then Zupanci et al (2019) found that "creativity" and "design and research" are manifestations of the architectural design process, and that "human resources" and "impact" are related to the socio-human aspect. So they summarized the six competencies into four competency areas: (1) human resources and leadership; (2) the architectural design process; (3) digital ecology; and (4) a collaborative environment.

1. Human resources and leadership are concerned with the dynamic relationships between people in the architectural design process and their public behaviour. It deals with human resources ("social and cultural capital"), innovative and transformative leadership and the design/research process. It investigates skills-based leadership models facilitating group integration and individual autonomy in architectural design.

2. The architectural design process deals with the creative pathway through which knowledge is born. This ever-emerging knowledge foreshadows experimental developments and critical practices that define new and creative products. Carried by the wave of digital design tools, various possibilities and opportunities have arisen, but they are still not fully realized in the architectural profession and related disciplines. Digital leaders must be able to combine the possibilities and opportunities offered by powerful digital tools and media to enhance the fundamental objectives underlying the development and processes of architectural design knowledge and research.
3. Digital ecology sees technology, not as a subordinate activity or service to traditional designs. Digital ecology recognizes all the technologies available to architects, the interrelationships between these technologies and the architectural design process, and the transformation of architectural knowledge and expertise through this process.
4. The collaborative environment addresses the technology-rich environmental context for communication in the design process. To design, build and maintain the built environment, integrated processes and methods are essential. Cross-disciplinary teamwork enables one to take full advantage of digitization in architectural design through knowledge integration. The huge potential of digital processes and solutions hinges on upon improving well-being and quality of life and creating user-friendly adaptive solutions. Collaboration extends in the broadest sense, not only within the team but also involves the constructed and social dimensions (socio-cultural); so include dialogue with room/place too.



**The Domain Digital Leaders Have To Deal**

Source: Zupanci et al (2017),

## II. METHOD

This research is library research using descriptive analysis method. The process carried out includes collecting library data, compiling, and interpreting it (Surakhmad, 1980). The descriptive analysis method was chosen because the research carried out aims to clearly describe the natural object under study, namely the relevant topic regarding digital leadership (e-leadership). This descriptive study was carried out by first collecting data, analyzing the data, then formulating the methods, then asking study questions with the researcher as the instrument.

## III. RESULT AND DISCUSSION



### Challenges Faced by E-Leaders

Virtual leaders must communicate with people through electronic media effectively. Whereas without face-to-face communication, it is very difficult to trust someone. So, building trust with followers in virtual communication is a big challenge for leaders because face-to-face communication does not occur between them (El Sawy, 2016). It is also very difficult for a leader to inspire people, motivate and inspire them to do a good job in virtual situations because he cannot see their reactions and expressions about his direction and guidance. Even if virtual communication can be carried out effectively, virtual leaders still have a great deal of effort to direct and guide people remotely. This creates a huge challenge for leaders to create a collaborative virtual culture. It is a culture that helps him to be heard by all followers so that they can coordinate with him to achieve common goals. Build a social climate through ICTs so that followers coordinate with each other and work in a more socially responsible manner keeping in mind the others.

### Qualities that E-Leaders Need

An in-depth study of e-leadership shows that there are five different principles from traditional leadership that have an impact on the need for specific skills or abilities. First is the type of communication. In traditional leadership, face-to-face communication occurs between the leader and his followers but in the case of e-leadership communication, communication occurs via electronic media such as the internet, between the leader and his followers. Such communication media can be relatively 'traditional' such as email, it can also be using the WhatsApp (WA) and LINE applications, and even direct messages in the Instagram application. Therefore, virtual leaders must have good communication skills (Hunter, 2013). E-leadership requires the use of electronic media to communicate with followers. Email is mostly used by virtual leaders so they must have written communication skills to complete the work of their followers according to their directions. The virtual leader must also have social networking skills. Social sites such as Facebook, Twitter, Instagram, LINE, etc. can also be used by leaders to lead their followers so they must have the skills to use these sites effectively to achieve their organizational goals (Sheninger, 2019). The second difference is in terms of members. In the case of traditional leadership leaders and their followers are the main members but in the case of e-leadership leaders are called virtual leaders and followers are called virtual followers. Because of their virtual nature, the emotional and psychological responses between followers and leaders are difficult to capture. Virtual leaders need to be sensitive to the mindset of followers. Here it is also important to understand that followers come from different social and economic backgrounds so that virtual leaders must be able to understand the mindset and values of followers. The third difference is the quality aspect (Kieser, 2018). The qualities of both are the same but members in e-leadership must know new and modern information and communication technology (ICT), something that is not required in the case of traditional leadership. Virtual leaders certainly can use ICT well. He or she must have the latest knowledge of ICTs to guide people through electronic media as this is the foundation of e-leadership. Then he can convince others about the benefits of the new technology because he must be able to convince others that communication via electronic media provides various benefits such as helping to remove the barriers of time and distance. In addition, he must be innovative enough to use new technology in his leadership to reap the benefits of modern technology (Wasono, 2018). The fourth difference is the need for space. In traditional leadership, a certain office or place is required to do the work by the leader and his followers. But in e-leadership, offices in certain locations are not needed, they can communicate with each other even from one place to another, from one country to another. Virtual leaders should have the ability to effectively monitor and manage virtual work. It must have the qualities to effectively monitor and manage virtual jobs to find out whether they are functioning properly or not, whether electronic communication is working or not, whether followers understand the direction or not. The final difference is member availability. In the case of traditional leadership, all members are only available during office hours but e-leadership members are available even outside of working hours, 24 hours a day 7 days a week. Therefore virtual leaders need to be on a 24x7 orientation - they must be able to work any time 24 hours a day and 7 days a week. Nevertheless, the e-leader must be flexible enough to deal with the changing business environment, changing technology environment, so that he can do the job to achieve organizational goals keeping in mind the changes in the business environment.

### Digital Leadership Model

Leadership 4.0, which is also referred to as digital leadership, is not about status, the position of power, control and rank - it is part of a culture of 'imperial leadership' and charisma. Leader 4.0 will not take decisions or be the sole executive decision-maker or idea maker (Weiner *et al*, 2016). Ideas, decisions and innovations will be generated through open collaboration and collaborative networking. This will have an impact on some organizational restructuring, collaborative network design, and radical changes in the mindset of individuals. Digital leadership is the knowledge of a leader and potential leader so that they can direct the organization or



business they lead to transform towards digital. A transformation that can be called innovation and is not just a “situation force”. Digital leadership is also needed for those who want to develop a business in this era of industrial revolution 4.0 (Kreutze, 2017). Digital leadership is the strategic use of a company's digital assets to achieve business goals. Digital leadership exists at both the organizational and individual levels.

At the individual level, digital leadership can be performed by the Chief Information Officer (CIO) or another individual who is responsible for overseeing digital assets, including e-mail and electronic documents. No matter what title a person takes, an effective digital leader is always aware of the company's goals and knows how their job responsibilities support them ( Meier, 2017).

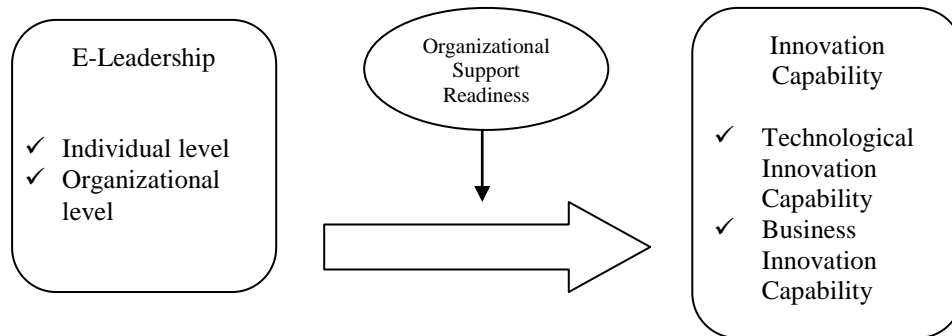
At an organizational level in a given market, a digital leader can be a company that successfully takes advantage of its digital assets to gain and maintain a competitive advantage. Digital leaders are willing to explore how information technology (IT) can be used to help organizations become more responsive to customer needs and changing business requirements (Johnston *et al*, 2016). The successful digital leader understands the importance of and is responsible for, the incoming data and the processes within the company that support it, as well as the outgoing digital information that the company generates in the various ecosystems in which it participates.

Organizations that value digital leadership, often place value on communication, creativity, and a willingness to explore new ways that digital technology and information can be used to deal with external and internal business projects, projects affecting operations and unplanned work (Tanniru, M., & Khuntia, J, 2015). With effective digital leadership, organizations can create workflows and business processes that enable new applications, products and services to be launched quickly, while also ensuring that legacy applications and IT operations are maintained at optimal levels.

### Conceptual Framework

As has been the case at the beginning of the paper that rapid technological changes, customer needs, and thus global economic integration cause companies to face many difficulties and many challenges (Jia *et al.*, 2018; Le and lei, 2018). Organizational innovation has long been a hot topic that has increasingly attracted the attention of researchers and today (Khalili, 2016; Prasad and Junni, 2016; Charterina *et al.*, 2017; Le and Lei, 2018; Tian *et al.*, 2018). To achieve organizational innovation, innovation capabilities are required. Organizational capability is an important way to achieve a company's competitive advantage and sustainable success (Colino *et al.*, 2014; Liao *et al.*, 2017; Le and Lei, 2018). Therefore, many companies are trying to identify appropriate and effective methods for successful innovation, while what they do is still imitators and far from being innovators (Song, 2015; Le and Lei, 2018). In this context, a factor strategy that significantly enhances the innovation capabilities of a company is becoming more and more closer and indispensable. Innovation is a major driver of economic development and plays an important role in competition at both the national and corporate levels (Hogan and Coote, 2014). Drucker (2014) defines innovation as the ability to create new products, services, work processes, and management procedures to gain organizational excellence. The ability to classify innovation into various categories (Liao *et al.*, 2007; Podrug *et al.*, 2017) including product innovation and process innovation which are of two fundamental types (Tsai *et al.*, 2001) or two critical innovation capabilities in a business environment. complex and rapidly changing (Tsai *et al.*, 2001; Lee *et al.*, 2013). As a result, this study focuses on the influence of variables related to two aspects of innovation. According to Tsai *et al.* (2001), product innovation refers to an organization's ability to provide different or new products/services in the market to obtain customer satisfaction. Whereas the innovation process refers to the ability of the organization to provide processes that are better than current operations to get better performance. Based on the literature review, the authors argue that digital leaders are a major force in the digital era that directly or indirectly affect innovation capabilities.

The adoption of transformational, transactional, and other leadership styles can produce successful results when large-scale digital transformation is implemented. In addition, the evidence regarding limited technical knowledge at the leadership level and its impact on digital transformation must also be considered, as the right strategy is needed to ensure that the organization can succeed with its new technological capabilities and have leaders who are ready to achieve it. this goal effectively (Kane, Palmer, Phillips, Kiron, & Buckley, 2015). The point to note is whether the leadership style has a direct impact on digital transformation or not. Therefore, the research questions posed are as follows:



**Proposition:** How E-Leadership styles influence digital transformation in the organization including make innovation capability improve?

#### IV. CONCLUSIONS

Noting the difference between the approaches between traditional leadership and e-leadership, two things can be done for aspiring e-leaders to lead effectively.

First, get proper training. Namely training to provide knowledge about the latest information and communication technology because ICT is the basis for e-leadership. Without knowledge of the latest information technology, e-leadership cannot be used by companies. Besides, training on traditional leadership approaches and e-leadership have proven to be very influential on leadership in companies or organizations in general.

Second, keep using face-to-face communication in e-leadership. Indeed, face-to-face communication is not necessary for a virtual leader to guide followers. However, it is difficult for face-to-face interactions, it could be an e-leader to see and the followers' reactions to their instructions. It may be difficult for e-leaders to inspire and motivate followers in better ways. So a video call or teleconference can be used to make face-to-face communication between the e-leader and his followers.

Lastly, it should be realized that even using electronic media does not mean that electronic leadership only fits into autocratic, task-oriented leadership styles. Virtual leaders, really need to be people-oriented (people-oriented) and have a strong-minded technical orientation.

Organizations undergoing digital transformation must have the weapons available to implement these large-scale changes, including the technical know-how to ensure that the results will be successful. Organizational leaders must demonstrate a critical understanding of this process and be willing to accept change, along with an understanding that when they align their leadership characteristics with a change management strategy, it is likely to be more effective. Various leadership characteristics are needed to ensure that change can be made, and these may not be compatible with any particular leadership style. At the same time, leaders must develop an acceptable level of trust in their employees and other managers who have special knowledge of this type of change so that creativity and innovation can flourish in this setting. Organizations must have leaders who can adapt to change effectively, can support a diverse organizational culture, and have the patience and ability to withstand distractions and other challenges during the implementation phase. The broad literature on organizational transformation shows that successful change depends on strategies that support realistic and practical results and empower employees to make contributions that will make good use of their core strengths in the process. Therefore, leaders need to be flexible and support their employees who can make a difference during and after digital transformation, and recognize what they have to offer and how they can make a difference in the organization in the long term.

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