

Management Strategies to Improve Organizational Performance in the Digital Age

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ABSTRAK

Penelitian ini bertujuan untuk mengkaji strategi manajemen dalam meningkatkan kinerja organisasi di era digital dengan menekankan pada integrasi teknologi dalam proses manajerial. Metode yang digunakan adalah penelitian kualitatif deskriptif melalui wawancara mendalam, observasi, dan dokumentasi dengan informan yang terdiri dari pimpinan, kepala divisi IT, staf, dan bagian SDM. Hasil penelitian menunjukkan bahwa strategi manajemen berbasis digital mencakup perencanaan menggunakan data analytics, pengorganisasian melalui struktur organisasi yang adaptif, kepemimpinan digital yang mendorong literasi teknologi, serta pengendalian berbasis sistem monitoring digital. Faktor pendukung utama keberhasilan strategi ini adalah dukungan pimpinan, budaya organisasi yang inovatif, dan infrastruktur teknologi yang memadai, sedangkan faktor penghambat meliputi keterbatasan literasi digital, resistensi perubahan, dan keterbatasan anggaran. Penelitian ini menyimpulkan bahwa strategi manajemen digital tidak hanya meningkatkan efisiensi dan efektivitas kerja, tetapi juga memperkuat daya saing organisasi di era digital.

Kata Kunci: strategi manajemen, kinerja organisasi, era digital, transformasi

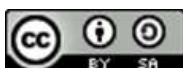
ABSTRACT

This study aims to examine management strategies to improve organizational performance in the digital era by emphasizing the integration of technology into managerial processes. The method used is descriptive qualitative research through in-depth interviews, observation, and documentation with informants consisting of leaders, heads of IT divisions, staff, and HR departments. The results of the study indicate that digital-based management strategies include planning using data analytics, organizing through an adaptive organizational structure, digital leadership that encourages technological literacy, and control based on a digital monitoring system. The main supporting factors for the success of this strategy are leadership support, an innovative organizational culture, and adequate technological infrastructure, while inhibiting factors include limited digital literacy, resistance to change, and budget constraints. This study concludes that digital management strategies not only improve work efficiency and effectiveness but also strengthen organizational competitiveness in the digital age.

Keywords: management strategy, organizational performance, digital age, transformation

INTRODUCTION

The development of digital technology has not only changed the way organizations carry out management, communication, and decision-making activities, but also driven operational efficiency, accelerated the flow of information, and opened up opportunities for new innovation in various aspects of the organization (Harefa & Lase, 2025). This



transformation makes management processes more data-driven, communication more interactive and real-time through various digital platforms, and decision-making faster and more accurate with the support of analytical technology and management information systems. Furthermore, digitalization also requires organizations to be more adaptive, responsive to changes in the business environment, and able to integrate technology into long-term strategies to increase competitiveness (J et al., 2025).

Many organizations face challenges in adapting traditional management strategies towards digitalization, ranging from limited human resources who are not yet fully technology literate, resistance to changes in work culture, to limited digital infrastructure that supports this transformation (Jogarao et al., 2024). Furthermore, the digitalization process also requires significant investment in technology, employee training, and the development of more flexible, data-driven management systems. Another challenge is maintaining data security and information privacy amidst increasingly complex cyber threats, while ensuring that the implemented digital strategy aligns with organizational goals. Therefore, an organization's ability to adapt, build a culture of innovation, and integrate technology sustainably are critical factors in the success of digital management transformation (Syafi'i et al., 2023).

Organizational performance in the digital era is highly dependent on management's ability to utilize technology, data, and work innovation, because these three are key factors in creating effectiveness, efficiency, and sustainable competitiveness (Khin & Ho, 2019). Technology enables process automation and system integration, data provides a solid foundation for fast and accurate decision-making, while work innovation drives the creation of creative solutions in the face of dynamic business changes. Management that is able to combine these three aspects can not only increase productivity and service quality but also strengthen the organization's adaptability in facing the challenges of globalization and digital disruption. Thus, the success of an organization in the digital era is largely determined by the extent to which management is able to direct digital transformation into a competitive advantage (Putri & Ali, 2025).

Previous research has discussed digital transformation from a technological and human resource perspective, but these studies generally focus on the technical aspects of implementing digital systems or developing individual competencies (Kirana et al., 2023). There is little research that comprehensively examines management strategy holistically, particularly how the integration of technology, organizational culture, leadership, and resource management can collectively drive improved organizational performance. This gap highlights the need for research that emphasizes the role of management strategy as a key factor in directing, coordinating, and optimizing an organization's full potential in facing the digital era more holistically.

Therefore, it is important to conduct research to explore effective management strategies for improving organizational performance in the digital era, considering that organizational success today is not only determined by the use of technology alone, but also by management's ability to design policies, manage change, and create an adaptive and innovative work culture. This research is expected to provide a deeper understanding of the appropriate managerial approach in facing the challenges of digitalization, while also offering practical contributions to organizations in developing strategies that can increase productivity, efficiency, and competitiveness in a sustainable manner (Gerson et al., 2025).

The research gap lies in the fact that most previous studies have focused more on digital technology adoption without directly linking it to organizational management strategies. Existing studies tend to emphasize technical aspects such as information technology and

information systems, while managerial dimensions such as planning, organizing, and monitoring remain underexplored. Furthermore, few studies have empirically captured the experiences of Indonesian organizations in integrating management strategies with digitalization as an effort to improve performance. Therefore, research that can fill this gap is needed.

The novelty of this research lies in its attempt to offer a new approach by connecting modern management strategies and the utilization of digitalization within a single, coherent analytical framework. This research also explores the actual practices of management strategies implemented by organizations in Indonesia in facing the challenges of the digital era, thereby providing a relevant contextual overview. Furthermore, this research presents a descriptive qualitative perspective based on the experiences of managers and employees, rather than solely relying on quantitative data, resulting in a deeper understanding of the dynamics of management transformation. Furthermore, this research also provides practical recommendations for organizations to optimize digital-based management strategies to improve performance and competitiveness.

The purpose of this study is to identify management strategies implemented by organizations to improve performance in the digital era, as well as to analyze the supporting and inhibiting factors in the implementation of digital-based management strategies. This study also aims to describe the impact of implementing digital management strategies on the effectiveness and efficiency of organizational performance, while also providing recommendations for relevant and applicable management strategy models for organizations facing the challenges of the digital era.

METHOD

This research method uses a descriptive qualitative approach to deeply understand management strategies in improving organizational performance in the digital era, with a focus on exploring managerial experiences, views, and practices (Parapat et al., 2025). The research was conducted on organizations or companies adapting to digital transformation, where location selection was based on the relevance of implementing digital strategies. The research subjects included organizational leaders (managers, directors), staff or employees directly involved in digital strategies, and the IT department or digital division, determined through purposive sampling. The data used consisted of primary data in the form of in-depth interviews, observations, and discussions with key informants, as well as secondary data in the form of company documents, performance reports, journals, articles, and public data related to digital management.

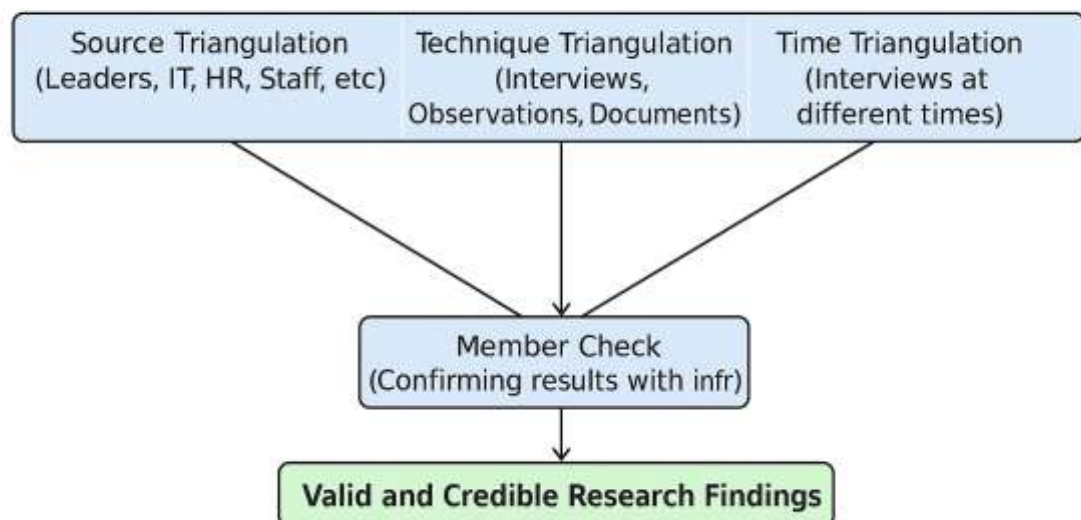
Data collection techniques were conducted through in-depth interviews, direct observation of the implementation of digital strategies, and documentation in the form of performance reports, organizational structures, and digital SOPs. Research instruments included interview guidelines with a list of open-ended questions, field notes, and recording and documentation tools. Data analysis used the Miles & Huberman model through the stages of data reduction, data presentation in the form of narratives, tables, or charts, as well as drawing conclusions and verification. Data validity was tested through source triangulation, technical triangulation, and member checking. The research procedure was carried out through the preparation stage (preparation of the research design and instruments), the field data collection stage, the data analysis and interpretation stage, and the stage of preparing the research report.

This research involved a number of key informants consisting of organizational leaders (managers and directors), heads of information technology (IT) divisions, human resources staff, and employees directly involved in implementing digital strategies. The number of informants interviewed was 8 people, with details of 2

leaders, 2 people from the IT division, 2 HR staff, and 2 operational employees. The organization that became the object of the research was an information technology service company that was undergoing a digital transformation process to increase operational effectiveness and competitiveness in the market. The selection of informants was carried out using a purposive sampling technique, namely selecting individuals who were considered to have the most knowledge, understanding, and direct involvement in the digital transformation process within the organization. The main criteria for selecting informants included: (1) having a strategic role in managerial decision-making or implementing digitalization; (2) having a minimum of three years of work experience in the organization concerned; and (3) being actively involved in the process of formulating and implementing digital-based management strategies.

Table 1 Research Triangulation

Triangulation in Research



The figure illustrates that the triangulation process in this study was conducted through three main approaches: source triangulation, technical triangulation, and time triangulation. Source triangulation was conducted by comparing information from various informants, such as organizational leaders, IT staff, HR, and operational employees, to obtain a more comprehensive and objective picture. Technical triangulation was conducted by combining the results of in-depth interviews, direct observations of digitalization practices, and documentation in the form of performance reports, organizational structures, and digital SOPs. Meanwhile, time triangulation was conducted by repeating interviews on different occasions to ensure the consistency of the data obtained. All findings were then verified through a member check process, which involves confirming the researcher's interpretations with informants to ensure they align with their actual experiences. In this way, the research produced more valid, credible, and scientifically accountable findings.

RESULTS AND DISCUSSION

The research results show that in planning strategies, organizations have begun to integrate digital technology into strategic planning by utilizing data analytics to predict market trends and customer needs, and developing a digital vision aligned with organizational goals. From an organizational perspective, organizational structures have undergone adjustments through the establishment of a dedicated digital transformation division, increased cross-departmental collaboration supported by digital platforms such as project management tools and cloud systems, and a shift in organizational culture toward more adaptive, agile, and collaborative work patterns. In the driving strategy, leaders act as digital leaders who encourage technology adoption, accompanied by ongoing training programs and employee digital competency development, and increased work motivation through a digital performance-based reward system. Meanwhile, in the control strategy, the organization implements a digital dashboard-based monitoring system to assess performance in real time, conducts evaluations using digital Key Performance Indicators (KPIs), and increases transparency and accountability through an online reporting system.

Integration of Technology and Management

The research results show that management strategies in the digital era can no longer be separated from technology, as digitalization has become an integral part of every managerial function, from planning, organizing, motivating, to controlling. Organizations that are able to integrate digital technology into their management are proven to be more adaptive to changes in the business environment, quicker in responding to market needs, and more efficient in managing resources (Rasyiddin et al., 2024). Utilizing technologies such as data analytics, cloud systems, and digital collaboration platforms enables managers to make more accurate, data-driven decisions, improve cross-departmental coordination, and strengthen real-time control systems.

Furthermore, the integration of management and technology also fosters an innovative and agile organizational culture, where employees are encouraged to be more open to change and continuously improve their digital competencies. The role of leaders as digital leaders is becoming increasingly crucial in guiding this transformation, both through developing a clear digital vision and empowering employees to adapt to technological developments. Thus, technology integration in management strategy is not only a technical necessity but also a crucial foundation for organizations to create sustainable competitiveness amidst the dynamics of the digital era (Febriani et al., 2025).

Organizational Performance in the Digital Era

Organizational performance in the digital era is increasingly determined by the implementation of digital-based management strategies that are able to encourage the creation of operational efficiency, accelerate communication flows, and increase accuracy in decision-making (Maslahah et al., 2025). Through the use of digital systems, work processes can be automated, reducing costs and time, while communication between departments becomes faster and more transparent with the support of various online collaboration platforms. Furthermore, the use of analytical technology enables organizations to make more informed decisions based on valid, real-time data, rather than mere assumptions or intuition.

Furthermore, digital management strategies also have an impact on improving service quality, employee productivity, and the organization's ability to adapt to changes in the dynamic business environment (Aji & Mala, 2024). Organizations that

effectively manage data will more easily understand customer needs, predict market trends, and formulate relevant innovations. Thus, digital-based management not only strengthens the organization's internal aspects but also provides significant competitive value in facing global competition in the digital age (Miradji et al., 2024).

Supporting Factors

The main supporting factor for the success of a digital management strategy lies in the role of visionary leaders who are committed to transformation, because strong leadership is able to provide direction, motivation, and role models in implementing technology in the organizational environment (Ramadani et al., 2024). Furthermore, an organizational culture that is open to change is a crucial element that encourages employees to be more adaptive, innovative, and proactive in facing the dynamics of digitalization. This agile culture creates a healthy collaborative space, minimizes resistance, and strengthens the involvement of all organizational members in the transformation process.

On the other hand, adequate digital infrastructure, such as an integrated information technology system, a reliable communication network, and the availability of modern digital devices, are important foundations in supporting the implementation of digital-based management strategies (Purwani et al., 2025). A robust infrastructure enables more efficient work processes, optimal data management, and rapid and accurate decision-making. With the combination of leadership support, an adaptive organizational culture, and a robust digital infrastructure, organizations have a greater capacity to achieve success in improving performance in the digital age.

Inhibiting Factors

Inhibiting factors in implementing digital management strategies include the lack of digital literacy among some employees, which causes delays in adopting new technology and reduces the effectiveness of implementation (Suharti & Mariam, 2025). A lack of understanding of digital system usage can also create competency gaps among employees, necessitating ongoing training efforts to ensure all human resources have equal capabilities.

In addition, resistance to change is a challenge that often arises, especially in organizations that have long implemented traditional work patterns (Fahmi, 2024). These barriers are typically caused by fear of losing comfort, uncertainty about outcomes, and a lack of awareness of the importance of digital transformation. On the other hand, limited budgets for technology investment are also a serious barrier, as digitalization requires significant costs for infrastructure, software, and human resource development. If not addressed properly, these three factors can slow the digitalization process and reduce the effectiveness of management strategies in improving organizational performance (Day et al., 2023).

Comparison with previous research shows that most previous studies have focused on either technology or human resources separately, resulting in partial understanding. In contrast, this study confirms that digital-based management strategies are a key factor in integrating both aspects (Kim et al., 2021). The integration of technology and human resources within a strategic management framework not only strengthens the effectiveness of digitalization implementation but also significantly contributes to improving overall organizational performance. Thus, this study presents a more holistic perspective on digital transformation, where organizational success is determined by the synergy between technology, people, and appropriate managerial strategies.

CONCLUSION

The conclusion of this study shows that digital-based management strategies play a crucial role in improving organizational performance through the integration of technology into planning, organizing, leadership, and controlling functions. Organizational leaders act as digital leaders, encouraging technology adoption, inspiring organizational cultural change, and improving employee digital literacy. Organizational structure adjustments are made by establishing a dedicated digital division, utilizing collaboration platforms, and implementing a more adaptive and agile work culture. The success of this strategy is supported by factors such as leadership commitment, adequate technological infrastructure, and an organizational culture open to innovation. While obstacles include low digital literacy among some employees, resistance to change, and limited technology investment budgets. Overall, the implementation of digital management strategies has a positive impact on operational efficiency, communication effectiveness, and data-driven decision-making, strengthening organizational competitiveness in the digital era. This also confirms that successful performance is determined not only by technology, but also by appropriate management strategies in managing human resources and sustainable digitalization.

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