CREATING A DIGITAL CULTURE IN THE ORGANIZATION

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ABSTRACT

Digital culture allows members and the organizations that support them to grow, develop, and innovate quickly, as well as adapt to meet the needs of their customers. This research aims to develop appropriate and systematic procedural steps for creating a digital culture in an organization. The method used is the Descriptive Qualitative Analysis Method approach. The results of this research show that there are several reasons why digital culture is very important, which can be described as follows: reducing barriers in communication and increasing transparency, increasing agility and greater adaptability, increasing collaboration and innovation, and increasing capabilities in data collection. The results of the next research are that several best ways can be taken to realize and create a digital culture, which can be identified as follows: (1) prioritizing transparency, (2) encouraging collaboration, (3) offering digital training, (4) being comfortable with risk, and (4) aspires to inspire.

Keywords: Digital Culture, Organization

1. INTRODUCTION

O'Reilly (1991) stated that organizational culture is a decision made by members of a particular social unit or organization, which includes elements such as basic assumptions, values, behavioral norms, and expectations. Digital culture is a workplace shaped and influenced by digital tools and technology. In organizations with an advanced digital culture, most of their members or employees have used digital technology to collaborate, innovate, and offer access to products, services, and support to their customers. Digital culture is a concept that describes how technology and the internet shape the way a person interacts as a human, behaves, thinks, and communicates in society.

Organizational change is a changing phenomenon that occurs at the group and individual levels in an organization (Martins, 2011). It is said to be a group phenomenon because change does not just happen to one group member, but is often an initiative that involves many people or groups or even all members of the organization are involved (Greenwood & Hinings, 1996). So even though change affects the organization as a whole, the change is still experienced individually and by the organization.

This change is now even more of a force that can force organizations to adopt new strategies in facing various kinds of obstacles that can come from country, culture, or language (Kinicki & Williams, 2017). For example, the global economy that has penetrated every industry is forcing organizations to adopt new business methods (Spreitzer, Cameron & Garrett, 2017). Additionally, technological leaps have facilitated greater levels of change,, so organizations must adapt to new demands more frequently and effectively. Organizations must adopt a spirit of change to be ready to face further changes that are moving rapidly.

Organizational culture change is not a new topic in organizational science. Organizational culture change has even emerged as a science that has provided a lot of literature on organizational change and development for several decades. Trice and Beyer (1993) identified characteristics that make cultures more receptive to change. Culture appears as a potential that can facilitate change (Schein, 2004; Schneider, Ehrhart & Macey, 2011; Senge, 1990). Scheeres and Rhodes (2006) suggest using training to change culture.

2. LITERATURE REVIEW

2.1 Digital Culture

Digital culture allows members and the organizations that support them to grow, develop, and innovate quickly, as well as adapt to meet the needs of their customers. At a time when the global market is moving towards digitalization, digital culture helps the flexibility of an organization's core

business so that it remains viable in the future. Some reasons why digital culture is so important:

a.   Reduce barriers to communication and increase transparency. The digital workplace allows more intensive and effective communication and connections between team members. Digital culture fosters the habit of sharing knowledge across channels. Leaders tend to share important information more easily and are more open and transparent at the organizational level.

b.   Increased agility and greater adaptability. Digital technology even helps respond quickly to disruptions and can provide maximum service to customers. If there are changes to customer needs, the organization and its staff must follow suit to continue to win in the market.

c.   Increase collaboration and innovation. Collaboration can be done through various digital communication channels to be carried out at any time. Digital culture also encourages innovation and creativity.

4.   Improve capabilities in terms of data collection. Digital technology makes it easier for every person or organization to collect as much data as possible. Data can be identified and classified according to needs relevant to the desired goals. For example, market analysis is needed regarding product trends liked by the public, so through the application of digital technology, data can be obtained on people's needs for products liked by the public.

3.   RESEARCH METHODS

This research is qualitative. Qualitative research in question is to understand the phenomena experienced by research subjects holistically by descriptive means in the form of words and language in a context, especially natural ones, by utilizing various natural methods. Furthermore, this research uses descriptive qualitative research to collect detailed information that describes existing symptoms, identifies problems, or examines prevailing conditions and practices. The descriptive method is used to describe certain facts or areas systematically.

4.   DISCUSSION AND RESULTS

4.1.   Creating a digital culture in the organization

Many organizations, when they want to create a digital culture, experience difficulties and obstacles caused by members or employees' lack of understanding of current digital trends. Building a digital culture determines an organization's success. In this competitive global market era, creating a digital culture in organizations is becoming increasingly important. To institutionalize digital culture in an organization, it is necessary to convey to all members or employees of the organization information about the urgency of digital culture, full involvement, and empowerment them to foster digital thinking and action patterns.

Some of the best ways that can be taken to make this happen are identified as follows:

a.   Prioritize transparency.

It is important to convey to everyone in the organization that the impact of digital greatly influences organizational performance. The starting point for building a digital culture is transparency or openness. It is necessary to build communication to facilitate transparency through various group communication channels on social media, websites, blogs, or other online forums.

b.   Encourage collaboration.

When members or employees in an organization enjoy the production process by working together, it can be ensured that maximum performance will result. Ideas become more cohesive and progress achieved can be measured. Team members no longer work individually but must share insights and contribute fully to the team's success. This situation allows the creation of a productive and effective digital culture. Therefore, collaboration is important to encourage to increase the productivity of individual, team, and organizational performance.

c.   Offer digital training.

The most effective way to know that members or employees of an organization have all the digital knowledge and skills the organization needs is through digital training. It is necessary to engineer or design a flexible digital training program for members or employees that meets the organization's needs. They are busy with various activities on online platforms to get used to digital life.

d.   Comfortable with risk.

Create a working atmosphere for members or employees in the organization that is comfortable with the risks of work. They are required to innovate and understand the risks of the innovation they develop. The attitude of having the courage to act and having the courage to take responsibility needs to be put forward and accustomed to

5.   Aspire to inspire.

The digital world is a world full of opportunities. However, in reality, many people or organizations do not understand these opportunities, so they are not able to exploit their potential. Raising ideals or aspirations or big ideas for the progress of the organization, thereby inspiring all members of the organization to think about new things that need to be done and can be done.

5. CONCLUSION

Digital culture allows members and the organizations that support them to grow, develop, and innovate quickly, as well as adapt to meet the needs of their customers. Some of the reasons why digital culture is so important can be outlined as follows: reducing barriers in communication and increasing transparency, increasing agility and greater adaptability, increasing collaboration and innovation, and increasing capabilities in terms of data collection. Some of the best ways that can be taken to create a digital culture can be identified as follows: prioritizing transparency, encouraging collaboration, offering digital training, comfortable with risk, and aspiring to inspire.

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