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Leadership in the Digital Era: Inspiring and Strengthening Team Collaboration

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ABSTRACT

This study explores the role of leadership in the digital era, with a focus on team collaboration and adaptation to rapid technological change. In the context of Enterprise/Society 5.0, leaders are expected to create a work environment that supports collaboration, where team members support each other and share knowledge to achieve common goals. Adaptive leadership is key, where leaders must understand technology and its impact on business. In the digital era, leaders need to have digital and emotional agility, as well as the ability to communicate effectively through digital platforms. Effective team collaboration is facilitated by digital tools that enable interactions across boundaries, time, and culture, thereby increasing operational efficiency. The research method used is a qualitative method with a literature study approach. This study emphasizes the importance of inspiring and motivating leadership to develop team potential in facing challenges in the ever-evolving digital era and also provides insight into how effective leadership can drive team collaboration and innovation in organizations amidst rapid technological change.

1. Introduction

In the digital era filled with technological transformations and rapid business changes, organizations are faced with complex challenges that require adaptation and innovation. The digital revolution has changed the way people work, interact, and collaborate, creating a highly dynamic business environment (Hermawanto & Anggraini, 2020). With the advent of technological transformation and business changes, it can bring flexibility that provides ease for people in carrying out work activities, especially for the millennial generation who easily adapt to the use of technology in daily life. Digital transformation affects the way people work and interact, requiring them to adapt to rapid technological changes and think openly with a forward-looking perspective to continuously innovate with current technology trends. Additionally, leaders are expected to be able to interact or communicate online through technologies such as Zoom, WhatsApp, email, and other communication applications. From these changes, a leader is able to take risks by experimenting with the most effective ways to lead within the company they oversee. The leadership needed in the

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digital era is leadership that inspires, motivates, and develops the potential of the team to face the ever-evolving digital age. The role of leadership in the implementation of digital transformation in the government sector has certainly become a necessity. Leadership becomes central in adopting the use of technology in the era of Industry 4.0. In the digital era, leaders need to be well-equipped with digital and emotional agility to operate in uncertain and complex environments (Tulungen et al., 2022).

Moreover, team collaboration is also an important aspect of leadership in this digital era, as team collaboration focuses more on cooperation and interaction that can facilitate team members in helping each other complete their tasks and achieve common goals. As a leader, one must understand how an employee can work comfortably without coercion by facilitating their work needs, actively participating, and supporting team collaboration to create a safe, peaceful, and comfortable work environment. Historically, Indonesia is a country with a strong spirit of mutual cooperation, both in community life, nationhood, and governance. And its cooperation principle is the same as gotong royong. Indonesian companies need to transform as part of Enterprise/Society 5.0, which is a technology society where all fields of technology are closely related to humans themselves. They should continue to uphold the principle of gotong royong in the workplace even as the era of life continues to change (Dakabesi & Wicaksono, 2022). Leaders and employees in a company need work relationships not only to improve performance but also to collaborate as a team within the company. Through effective team collaboration, leaders can support each other, share knowledge, and develop innovative solutions when facing complex challenges (Hall, 2005).Strong team collaboration also facilitates the exchange of ideas, joint project development, and the achievement of shared goals, which in turn can enhance faculty job satisfaction (Kalisch et al., 2010).

2. Theoretical Framework

2.1. *Digital Leadership*

Leadership is described as the capacity to guide the company towards achieving its goals and building sustainable competitive advantage. To maintain sustainable competitive advantage, companies must have products and technical systems that accelerate and enable production, communication, and cost reduction, as well as the ability to use these products and systems optimally (Uğural et al., 2020). Digital leadership is a leadership style that focuses on the implementation of digital transformation within an organization. This leadership model enables companies and organizations to digitize their work environment and work culture (Sağbaş & Alp Erdoğan, 2022).

In the research (Saputra & Nugroho, 2021), it was found that digital skills are significantly influenced by digital collaboration and digital collaboration is influenced by digital leadership. Digital leadership has an indirect influence on digital skills. Supervisor leadership during the COVID-19 period should be more directed towards encouraging the development of digital collaboration, so that

through this, digital skills can also develop. According to Tulungen (2022), digital leaders are visionaries and agents of change who integrate business ideas into projects and create new opportunities for partnerships, joint ventures, outsourcing, and other collaborations, by defining digital leadership criteria consisting of five characteristics, namely:

a. Intellectual ability, ability to respond to market changes and competition
b. A creative digital leader with creativity and innovative thinking to realize new ideas.
c. Visionaries are digital leaders who have the ability to provide direction and act as coordinators in digital business transformation.
d. Curiosity is about leveraging complex ecosystems and moving forward in the face of volatility, uncertainty, complexity, and ambiguity (VUCA). Digital leaders need the ability to learn.
e. Deep Leader is a digital leadership style that allows you to lead through complex situations by having deep knowledge and understanding, and using that knowledge to interpret and think holistically to make decisions.

According to Deni (2023), digital leadership refers to a leadership style that focuses on leveraging digital technology to lead organizations, empower employees, and drive innovation. This role is becoming increasingly important in the digital era characterized by rapid technological advancements, globalization, and transformation in work processes. Here are some key differences between digital leadership and traditional leadership:

a. Traditional leadership
    1) Tend to focus more on stability, established processes, and long-term efficiency. Changes are often slow and measured.
    2) The hierarchy is stronger, decisions are often made at the top and communicated downwards. Communication tends to be formal and structured.
    3) Decisions are often based on the experience or intuition of the leader.
    4) Prioritizes fixed working hours, physical work location, and strict management systems.
    5) Hierarchical organizational structure, leaders have primary power and employees usually follow instructions.
b. Digital Leadership
    1) Digital leaders encourage experimentation, embrace risk, and adopt new technologies to achieve greater efficiency and competitiveness.
    2) Communication tends to be faster, more informal, and uses various digital tools such as collaboration apps or social media platforms.
    3) Data-driven leaders who leverage analytics, machine learning, and AI to make more accurate decisions based on emerging facts and trends.

4) Prioritizing flexibility, remote working, and hybrid working.
5) More encouraging of decision-making decentralization. Leaders empower employees to make their own decisions with the help of digital tools.

2.2. *TEAM COLLABORATION*

Team collaboration is a process where a group of individuals work together to achieve a common goal, and in the digital era, this is increasingly facilitated by technological tools. Digital collaboration is not only about working together in the same location but also about using digital tools that enable cross-border, geographical, temporal, and cultural collaboration. Leadership in Indonesian refers to a person's ability to lead, direct, and manage others or groups to achieve specific goals. The term leadership comes from the word "pemimpin" and refers to someone who has the responsibility and authority to lead, direct, and guide others, with each approach having different concepts and styles of leadership (Nurhayuni et al., 2023).

Effective communication is essential for smooth collaboration, with leaders establishing the right channels and providing constructive feedback. Trust and transparency form the foundation of successful collaboration, where equal access to information enhances accountability. Decentralized leadership and decision-making empower team members to act quickly and flexibly in response to challenges. A collaborative culture is crucial in fostering openness, active participation, and effective conflict resolution. Diversity and inclusion enhance creativity and innovation, although they require an approach that encourages engagement and appreciation of different perspectives. Several theories underlying team collaboration in the digital era include Tuckman's Model and Belbin Team Roles. Tuckman's Model explains that teams go through the stages of forming, storming, norming, and performing effectively together. In the digital era, collaboration tools accelerate this process by facilitating geographically dispersed teamwork. Belbin Team Roles identifies the unique roles that each team member possesses, such as coordinator, implementer, or shaper.

2.3. *TECHNOLOGY AS A DRIVER OF COLLABORATION*

In today's organizational world, technology plays a very important role in enhancing cooperation between teams and leadership. Improvement in Communication and Collaboration, digital communication platforms such as email, video conferencing, and online collaboration tools (like Microsoft Teams, Slack, and Zoom) facilitate more effective communication and collaboration between teams, even when they are in different locations. This is important to ensure that all team members remain connected and informed during the change process (Olorunyomi Stephen Joel et al., 2024).

By using this technology, information exchange can be done quickly and clearly in the decision-making process. Collaboration tools allow team members to work

on the same document simultaneously, share ideas, and provide direct feedback. This not only increases productivity but also strengthens the sense of responsibility towards the ongoing project. Furthermore, technology also supports leadership by providing the data and analysis needed to make better decisions. Leaders can track project progress, identify obstacles, and adjust strategies based on the latest information. In this way, technology functions not only as a tool but also as a driver that strengthens the collaborative capabilities within the team. By effectively leveraging technology, organizations can create a more responsive and innovative work environment, where collaboration becomes a key element for team success and leadership. In addition, technology also plays a key role as a primary enabler in the organizational change implementation plan, providing the necessary tools and solutions to ensure the change process runs smoothly, efficiently, and effectively. By optimally leveraging technology, organizations can achieve their transformation goals and enhance their competitiveness in the market (Noordin et al., 2023).

3. Results and Discussion

In the 4.0 era, there are challenges with a very rapid pace of change. Leaders need to adapt to new technologies, which may present many challenges such as misuse of technology during the transition. In this digital era, leaders face the challenge of quickly adapting to technology because increasingly sophisticated technological changes can provide effective and efficient performance. In addition to simplifying tasks, technology can also play a role in remote team management. Leadership in the digital era requires leaders to inspire and strengthen team collaboration by utilizing information and communication technology. The use of information technology in an organization or company is also related to competitive advantage to improve the quality of information, monitoring the performance of the organization or company using information technology both as a tool and a robust strategy to integrate and process data quickly and accurately, as well as for the creation of new service products as a competitive edge to face competition (Rizal et al., 2023). Leaders in the digital era must possess the ability to effectively utilize information and communication technology to build trust and commitment within teams that work virtually (Putri & Febriantina, 2025). By using digital tools, leaders can bridge communication among team members, accelerate the flow of information, and enhance participation. This is very important to encourage innovation and more effective solutions in facing the challenges that will occur in the future. Effective leadership in the digital era will produce teams that are more solid, creative, and ready to face the constantly changing dynamics of the environment. In this sophisticated and fast-paced digital era, organizational leaders are required to be able to adapt to technological changes. With digital transformation capable of changing the way we work, communicate, and interact, leaders can more easily and quickly receive information and the results of their subordinates' work. Technology has become the main driver in improving the efficiency and

effectiveness of organizations. One of the main challenges of the 4.0 era is the rapid pace of change. Here are some of the main challenges that need to be identified:

1. Technology Adaptation

   One of the biggest challenges faced by leaders is technology adaptation. With the rapid development of technology, leaders must be able to choose the right tools and systems to improve operational efficiency by conducting research and seeking advice from the team to determine the tools that best meet their needs. They must also remember to provide training to every employee to try new technologies for operational efficiency, online collaboration tools, and digital communication platforms that enable better interaction among team members. Leadership in the digital era plays a crucial role in facing the challenges and opportunities that arise due to rapid technological advancements. An effective leader is expected to be able to adapt to the changes that occur, including integrating new technologies into the organization's strategies and operations. Adaptive leadership becomes a key element, where leaders are required to have a deep understanding of technology and its impact on the business world.

   In the digital era, leaders need to be culturally intelligent, transformative, and adaptive (Cahyati Wulandari & Sri Pudjiarti, 2024). They must be able to adjust their leadership style to the cultural context, inspire change towards higher performance, and adapt strategies and behaviors in response to changes (Cahyati Wulandari & Sri Pudjiarti, 2024). Those qualities are important for leaders to lead effectively.

2. Remote Team Management

   In the digital era, virtual collaboration technology can help facilitate inclusive leadership across geographical and cultural boundaries by "bridging distances and creating an inclusive virtual environment" (Ye et al., 2018). From the increasingly sophisticated technological changes, leaders can now easily collaborate and access employees' work anytime and anywhere. Because with the technology used, remote work can also be done, one example being during the COVID-19 pandemic which required office workers to work from home (WFH) because they were not allowed to leave their homes but still had to work. With that program, increasingly advanced technology is also able to have a positive impact.

3. Diversity of Team Members' Needs

   In today's diverse global business environment, inclusive leadership is crucial for creating an environment where individuals from various backgrounds feel valued and empowered to contribute (Fagan et al., 2022). As a leader in the digital era, understanding that each member may require different support, whether in terms of working hours, communication style, or work-life balance. This is important to ensure that the performance

provided by members can be fully dedicated to the organization, so that the organization receives optimal and satisfying results.

Leadership is the process of influencing and directing others to achieve common goals. In the context of an organization, leadership encompasses various activities such as decision-making, motivating employees, setting vision and goals, and developing strategies to achieve those goals. Leaders play an important role in building and maintaining a positive company culture, fostering strong relationships among team members, and leading the organization towards long-term success. Leadership is someone's ability to influence, guide, and inspire others to work together to achieve specific goals. This includes the development of a clear vision, effective decision-making, strong communication, and the ability to motivate and influence the actions of others to achieve common goals. Effective leadership is more than just giving orders. This includes building collaborative relationships, leading by example, and creating an environment where team members feel valued and motivated to do their best (Ramadani et al., 2024). An inspirational leader is a leader who can bring an organization and the people within it to a better position, making it a topic of discussion in the business world (Sundari et al., 2022). Inspirational leadership has a strong character and serves as a role model for its followers with traits such as being hardworking, honest, motivating positive actions, and being able to mingle with anyone regardless of their position. This type of leadership can easily build a vision and empower the team because the leader is able to motivate their subordinates to work hard to achieve the company's vision in a positive way, such as giving awards to employees who can complete their tasks quickly and satisfactorily. The leader is also able to hold discussion or mediation sessions to build transparent communication, so the leader can understand the complaints and challenges faced by their employees, thereby providing the best solutions to create an inclusive work environment. Aspects such as empowerment, a shared vision, and open communication are key elements that characterize transformational leadership. Leaders who can empower team members, articulate an inspiring shared vision, and maintain open communication tend to create a work environment that supports growth and achieves common goals (Lamirin et al., 2023). Strategies or tips for developing leadership qualities can be applied when becoming a novice leader; these effective methods can create a conducive environment and build trust in their leader. Moreover, an inspiring leader must also be a visionary leader because leaders are required to guide their subordinates in executing tasks or commands to achieve the vision more quickly. Leaders must also possess a creative character so that the path to achieving the vision is not boring and does not burden their subordinates. Instead, leaders should be able to create a more varied and enjoyable path towards the vision, enabling it to be achieved more quickly in an effective and efficient manner. With visionary leadership, it can also help the company grow into a company capable of creating long-term innovations and adapting to

technology in an increasingly developing era, even enabling visionary leaders to solve problems quickly and make fair decisions, because these visionary leaders can see opportunities and challenges that will occur in the future, allowing them to make decisions for a brighter future for the company.

In the digital era, technology has changed the way we work and collaborate. Effective leaders are required to be able to leverage digital tools to strengthen communication and collaboration within teams. Research shows that the use of digital platforms such as Slack, Microsoft Teams, and Asana can enhance team communication and collaboration (Kim et al., 2020). These digital platforms enable teams to share information, discuss, and collaborate effectively, even if they are in different locations. With the presence of technology or digital tools, communication is no longer limited to emails and in-person meetings. Technology accelerates the flow of information and makes it easier for team members to share ideas or provide feedback directly.

Technology can play an important role in enhancing team engagement. By holding virtual meetings, such as ice-breaking sessions or online team activities, using applications like Zoom, Google Meet, and others. Leaders can help build stronger relationships among team members. In addition, digital platforms enable leaders to provide regular feedback and support the professional development of team members. Digital tools such as Google Forms, SurveyMonkey, and PollEverywhere can help teams make decisions more effectively (Hughes, 2016). Leaders who use survey and polling tools to listen to team opinions can better understand the needs and expectations of the team. Technology has become a crucial pillar in strengthening team collaboration in the digital era. By utilizing the right communication and project management tools, leaders can inspire their teams to work more efficiently and harmoniously. Amid rapid changes, the ability to adapt and collaborate becomes the key to success in achieving common goals.

Practical Implication

Leaders in the digital era face unique and complex challenges, so they need to develop new skills to adapt to the constantly changing environment. One of the most important skills is digital literacy, which includes a deep understanding of information and communication technology. Virtual leaders are leaders who direct people remotely to perform tasks to achieve organizational goals (Avolio et al., 2014). These skills enable leaders to leverage various digital platforms in managing teams and facilitating effective interactions. Additionally, the ability to communicate effectively in a virtual environment has also become crucial. In communication without face-to-face interaction, leaders must be able to convey messages clearly and build trust among team members, even though immediate reactions cannot be seen. This is the major challenge for leaders because face-to-face communication does not occur among them, making mutual understanding more difficult. It is also very difficult for leaders to inspire people, motivate, and encourage them to do their jobs well in a virtual situation

because they cannot see their reactions and expressions regarding their directions and guidance (Damiani et al., 2018).

In facing the challenges of virtual leadership, leaders implement various strategies based on research findings. The first strategy is the creation of work agreements, which aim to prevent feelings of disconnection among team members and ensure responsibilities are met, such as using Google Forms for attendance and establishing communication commitments. Next, conducting coordination activities regularly is also considered important to achieve the desired results. Coordination allows for periodic target evaluation and supports monitoring work in the face of obstacles. The third strategy is the development of a digital work system that focuses on output, adopts a loosely coupled work culture, and utilizes technology and collaborative applications to support the work process. Finally, building team cohesion becomes the crucial last strategy. Personal interactions within the team are often hindered in a virtual environment, which can lead to feelings of isolation. Therefore, team building programs are necessary to improve relationships among members and the overall team performance. With these strategies, it is hoped that virtual leadership can be carried out more effectively and productively (Yosua, 2024).

4. Conclusions, Limitations, and Recommendations

Leadership in the digital era faces complex and diverse challenges, requiring leaders to quickly adapt to technological changes and a dynamic business environment. Leaders are not only required to understand the technical aspects of digital technology but also to develop strong social and communication skills to facilitate effective collaboration among team members. Digital transformation encourages leaders to become more innovative and creative, creating an inclusive and productive work environment. Team collaboration is the key to success in digital leadership; leaders must be able to create a collaborative culture that facilitates the exchange of ideas and knowledge. By leveraging collaboration technologies such as Microsoft Teams and Slack, leaders can support their teams in achieving common goals, enhancing efficiency and transparency. The success of this collaboration heavily depends on effective communication and trust among team members. Digital leadership has the ability to make data-driven decisions important because leaders must be able to leverage analytics and technology to make the right decisions, drive innovation, and enhance the organization's competitiveness. With a data-driven approach, leaders can better understand the needs of their teams and respond to challenges more effectively and efficiently.

Inspirational leadership also plays a significant role in creating a positive work environment. Leaders who are able to motivate and empower their teams will create a greater sense of responsibility and engagement among team members. Through an inclusive approach, leaders can ensure that each individual feels valued and has the opportunity to contribute openly, which can enhance job satisfaction and productivity. Leadership in the digital era requires

a combination of technical skills, effective communication, and the ability to build strong collaboration. Successful leaders will become role models for change, capable of leading organizations through the digital transformation process successfully, creating resilient teams that adapt to every emerging challenge. Therefore, effective leadership in the digital era is not only about managing technology but also about building strong relationships and inspiring the team to achieve common goals and realize the vision as quickly as possible.

Conclusion, limitations and recommendations should be written in a narrative form and not in bullet or numbering form. The conclusion presents a summary of the results and discussion that refers to the research objectives or answering the research questions. This should explore the significance of the results of the work, not repeat them. Research implications must also be briefly explained either from practical and theoretical perspectives. Authors are also expected to describe limitations of the study followed with suggestions for future research.

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