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IN THE DIGITAL ERA: HOW DO ORGANIZATIONS BEHAVIOR?

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ABSTRACT

The digital era, marked by advances in information and communication technology, has brought about major changes in the way organizations operate, interact and adapt to the rapidly changing business environment. This study aims to investigate and analyze how the digital era has affected organizational behavior. This research uses a qualitative approach with descriptive methods. The results of the study show that organizational behavior in the digital era will affect human elements, structure, technology, and social systems so that to deal with these changes can be done by strengthening organizational culture, adopting appropriate organizational structures, using appropriate information and communication technology, and integrating social values and social responsibility in organizational behavior

Article Info

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1. **INTRODUCTION**

In the digital era, with advances in Artificial Intelligence technology, big data analytics, Internet of Things, AR/VR, to 3D printing, work will shift from manual technical and repetitive routine work to creative and innovative work (Wahjono, 2022). And later success will be determined by the ability of collaboration between humans and robots (Wahjono, 2022). It feels like a lot of changes in organizational behavior due to technological changes in this digital era. The change referred to is not only related to technology as a tool but also changes in humans as subjects and at the same time as objects of technology (Banjarnahor et al, 2022).

Organizational behavior is very important for everyone involved in company management so that companies can move more effectively and efficiently (Duha, 2018). Big changes or small but continuous changes will enter the areas of leadership and motivation which have been the main domain of behavior in organizations but will also enter the areas of organizational structure, organizational environment, and ethics as well as culture in organizations that more or less have to adjust to the influx of the Internet of Thing (IoT), big data which provides a lot of data and information that previously could be obtained by interacting with other humans while enjoying the beauty of a human touch, in the future it will become a rare item with a high cost (Irfa, 2020) .

Basically in an organization there are patterns of relationships that are interrelated with each other and every individual in the organization which is shown in the form of behavior or efforts in the process of achieving organizational goals (Windi & Mursid, 2021). In organizational behavior the role of managers or leaders will have the opportunity to see the benefits of diversity due to dynamic changes in humans and organizations (Ambarwati, 2021). As stated by Davis & Newstrom in (Xaverius, 2016) that organizational behavior is a field of study that studies how humans behave and act in organizations. That is, human behavior and actions are the main variables that influence the behavior of an organization. Organizational behavior is a field of study that observes and analyzes how individuals, groups, and organizational structures interact, adapt, and respond to their environment (Utaminingsih, 2014_. The digital era has changed the way people communicate, collaborate, and process information and knowledge.

When entering the 21st century, managers must have feelings, thoughts, desires and patience to be effective in order to produce high quality products/services (Fadhli & Sahir, 2020). The importance of managing human resources is no longer an awareness but has become an obligation to seriously become a major concern, given the strategic position of HR in advancing or regressing an organization. In this context, organizational behavior in the digital era is undergoing an important transformation because the dynamics of the relationship between individuals and technology are increasingly complex (Wahjono et al, 2022).

The purpose of this research is to explore and understand changes in organizational behavior in facing the all-connected digital era. Thus, through this research, it is hoped that it can make a valuable contribution to our understanding of organizational dynamics in the midst of ongoing digital transformation. It is hoped that

Journal of Accounting, Economics, Tax, Management, and Social Sciences
(**JAE-TAMANSS**)

the findings of this research can provide insight to business and organizational stakeholders to face new challenges, take advantage of digital opportunities, and create an innovative and adaptive work environment in this uncertain era.

2. **METHODS**

In this study, researchers used an analytic descriptive method with a qualitative approach to content types. Qualitative research methods are research methods used to examine natural object conditions, (as opposed to experiments) where researchers are key instruments, data collection techniques are carried out in a triangulation (combined) manner, data analysis is inductive, and qualitative research results emphasize meaning rather than generalization (Sugiyono, 2011). This study uses a descriptive method where according to Arikunto (2007) that descriptive research is research that is intended to collect information about the status of an existing symptom, namely the condition of the symptoms according to what they were at the time the research was conducted.

The sample in qualitative research is not called a statistical sample, but a theoretical sample, because the purpose of qualitative research is to generate theory (Sugiyono, 2011). In qualitative research, the researcher is the main instrument or research tool, so the researcher must have a broad understanding of the field being studied. In collecting data in this study, it was carried out through literature study where researchers collected various theoretical references about the study of Organizational Behavior in the digital era from various sources such as books, magazines, articles, journals, and previous research. The data collected is then analyzed where in general the analysis of qualitative data consists of 3 (three) streams of activities that occur simultaneously respectively namely Data Reduction, Data Presentation and Drawing Conclusions/Verification.

3. **RESULTS AND DISCUSSION**

Today, awareness of the importance of studying Organizational Behavior is increasing among managers. This is very significant because there are many problems in organizations that require an Organizational Behavior concept approach to be solved effectively. In such a dynamic business environment, changes occur quickly and managers are faced with demands to respond immediately and deal with these changes (Maharsi, 2020). For example, management is faced with globalization challenges that affect markets and competition, as well as managing a diverse workforce with different needs and characteristics. Improving quality and productivity is the main demand, while improving employee skills is the focus to remain relevant in this digital era. Apart from that, managers must also overcome the temporary nature of work contracts and motivate innovation within the organization (Aulia & Aslami, 2023). All of these aspects require managers to be able to create and maintain ethical behavior across all lines of the organization. By understanding and applying the

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concept of Organizational Behavior, managers can better deal with the complexities of these challenges and promote the development of sustainable and successful organizations in this changing era. The following will explain 4 crucial factors in organizational behavior.

Humans are an important factor of organizational behavior Humans represent the internal social system of the organization, consisting of certain individuals or groups. The group can be small or large, informal or formal, official or unofficial. Human groups are dynamic, meaning they are easily created/formed, changed, and split/dissolved. After grouping, humans will take various ways in order to achieve the goals and targets to be achieved. Thus, the organization exists to serve each person, not the other way around (Tebay, 2021).

Humans play a role in forming a healthy organizational culture. In a rapidly changing and stressful business environment, an inclusive, collaborative and learning-oriented culture is key to maintaining employee productivity and motivation. Humans are the main drivers of this culture, with interactions and communications that they do every day. They create an atmosphere that supports innovation, self-improvement and adaptation to change.

Human presence also has an important role in building strong interpersonal relationships among organizational members. Although technology enables efficient long-distance communication, the emotional and social connections made by humans remain invaluable. In this fast-paced digital era, human connection is the key to building trust, effective collaboration and solid team support. Humans are also responsible for ethics and morals in the use of technology. In an era where data is very valuable and technology can affect the lives of many people, it is important for humans to act responsibly in managing information and ensure that technology is used for the good and welfare of all.

Furthermore, structure is also an important part of organizational behavior. Structure usually leads to the division of labor so that everyone can carry out their responsibilities in order to achieve organizational goals. All are interrelated so that the achievement of goals is more coordinated. In addition to the division of labor, the organizational structure also shows power. So, those in authority must carry out their duties according to their authority and other people in the organization must comply with this authority (Gammahendra et al, 2014).

In the ever-evolving digital era, organizational structure remains an important element that regulates behavior and work dynamics within a company. This structure provides a clear framework for each team member, ensures an organized division of labor, and determines the distribution of power within the organization. Through proper division of labor, each individual can focus on their duties and responsibilities, thereby achieving higher efficiency and productivity. A good structure also promotes effective collaboration and communication between units, and facilitates the exchange of ideas and problem solving across teams.

However, in this digital era, organizational structures must also be able to adapt to rapid and sometimes unexpected changes, including changes in technology, markets, and customer needs. Flexibility in structure

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will allow companies to remain responsive and innovative, while maintaining coordination in achieving common goals. Therefore, companies need to understand and wisely integrate technology in their organizational structure to ensure alignment and effectiveness in facing challenges and opportunities in this digital era. Thus, organizational structure remains an important foundation in directing organizational behavior, while its ability to adapt to the digital era will determine the success and sustainability of the company in the future.

Information and Communication Technology (ICT) is also a crucial factor that influences organizational behavior in the digital era. The widespread use of ICT has a major impact on the efficiency and productivity of work in companies and organizations (Sobirin, 2014). The main advantage of using ICT is its ability to get more work done and produce better results. In this modern world, humans are no longer limited by their own hands in completing complex tasks. Technology provides limitless resources and solutions that help people do their jobs more efficiently and effectively. With ICT, tasks that previously took days can now be completed in hours or even minutes. The result is an increase in productivity and quality of work that allows organizations to stay competitive in an increasingly competitive marketplace.

The development of Information and Communication Technology (ICT) has also had a significant impact on people's behavior in using mass media, and ultimately changed the pattern of technology use in the digital era as it is today. One of the most striking changes has been the birth of social media, which has revolutionized the way people interact, communicate and share information. Social media has become the main foundation for communication and social interaction in everyday life. People can easily connect with friends, family and co-workers around the world, facilitating the real-time exchange of information and ideas. However, the impact is not limited only to the communication aspect, but also influences the culture, ethics and norms that exist today. People's behavior patterns have experienced a significant shift due to social media. For example, news consumption patterns have changed drastically. The public can now quickly get information from various news sources through social media platforms, which sometimes causes the emergence of fake news or hoax issues. This can affect the public's perception and understanding of a particular event or issue.

In addition, social media has also influenced the way people communicate and interact socially. People now communicate more often through short texts, emojis or pictures than through face-to-face communication. Social interactions often occur virtually, leading to changes in communication patterns and language used. Regarding culture, social media has become a platform for various cultural expressions, arts and identities. However, this phenomenon also causes the emergence of cultural trends that are often viral and temporary. This can influence how society understands and adopts deeper and more meaningful cultural values. The use of social media also raises questions about ethics and privacy. Many cases of privacy violations have arisen through social media, including the dissemination of personal data without permission and misuse of

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(**JAE-TAMANSS**)

information. The ethics of communicating in the digital space is also a complex issue due to anonymity and physical separation in interactions.

Finally, the social system that offers the external environment in which the organization operates. The system influences people's attitudes, working conditions, and provides space for competition for resources and power. In an increasingly connected digital era, social systems are becoming more dynamic and have a significant influence on organizational behavior. cultural norms and values that are dominant in society will influence the attitudes and principles adopted by members of the organization. In a digital era filled with diverse values and views, organizations must be wise in navigating different norms and ensure that corporate values conform to societal demands. In this case, organizational behavior needs to reflect a commitment to ethics, social responsibility, and diversity to build a positive image in the eyes of society.

The working conditions offered by the social system will affect the motivation, well-being and productivity of employees. The digital era brings changes in the way of work with greater mobility and flexibility. Organizations must pay attention to employee well-being, harmony between work and personal life, and increase engagement in different digital environments. Organizational behavior that cares about employees and creates positive working conditions will increase the satisfaction and performance of team members.

The digital era brings increasingly fierce competition for resources and power. Technology enables global access, so organizations must compete in broader and more complex markets. Organizational behavior must be adaptive, innovative, and fast-paced to stay relevant and thrive amid intense competition. This is where the role of social systems becomes important, because companies must understand market trends and changing consumer needs, and be willing to collaborate with external stakeholders to create competitive advantages.

As an effort to anticipate changes in organizational behavior caused by ICT developments, organizations should take several strategic steps such as:

a. Strengthening an inclusive and collaborative organizational culture to maintain employee productivity and motivation in the midst of rapid change.

b. Adapting the organizational structure to remain responsive and innovative in facing dynamic digital challenges.

c. Use ICT efficiently and wisely to increase efficiency and productivity, while keeping ethical and privacy issues in mind.

d. Integrating social values and social responsibility in organizational behavior to build a positive image in the eyes of society and gain support from external stakeholders.

4. CONCLUSION

This study concludes that in the fast-changing digital era, organizational behavior has a crucial role for the success and sustainability of the company. Important factors in organizational behavior include the role of

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(**JAE-TAMANSS**)

humans in forming a healthy organizational culture, adaptive organizational structures, the influence of information and communication technology (ICT), and relations with external social systems. To face challenges in the digital era, organizations need to take strategic steps, such as strengthening an inclusive and collaborative culture, adapting organizational structures, utilizing ICT efficiently by paying attention to ethical and privacy issues, and integrating social values and social responsibility in organizational behavior. Understanding and applying the concept of Organizational Behavior is the key for managers in creating sustainable and successful organizational development in this digital era.

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