



Patterns of Political Communication in Virtual Leadership in Political Parties After the COVID-19 Pandemic

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Abstract

After the COVID-19 pandemic, all sectors must still implement health protocols while continuing to work virtually to fulfill their obligations. The GERINDRA Party is one of the major parties in Indonesia that continues to carry out political communication to carry out its functions. The virtual leadership model and competitive organizational culture are applied in running an adequate organization. This research aims to analyze virtual leadership and competitive culture in post-pandemic organizations. The research method is carried out with bibliometric analysis which utilizes vos viewer software to conduct analysis and participatory research because the author is at the research location. The result is that virtual leadership is applied with several conditions, including leaders understanding the perceptions of members and organizations, leaders acting as the key to success, leaders being obliged to work remotely, leaders following the flow of globalization, and mastering ICT. Then the competitive organizational culture is applied with innovation, knowledge, collaboration, and target markets.

Keywords: Virtual Leadership; Organization; Culture

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INTRODUCTION

On March 11, 2020, the World Health Organization (WHO) changed the classification of the new infection COVID-19 from epidemic to pandemic. COVID-19 is a respiratory infection that can range from mild symptoms to moderate to severe illness. Due to the highly contagious nature of this virus, it quickly spread across the globe and created hotspots that matched the population density (Khan, 2021). However, after years of constraints, this pandemic has finally subsided a little, although currently the health protocol must still be enforced. Every sector is affected by the COVID-19 pandemic, including political parties and other organizations. They are nevertheless able to use internet communication tools to perform their duties, despite this. To carry out one's movement, political communication is essential. Political activities are one area where communication is thought to be inextricably linked to other sectors (Al-Husainni & Fuady, 2016).

The public's increasingly direct interactions have created a far more open digital space. Every aspect of daily life must be innovative to reduce human suffering. The education sector must adapt the teaching model to the changing times. On the other hand, the business sector should emphasize the safety of digital transactions. The emergence of online businesses, including brokerage and sales, exemplifies this. A health phenomenon significantly impacts public policy, society, and the economy (Nofiard, 2022).

The swift flow of the Internet, with its ease and convenience, has changed the mode of communication in Indonesian society. In line with the demands of the Industrial Revolution 4.0, which requires its people to be completely digital, Indonesian people have begun to adapt to these demands. Trying to use information technology is one strategy to deal with the post-pandemic COVID-19 situations that are currently present. A new leadership approach known as e-leadership has evolved because of advancements and advances in information and communication technology (ICT), such as the growth of e-commerce and the Internet (Viveiros & Bonomi, 2020).

Large volumes of information may be promptly and precisely accessed, managed, and used thanks to the rapid advancement of information technology and its potential for

broad use. The nation of Indonesia will fall into the digital divide, which is isolated from global changes due to a lack of information utilization and its inability to adjust to international trends (Anwaruddin, 2019).

The field of information development has undergone significant advancements in recent times, influencing nearly every aspect of human existence and organizational operations. To enhance certainty, progressive organizations take advantage of opportunities for adaptation. Each virtual participant is required to communicate effectively using the technology under discussion. In addition to possessing the ability to understand the emotions conveyed by followers, a virtual leader should make minimal effort to prevent neglecting them by utilizing any available time to complete previously completed tasks. By establishing a logical internal dialogue between leadership and organizational culture, value is created. The persistence of physical separation introduces additional difficulties in fostering accountability, integrating teams, and establishing trust. Numerous virtual teams must catch up on their required functionality, and virtual organizational miscommunication is more prevalent (Kohntopp & McCann, 2019).

Effective leadership is critical to the successful implementation of digital transformation. Digital leaders are individuals in leadership positions who possess the capability to both guide and employ technology. Implementing big data, artificial intelligence, and information technology advancements in the public sector will facilitate enhancing services and accelerating processes. An organization must adopt an entirely new working method to undergo a successful digital transformation (Tulungen et al., 2022).

According to a study conducted by Adhitya & Bangun (2022), higher education participants emphasize the following virtual leader practices: communication, technological proficiency, adaptability and flexibility, collaboration, cooperation and participation, trust, and delegation. By incorporating digital vision, digital behavior, digital skills, and digital mindset into virtual leadership, higher education institutions can achieve the desired organizational effectiveness by implementing changes to organizational integration and production.

Virtual leadership arises from the need to use technology to communicate internally and externally, during the workday and in real-time, with collaborators from different organizations. Virtual leadership itself is currently being applied especially during the covid-19 pandemic. Most workers are required to work from their homes (work from home / WFH). People who work together without physically meeting each other by utilizing information technology are called virtual teams (Margaret, n.d.). In this research, virtual teams are employees who work together without physically meeting each other by utilizing information technology. In the case of employees working in a hybrid between work from office (WFO) and WFH, they are called virtual teams only when they work in WFH, or WFO but do not physically meet with other employees when working together.

Virtual Leadership: Useful Tactics for Effective Teams and Remote or Hybrid Work starts strong, stating emphatically that "a new generation of workers who have grown up with the internet and can't imagine a world without smartphones and mobile data is joining the workforce, and society is changing." The communication aspect of virtual leadership is a significant difficulty. Using virtual tools alters the influence on connections with colleagues and how leaders interact. Virtual leaders must communicate effectively to improve team effectiveness by encouraging team members to participate in conversations and experimenting with the best communication channel (Aziz et al., 2023).

Post-pandemic continues to this day where adaptation continues, and some activities also still utilize information technology and are even forced to use virtual media as future sustainability. Facing new ways of working, it is interesting to define and analyze organizational issues that arise with social interactions. For example, although most of the workforce is working remotely during the pandemic, many collaborators rely on interactions with other team members to create innovations or assess risks (Stratone et al., 2022; Willermark & Islind, 2022).

As a result of leaders making decisions expeditiously and appropriately via remote interaction, staff work is completed more quickly and effectively, and obstacles and objections are eliminated from the problem-

solving process. As a result of instilling confidence in team members to execute their responsibilities in a complex environment, they favor leaders who make sound judgments and issue clear instructions.

Work performance and intra-team communication are hierarchically interdependent. According to the findings, virtual leadership positively influences intra-team communication, which in turn positively influences work performance. Although serving a virtual purpose, leadership behavior continues to impact organizational communication effectiveness and job performance. Utilizing technology enables a leader to operate from any location and at any moment. By disseminating instructions and information and sharing it with fellow members of the organization, they can enhance intra-team communication efficiency and positively impact job performance (Ibrahim, 2015).

Furthermore, organizational culture significantly impacts the success of virtual leadership initiatives within political parties. Muafi & Roostika (2022), define organizational culture as a collection of shared presumptions, values, and standards. Culture encompasses a range of distinct attributes that are manifested in organizational existence. It is composed of beliefs, values, and behaviors. Culture within an organization is a critical determinant of its success. They have characterized organizational culture as a source of competitive advantage and organizational capital (Drljevic et al., 2022; Muafi & Roostika, 2022). A competitive organizational culture tends to have a point of view to see how employees or members compete healthily in creating innovation and excellence in themselves which has a good impact on the company or organization (Econ, 2022). Based on this explanation, researchers want to know how the virtual leadership model and competitive organizational culture are applied, especially in a post-pandemic organization.

RESEARCH METHODS

The researcher conducted a bibliometric analysis with VosViewer software to get an overview of virtual leadership and competitive organizational culture in formulating it. Bibliometric analysis can provide a clear picture of keywords or issues that arise as

material for analyzing a case and finding urgency (Nurul & Winoto, 2022; van Eck & Waltman, 2010). The data obtained to analyze are articles published in SCOPUS international

journals as material for conducting bibliometric analysis. In selecting articles, researchers set the following criteria:

Table 1. Inclusion and Exclusion Criteria

Inclusion Criteria	Exclusion Criteria
Articles published in the last 2 years (2021-2022)	Articles published outside the last 2 years
Freely accessible articles	Paid articles (not freely accessible)
Document type article (journal)	Document types of proceedings, book chapters, encyclopedia
Articles discuss virtual/e-leadership	Article does not discuss virtual leadership
Articles that discuss competitive organizational culture	Article does not contain competitive organizational culture

Source: processed by the author, 2024

Based on these inclusion criteria, the researcher managed to find 11 international articles in SCOPUS that contained virtual leadership, and 10 articles containing competitive work culture were found for further analysis.

RESULTS AND DISCUSSION

Virtual Leadership Model

Based on the findings of 11 articles containing virtual leadership which were then analyzed with the Vos viewer software and produced the following outputs:

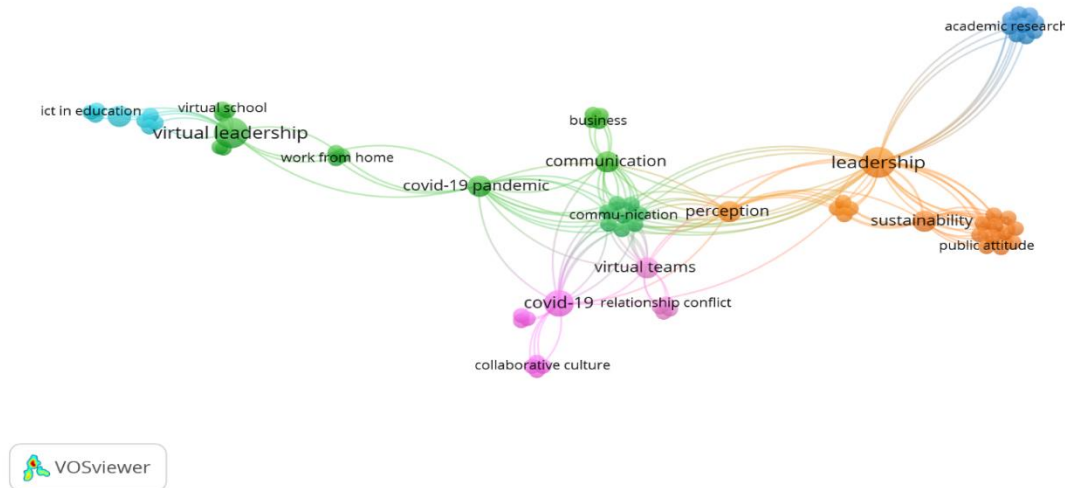


Figure 1. Output Vos viewer Network Visualization
Source: VOSviewer, 2024

Based on these results, it can be seen that virtual leadership appears with a fairly large node (sphere) and is in the first cluster with an orange area that displays the relationship of virtual leadership with the issues of perception, and organization (Khan, 2021), and sustainability (Kim, 2022).

The second cluster in green with the keyword's virtual leadership (Awang et al., 2022; Batırlık et al., 2022; Cordova-Buiza et al., 2022) is networked with digital leadership (Stratone et al., 2022), working from home (Shoib et al., 2022), remote leadership (Azukas, 2022).

The third cluster in blue shows the relationship of virtual leadership with the issues of virtual teams, virtual leader teams (Awang et al., 2022; Karakose et al., 2022; Willermark & Isind, 2022), globalization, information, communication (Davidaviciene & Al Majzoub, 2022; Stratone et al., 2022), scale development (Batırlık et al., 2022), academic research, technology, and multi-national companies (Batırlık et al., 2022; Cordova-Buiza et al., 2022).

The fourth cluster in light blue is the linkage of virtual leadership with the issues of e-leadership, leadership 4.0, digital leadership (Karakose et al., 2022), ICT in Education, and ICT leadership (Awang et al., 2022).

The fifth cluster in the purple area shows the attachment of virtual leadership with transformational leadership, virtual teams, smart culture (Davidaviciene & Al Majzoub, 2022), Educational leadership, and cultural collaboration (Awang et al., 2022).

Based on the results of the bibliometric analysis, the findings of issues related to the virtual leadership model can be related to what happens in the field, especially where a leader always upgrades and directs his members, therefore several points of the virtual leadership model that must be applied based on the findings of the bibliometric analysis above and based on the facts in the field after the COVID-19 pandemic are presented in the following table:

Table 2. The virtual leadership model implemented

Model	Characteristics
Virtual leadership must look at member perceptions, organization, and sustainability	Leaders must be able to pay attention to the existing digital transition and be able to respond to the needs of the organization during the recovery period even though it is done virtually, but the party's need to support the developing politics must continue and keep up with the times (responsive, responsible).
Virtual leadership is the key to success, having a network, working remotely	This model explains that leaders must be able to accommodate existing input and handle conflicts by resolving them virtually and remotely because the key to the success of an organization lies in its leaders (quality).
Virtual leadership must solve problems with communication and keep up with globalization	In this case, a leader in the party must be able to solve problems if there is a miscommunication between members with each other. Leaders must be willing to follow the flow of technological developments and master virtual applications (accountability, transparency).
Virtual leadership can apply the needs of e-leadership and master digital leadership (ICT)	Leaders in large parties must be able to master the conditions for success in implementing the virtual needs of leaders for their members by approaching and communicating more often by utilizing available information technology (Zoom, Google Meet, WhatsApp, Telegram, Instagram, etc.).
Virtual leadership is related to transformational leadership style and intelligence, equality, and collaborative culture	Leaders follow a transformational leadership style that can change others by taking critical actions that leaders take when in crisis conditions. As well as being able to reform the work culture by utilizing intelligence and paying attention to the equality of its members.

Source: research results, 2024

Based on the findings of the virtual leadership model above, it can be applied by party leader leaders. If connected to the theory proposed by (Chamakiotis et al., 2021), regarding the theory of virtual leadership to

face the era after the COVID-19 pandemic. Virtual leaders cannot just do traditional things like before the pandemic. To create high-performing virtual teams, not only trust and engagement need to be considered before the

pandemic. Virtual leaders must also pay attention to relationships, digital happiness, and work-family boundaries. Hybrid workplaces, zoom fatigue, and reduced happiness due to the pandemic mean that virtual leaders need to improve relationships with their members to maintain trust and engagement. Therefore, this model is suitable

for leaders to apply to their members and maximize performance.

Competitive Organization Culture

Based on the findings of 10 articles from international Scopus journals with the keyword search "competitive work culture", the following analysis was carried out with the vos viewer software:

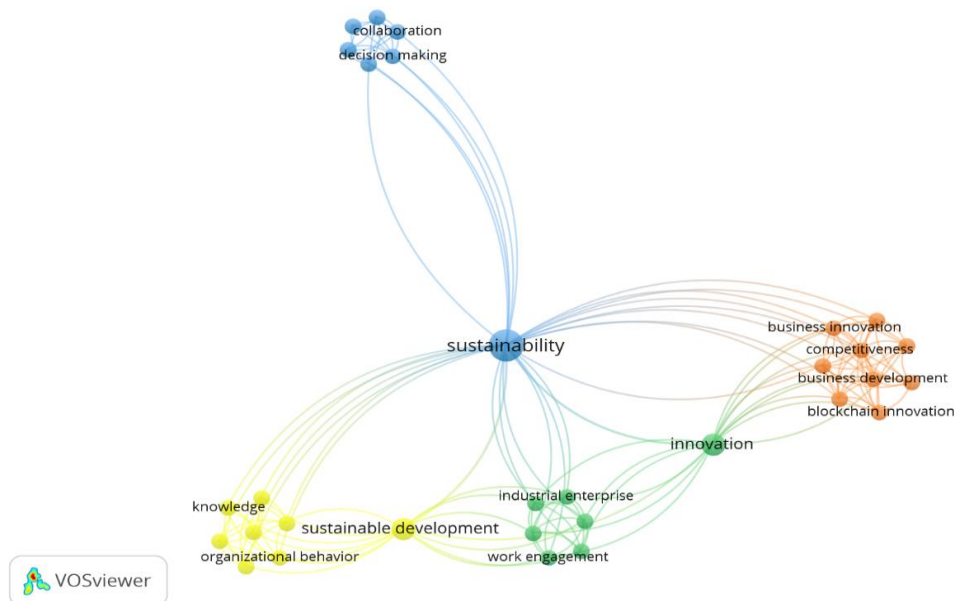


Figure 2. Output Vos Viewer Network Visualization
Source: VOSviewer, 2023

Based on the results of the network that emerged, four clusters related to competitive work culture issues were produced. The first cluster is in the orange area where issues related to competitive work culture that arise are business innovation, blockchain innovation (Drljevic et al., 2022), and business development (Econ, 2022).

The second cluster is in the yellow area and the emerging issues related to competitive work culture are related to knowledge (Marjerison et al., 2022), sustainable development (Ha et al., 2021; Marjerison et al., 2022), organizational behavior (Econ, 2022).

The third cluster is blue, in this case, the issues related to competitive work culture are stakeholders (Econ, 2022), collaboration, cooperation, and decision-making (Petit et al., 2021).

Then in the fourth cluster with green areas appearing related to innovation (Ovcharenko et al., 2021; Sathianwatchai & Niramitchainont, 2022), market orientation culture (Econ, 2022; Ha et al., 2021).

Based on the results of the bibliometric analysis obtained, the author tries to analyze the organizational culture that can be applied to the GERINDRA party culture with the perspective of organizational culture theory according to (Dannapfel & Nilsen, 2016) where organizational culture in this case is defined as a pattern of basic assumptions learned by a group to solve problems through external and internal adaptation.

Based on this, the researcher presents the results of the analysis of competitive organizational culture in the table below:

Table 3. Competitive Organization Culture

Competitive Organization Culture	
Innovation	All members and cadres must have a soul that is willing to make changes or make new things, especially views on future political issues because it affects the progress of the party.
Knowledge, sustainable development, behaviors	The members of the party must have extensive knowledge and be competitive, open-minded, and forward-thinking to keep up with the growing technology.
Collaboration, stakeholders, cooperation, decision-making	For all administrators and members to create a harmonious organizational culture, there must be cooperation collaboration, and decision-making that does not harm many parties.
Market-oriented	In this case, political parties must be able to see what is needed by the people.

Source: research results, 2024

Based on these findings, the pattern of a good organizational culture oriented towards competitive organizational culture with the the welfare of its members. four indicator patterns can be applied to create

Findings Framework Chart of Virtual Leadership Model and Competitive Organizational Culture

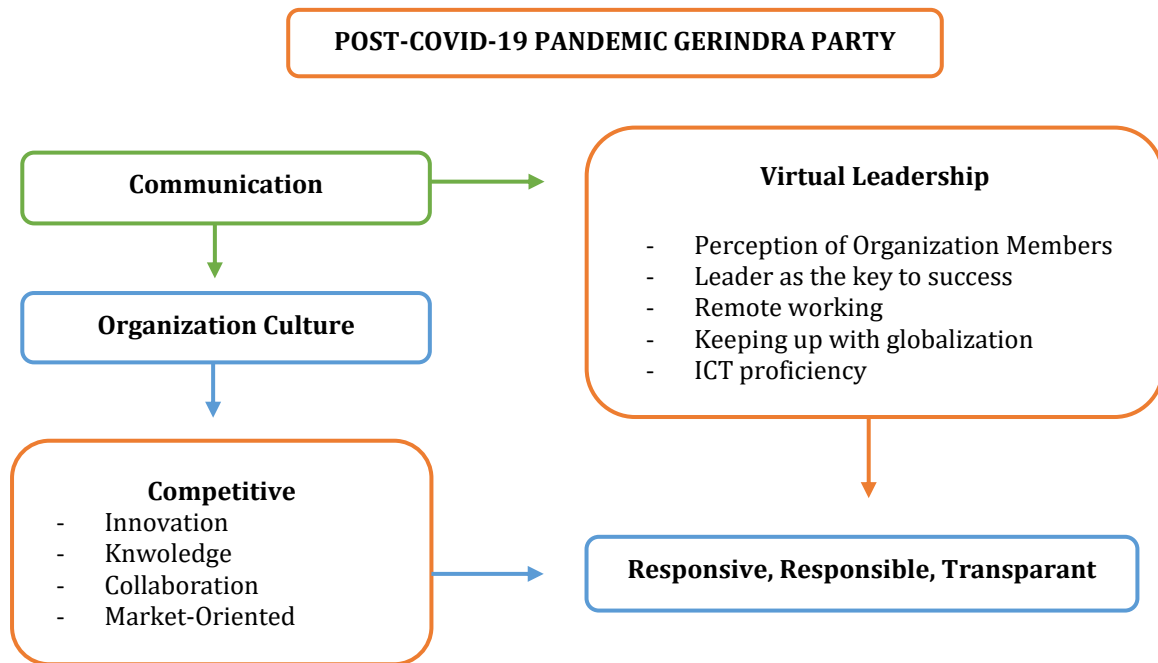


Figure 3. Framework of Virtual Leadership Model and Competitive Organizational Culture
Source: processed by the author, 2024

Based on the table above shows that communication patterns are an essential part of realizing the achievement of effective virtual leadership. Organizational culture builds a climate that can compete in political parties in Indonesia. This shows the seriousness of responding to the needs of both members and leaders in creating innovation, knowledge, collaboration, and market orientation. Virtual leadership led to the critical success of the Gerindra party as a political party in Indonesia that aligns the programs and perceptions of its members. Working remotely can facilitate work and communication in the division of tasks and coordination. The era of globalization is very demanding for fast decision-making by utilizing various applications. Remote leadership can provide multiple benefits for organizational performance, such as responsiveness, responsibility, and transparency.

CONCLUSION

Recovery is underway in all sectors, including organizations, after the COVID-19 pandemic. The virtual leadership model maintains the continuity of work of members and leaders with remote communication patterns. Pre-established conditions govern virtual leadership, including recognition by organizations and members that leaders are essential in achieving success, continuation of remote work, the requirement for leaders to stay abreast of globalization, and mastery of ICT. Meanwhile, competition-oriented organizational cultures are based on the presence of knowledge, collaboration, innovation, and target markets. Both demonstrate leaders' accountability, transparency, and responsiveness in effectively fulfilling their responsibilities during the post-pandemic period.

The virtual leadership model is directed at the leader's ability or art in organizing what is happening in the field, significantly where a leader constantly upgrades and directs his members. Leaders can respond to organizational needs during the recovery period even though it is done virtually with responsibility, handling conflicts between subordinates in terms of quality, being open to all input provided by subordinates, and approaching and communicating by utilizing information technology.

Organizational culture becomes a solution to solving problems through external and internal adaptation. This is done to instill a mindset of change for the organization of future political issues that respond to technological challenges and effective work patterns. In creating a competitive organizational culture, innovation and collaboration must be built between political parties and the needs of society. This research has limitations on the scope of virtual leadership of political parties by looking at the model and organizational culture built after COVID-19. Future research can conduct research in the VUCA Era (Volatility, Uncertainty, Complexity, and Ambiguity) when all organizational sectors must quickly respond to change and confidence in the conditions of globalization and uncertainty by following technological trends.

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Esa Septian & Septi Wulandari, Virtual Leadership Model and Competitive Organizational Culture After the COVID-19 Pandemic: A Bibliometric Analysis

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