



Change Management Strategy Through Digital Communication at PT Aruman Aditya

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ABSTRAK

Managerial changes in the era of disruption require rapid adaptation to technological developments, especially in digital communication. PT. Aruman Aditya, a company operating in the developer sector, faces challenges in managing change effectively. This research aims to identify change management strategies through digital communication using an analysis of three key components: effective digital-based communication, continuous training, and technology adoption, as well as a SWOT analysis. The qualitative research method uses data collection through documentation studies, direct observation, and structured interviews. The research results show that effective digital-based communication is vital in conveying the vision of change to all employees. Second, continuous training is essential in ensuring employees can keep up with technological developments. Third, adopting technology through digital communications increases operational efficiency and strengthens inter-divisional collaboration. The results of the SWOT analysis show that PT. Aruman Aditya has strengths in employee competency and technology adoption but faces weaknesses in training costs and resistance to change. The opportunities for developing employee skills are enormous, although threats from technology and intense competition must be faced with the right strategy. In conclusion, PT. Aruman Aditya is in a stable position and is advised to implement progressive strategies to increase the Company's efficiency and competitiveness.

Keywords: Change Management, Digital Communication, Disruption, SWOT

INTRODUCTION

We enter the digital era, where every aspect of life is directly intertwined with information and communication technology (Andriani & Muchtar, 2024). As a social process, communication continues to evolve with advancements in science and technology (Muchtar et al., 2023). Today's technology has transformed into a life-supporting system (Muchtar et al., 2024).

The development of information and communication technology has progressed rapidly. In the first decade of the 21st century, the number of people connected to the Internet worldwide surged from 350 million to over 2 billion (Andriani, 2022). The world is entering the fourth industrial era, commonly known as Industry 4.0 (McKinsey Global Institute; Andriani et al., 2023). In this era of globalization, innovations are being created at an exceptional pace, supporting various aspects of human life (Andriani, 2023).

In the era of disruption, digital technology has transformed various aspects of life, including how individuals, organizations, and society communicate and adapt to change. This phenomenon shifts traditional business models towards digital ones and requires organizations to design more effective and innovative communication strategies to maintain relevance and competitiveness (Kane et al., 2015). In this context, digital communication plays a crucial role in conveying information and as the primary mechanism for facilitating change management amidst continuously developing technological dynamics (Leonardi & Vaast, 2017).

As one of the sectors most affected by the era of disruption, the property industry faces significant challenges in integrating digital technology into its management practices. PT. Aruman Aditya, a property development company, provides a fascinating overview of how digital communication strategies can overcome resistance to change, increase employee competency, and create operational efficiencies. However, challenges such as lack of digital literacy among senior employees, resistance to new technologies, and continuous training are the main obstacles that require strategic solutions based on digital communications (Vakola, 2014; McKinsey Global Institute, 2018).

This research explores change management strategies through digital communication with a SWOT analysis approach. The focus of this research is not only to understand how digital communication can increase organizational efficiency and competitiveness but also to provide relevant strategic recommendations for overcoming the challenges of the era of disruption (Helms & Nixon, 2010). Thus, this research provides an important contribution to understanding the role of digital communication in supporting organizational sustainability amidst changes in an increasingly complex business environment (Majchrzak et al., 2016).

The era of disruption is a period of significant transformation marked by

the development of digital technology that changes how individuals, organizations, and society interact and operate. Disruption often refers to innovation that replaces old technology, products, or business models with new, more efficient, and practical ways (Christensen, Raynor, & McDonald, 2015). Examples include streaming services replacing cable television or application-based transportation platforms that are changing the traditional transportation industry. In this context, organizations face significant challenges in adapting, one of which is through digital communication-based change management strategies.

Many things have changed as a result of this era. For example, digital technology enables remote work but requires new skills, such as digital literacy and adaptability (World Economic Forum, 2020). Many organizations have to abandon old business models to adopt digital technology-based models. For example, retail stores are now switching to e-commerce platforms (Bughin et al., 2018).

Meanwhile, in the field of organizational communication, there is also a shift from traditional print-based and face-to-face communication to technology-based communication, such as digital collaboration platforms (Smith & Taylor, 2021). One of the biggest challenges in the era of disruption is resistance from employees and stakeholders to change, mainly if communication about the benefits and goals of change is not carried out well (Kotter, 2018).

In this context, organizations are faced with the need to manage change effectively in order to remain relevant and competitive. Communication is an important aspect of change management, which is now transforming with digital technology. Digital communication plays an important role in helping organizations face challenges in disruption.

The following are some of the main aspects of digital communication that support change management: 1) Information Transparency: Digital technology enables the dissemination of information quickly and transparently to all stakeholders. This reduces uncertainty and increases confidence in the change process (Chen et al., 2022); 2) Global Collaboration: Digital platforms enable collaboration across geographies, allowing teams from different locations to contribute to the change process (Brown, 2020); 3) Employee Engagement: Internal social media and collaboration applications, such as Slack and Microsoft Teams, facilitate two-way communication between management and employees so that employees feel more involved in the change process (Rogers & Thornton, 2020); 4) Data Analysis in Communication: Digital communication allows the collection of data that can be analyzed to evaluate the effectiveness of communication and make necessary strategy improvements (Smith & Taylor, 2021).

Although digital communication offers many benefits, several challenges

exist, such as resistance to technology, lack of digital literacy among employees, and the risk of data leaks. To overcome these challenges, organizations need to implement strong cybersecurity policies and conduct digital literacy training programs (Rogers & Thornton, 2020).

Therefore, digital communication strategies in the era of disruption must pay attention to the following things: 1) Integrating Digital Communication Technology: Organizations must adopt the latest communication technology, such as digital collaboration platforms, to support better interaction between organizational members (Bughin et al., 2018); 2) Consistent and Structured Communication: Consistent and structured messages help employees understand the direction of organizational change (Kotter, 2018); 3) Developing Employee Digital Skills (World Economic Forum, 2020); and 4) Creating a Compelling Change Narrative: Narratives that emphasize the benefits of change for the organization and employees can help reduce resistance to change (Rogers & Thornton, 2020).

In order to continue to adapt to the rapid development of times, change management is needed. Change management is the main focus for organizations that want to remain relevant in an era of disruption. Change management is a systematic approach to assisting individuals, teams, and organizations transition toward a desired state (Kotter, 2018). Change management in an era of disruption requires a comprehensive and adaptive approach. Where organizations must be able to identify the need for change and plan and implement appropriate strategies; this is no exception for the developer business sector. One of the things that we must continue to strive for is to adapt to the rapid development of communication technology, one of which is digital communication.

Digital communication has significantly impacted developer businesses, where technology has played an important role in the era of business disruption. Its presence *in e-commerce*, digital marketing, and online digital media requires businesses to be able to adapt to meet changing consumer preferences.

However, the change management process in the property business is not simple. According to Dwiwarman and Denny Aditya (2024), change management emphasizes the importance of integrated strategies for managing change in organizations, especially in the era of disruption. Dwiwarman, Denny Aditya (2024). As an analytical tool in solving problems using three (Change Management Indicators: 1). Effective Communication: Targeted and transparent communication is the basis for reducing resistance to change, enabling all stakeholders to understand the goals of the transformation. 2). Continuous Training: Skills development through technology and digitalization needs-based training is important to encourage HR adaptation to the ever-changing work environment. 3). Technology Adoption: Using technology as a change support tool makes it easier for organizations to remain competitive, especially in

operational processes and inter-divisional collaboration.

This aligns with the thinking of Effendy (2020), who states that digital communication enables faster, more flexible, and more efficient interactions, making it an important component in managing human resources in the era of disruption. The era of disruption is an era or period where technology, innovation, and social change significantly change industry, business, and the way of life of humans (Liani, 2024).

In the era of disruption, digital communication has become an important pillar in supporting organizational transformation, especially in managing complex change. Various previous studies have highlighted the role of digital communications in increasing transparency, cross-divisional collaboration, and employee engagement (Kotter, 2018; Smith & Taylor, 2021). However, there are several gaps in the existing literature, which form the basis for this research to provide a new contribution, namely, the lack of focus on digital communication as a change management strategy in the property industry. Most previous research tends to focus on the technology or manufacturing sectors. At the same time, in-depth studies regarding implementing digital communication as a change management strategy in the property industry are still limited. This research contributes by making PT. Aruman Aditya, a property development company, is a case study to understand the unique challenges in this sector.

Lack of an Integrative Approach in Overcoming Resistance to Change. Existing literature often discusses employee resistance to change in general (Rogers & Thornton, 2020), but rarely explores integrative approaches that combine digital communication, ongoing training, and technology adoption as a solution. This research fills this gap by exploring holistic strategies for reducing resistance and increasing employee engagement.

Lack of Empirical Studies Based on SWOT Analysis for Digital Communications. Previous research rarely uses the SWOT analysis framework in depth to evaluate strengths, weaknesses, opportunities, and threats in implementing digital communications in organizations (Riyanto et al., 2021). This research contributes by conducting a SWOT analysis to identify effective strategies appropriate to the PT context. Aruman Aditya.

Lack of Research on Digital Literacy Among Senior Employees. Digital literacy is often discussed in the context of the younger generation or professionals already familiar with technology (World Economic Forum, 2020). However, resistance to technology among senior employees and strategies to overcome it remain underexplored. This research highlights the importance of ongoing training to increase digital literacy among senior employees.

Limitations of the Study on the Effectiveness of Digital Communication in the Context of Small and Medium Organizations. Most literature studies focus on

large organizations with abundant resources. This research provides a new perspective by exploring the application of digital communication in PT. Aruman Aditya, which is a small to medium organization, to understand how resource constraints affect the implementation of change strategies.

This research makes a significant contribution by filling gaps in the literature through a SWOT analysis-based empirical study in the context of digital communication, integrative strategies that include digital communication, continuous training, and technology adoption, practical recommendations for overcoming digital literacy challenges among senior employees, and a review specifically in the property sector as one of the industries affected by the era of disruption. By filling these gaps, it is hoped that this research will enrich the literature on change management through digital communications and provide strategic guidance for organizations in other sectors facing similar challenges.

This research offers novelty in the study of change management through digital communication in the era of disruption with the following aspects: Holistic Approach to Change Management Strategy Based on Digital Communication. This research integrates three main components—effective communication, continuous training, and adoption of digital technology as a strategic framework to overcome resistance to change and increase organizational competitiveness (Dwiwarman, 2024). This holistic approach is rarely found in previous literature, which tends to discuss these components separately.

Most digital communication and change management research focuses on the technology or manufacturing sectors (Smith & Taylor, 2021; Kotter, 2018). This research contributes by applying SWOT analysis to identify strengths, weaknesses, opportunities, and threats in the context of the property industry, especially at PT: Aruman Aditya, a property development company.

This research highlights the issue of digital literacy among senior employees, which is often overlooked in previous literature reviews (World Economic Forum, 2020). This research emphasizes the importance of ongoing training to improve digital literacy as part of a change management strategy.

Many previous studies focused on large companies with abundant resources. This research provides a new perspective by examining the implementation of digital communications in small to medium-sized organizations, providing important insights into how resource limitations can be overcome through innovative digital strategies (Rogers & Thornton, 2020).

In the era of disruption, digital communication has become a key component in supporting organizational transformation. This research is relevant because it answers the needs of organizations in managing change through strategies based on digital technology while also responding to new challenges presented by an ever-changing business environment (Christensen et al., 2015; Bughin et al., 2018).

This research enriches the literature by providing a new perspective on digital communication in change management, especially in the property sector. The findings of this research also contribute to the literature related to SWOT analysis in managing organizations in the digital transformation era (Riyanto et al., 2021). This research offers practical and implementable strategic guidance, such as digital training for senior employees, digital collaboration platforms, and inclusive communication strategies to reduce resistance to change. This adds value to organizations looking to improve their operational efficiency and competitiveness.

The property industry is one sector significantly affected by consumer preferences and digitalization changes. By focusing on this sector, this research provides in-depth insight into how organizations in traditional sectors can adapt to changes in the digital era.

This research uses a qualitative approach to analyze change management through digital communication. This approach was chosen to gain an in-depth understanding of the strategies used by PT. Aruman Aditya in managing change in the era of disruption and how digital communication plays a role in supporting this transformation. This research uses a case study design to study the implementation of change management strategies at PT. Aruman Aditya. Case studies are considered relevant because they allow researchers to explore the specific context of organizations in facing the challenges of the digital era.

Data collection techniques were used using semi-structured interviews with key informants: company leaders, division managers, and IT staff responsible for implementing digital communications. Supporting Informants: Senior and junior employees, especially those who contribute directly to the organizational change process. The goal is to identify the barriers, opportunities, and effectiveness of digital communication strategies.

Observations were carried out directly on digital communication (virtual meetings, use of collaboration platforms, dissemination of information through technology) and employee behavior in adopting digital technology. Documentation studies are carried out by studying company documents such as digital communication policies, training reports, operational data, and the Company's internal and external social media, which are used as communication tools. Secondary Data Analysis was conducted by reviewing relevant digital communication and change management literature, including scientific journals, industry reports, and key theoretical references.

Data analysis techniques use the Miles and Huberman Model of Interactive Analysis by carrying out Data Reduction: Selecting important data that supports analysis, such as insights from interviews and company documents. Data Presentation: Arranging data in tables, diagrams, or narratives to facilitate

interpretation and Drawing Conclusions: Identifying patterns, relationships, and central themes relevant to change management strategies.

This research also uses SWOT Analysis, namely Strengths: Employee competency, digital training that has been carried out, and existing communication platforms; weaknesses: Training costs, resistance to technology, and digital literacy obstacles; Opportunities: Digital transformation in the property sector, market trends, and the development of new technology and Threats: Competition in the property industry and rapid technological developments.

The unit of analysis in this research is the change management process at PT. Aruman Aditya focuses on implementing digital communications as the main strategy. Researchers will study individuals, groups, and organizational policies in this context to measure research credibility using data triangulation, comparison of interview results with direct observation, and Company documents to validate the findings. Then, confirm the interview results and interpret the data with the informant to ensure accuracy. This research is limited to the context of the PT company. Aruman Aditya, so generalization of findings to other sectors or organizations must be done cautiously. Obstacles in obtaining primary data can also influence the results of the analysis.

RESULTS AND DISCUSSION

A key component in carrying out change management through digital communication is conveying the vision of change in a way that can be understood by all parties, from leaders to employees, so that each individual feels involved and has a role in the change process—providing the knowledge and skills necessary for employees to be able to carry out their roles in an ever-changing work environment, especially about the adoption of new technology and evolving operational processes by using technology as a tool to support change and ensuring that all employees have the access and skills to use it effectively in their daily work. By using the theory put forward by [Dwiwarman, Denny Aditya. \(2024\)](#) – regarding change management using three leading indicators: Effective Communication, Continuous Training, and Technology Adoption. The application of this strategy is very relevant in the context of property development companies such as PT. Aruman Aditya operates in a dynamic housing business influenced by technology and market changes.

Effective Digital-Based Communication in Conveying a Vision of Change

Effective communication is a fundamental element in change management, especially in an era of disruption. In an organizational context, digital communication functions as a channel for conveying information and as a strategic tool to convey a vision of change consistently and inclusively to all employees. A change vision, which describes the goals and direction of

organizational transformation, requires communication that is designed effectively so that it can be understood, accepted, and internalized by all parties involved (Kotter, 2018).

Studies show that digital communications enable the dissemination of information quickly, transparently, and in real time. Digital collaboration platforms, such as Microsoft Teams, Slack, or Workplace by Facebook, allow managers to convey a vision of change to employees through messages that are structured and accessible at any time (Smith & Taylor, 2021). In this case, digital communication helps ensure that all employees understand the direction of change and their role in supporting organizational transformation.

Research by Chen, Zhao, and Li (2022) reveals that personalization in digital communication can increase the effectiveness of message delivery. Messages tailored to the audience's needs, preferences, and characteristics will be more readily received and responded to by employees. This is important in organizations such as PT—Aruman Aditya, where employees are diverse in age and digital literacy levels.

However, effective digital communication depends not only on technology but also on the clarity of the message conveyed. According to Rogers and Thornton (2020), clear, consistent, and structured communication helps reduce uncertainty and resistance to change. They also emphasized the importance of two-way communication to provide space for employees to provide feedback so that they feel more involved in the change process.

In addition, data-based digital communication is important in supporting the vision of change. Organizations can monitor communication effectiveness through data analysis, such as employee engagement with the messages conveyed, and adjust communication strategies if necessary (Brown, 2020). Thus, using digital communication technologies facilitates the spread of the vision of change and improves data-based decision-making.

In the context of PT. Aruman Aditya, effective digital-based communication helps convey the vision of change transparently despite challenges, such as resistance to technology among senior employees. Continuous digital literacy training is a strategic step to increase the effectiveness of communication at all levels of the organization (World Economic Forum, 2020). By integrating effective and targeted digital communication, PT. Aruman Aditya can ensure that all employees understand and implement their change vision.

Effective digital-based communication, when implemented correctly, helps convey the vision of change and creates a sense of ownership among employees. Thus, this communication becomes the primary catalyst in ensuring the success of organizational transformation in the disruption era.

Employee Training: A Vital Element in Facing Technological Developments

Continuous training is an important element in ensuring employees can keep up with technological developments in the era of disruption. In the context of change management, training is about improving technical skills and building employees' adaptive capacity to an ever-changing work environment (Kotter, 2018). This is very relevant for organizations such as PT—Aruman Aditya, which faces challenges in the form of resistance to technology, especially among senior employees.

Research shows that ongoing training significantly impacts the successful implementation of new technology. According to Bughin et al. (2018), digital literacy is one of the skills most needed in the digital transformation era. Organizations that invest in technology needs-based training can increase operational efficiency and speed up employee adaptation at PT. Aruman Aditya, digital-based training is important to overcome the skills gap between senior employees who are less technologically literate and the younger generation who are more accustomed to digital technology.

Furthermore, training that is designed on an ongoing basis allows organizations to maintain the relevance of employee skills. Research by Chen et al. (2022) emphasizes the importance of personalization in training programs. Training tailored to individual employee needs increases training effectiveness and drives higher engagement in the context of PT. Aruman Aditya, digital training designed to address specific employee needs, such as using cloud-based software or project management applications, can speed up mastering new technology.

However, the main challenge often faced is employee resistance to training, especially those who do not feel confident with technology. Rogers and Thornton (2020) highlight the importance of transparent and inclusive communication in overcoming this resistance. In addition, training must be designed practically and relevant to employees' daily tasks so that the benefits are felt immediately (Smith & Taylor, 2021). PT. Aruman Aditya for example, can use a simulation-based or hands-on approach to involve employees in the learning process actively.

Apart from technical training, developing soft skills such as communication, time management, and teamwork is also important in the digital era. Soft skills training helps employees work more effectively with technology while collaborating in cross-divisional teams (Brown, 2020). Therefore, continuous training that combines technical and non-technical aspects can have a more holistic impact on human resource development.

As a strategic step, PT. Aruman Aditya can partner with training institutions or universities to provide quality training programs. By focusing on continuous training, organizations can improve employee capabilities, reduce resistance to change, and strengthen the Company's competitiveness in an era of disruption.

Technology Adoption Through Digital Communications: Increasing Operational Efficiency and Inter-Divisional Collaboration

Adopting digital technology through effective communication has become one of the key strategies for increasing operational efficiency and strengthening inter-divisional collaboration in the era of disruption. In an organizational context, digital technology is a communication tool and the primary driver of operational transformation. Integrated digital communications enable organizations to create work environments that are more collaborative, productive, and responsive to change (Smith & Taylor, 2021).

Research shows that cloud-based technology and collaboration platforms like Microsoft Teams, Slack, or Google Workspace can speed up previously manual operational processes. This technology enables real-time information collection, processing, and distribution, ultimately increasing decision-making efficiency and accuracy (Brown, 2020) at PT. Aruman Aditya, adopting digital technology through targeted communication can improve operational processes, such as project management and reporting, which took longer because manual systems were still used.

Adopting digital technology also strengthens collaboration across divisions by creating virtual workspaces that enable more dynamic interactions. Cloud-based digital communications platforms speed up the flow of information and facilitate cross-departmental collaboration, especially in complex projects involving multiple teams. Research by Rogers and Thornton (2020) shows that effective collaboration via digital platforms can increase employee engagement, minimize communication errors, and accelerate the achievement of project goals.

However, the success of digital technology adoption is highly dependent on the readiness of human resources. Barriers such as resistance to technology and limited digital literacy can reduce the effectiveness of technology adoption. Therefore, technology-based training is important to ensure that all employees have the skills to use technology effectively (Bughin et al., 2018) in the context of PT. Aruman Aditya, this training can focus on using project management applications and digital collaboration platforms to strengthen inter-divisional work efficiency.

In addition, digital technology in communications allows organizations to utilize data as a strategic decision-making tool. Data analysis obtained from digital communications can provide insight into the effectiveness of collaboration, work patterns, and organizational needs, ultimately helping to improve operational efficiency (Chen et al., 2022).

By integrating digital technology into organizational communications, PT. Aruman Aditya can not only optimize operational efficiency but also strengthen inter-divisional collaboration. This step will provide significant competitive

advantages amidst increasingly dynamic property industry competition. Adopting digital technology supported by effective communication will be the primary foundation for company sustainability and success in the era of disruption.

Digital Communication emphasizes that technology must be driven by effective digital communication to facilitate integration within the organization. Use technology to support change and ensure that all employees have the access and skills to use it effectively in their daily work. Based on the results of interviews with key informants regarding how to adopt technology through digital communication, it is known from the interview results that adopting technology through digital communication will increase operational efficiency), because adopting technology can speed up processes that were previously manual and time-consuming, such as project planning, management: resources and reporting. Using cloud-based software or project management applications allows companies to monitor project progress in *real-time*, reduce delays, and minimize errors. Apart from having to carry out better inter-divisional collaboration through cloud-based communication tools (for example, *Slack and Microsoft Teams*), it enables more efficient interaction between divisions, especially in property development projects involving multiple departments.

This technology facilitates rapid information sharing and better coordination. Meanwhile, interviews with supporting informants stated that the Company's biggest challenge is the rapid development of technology and tight competition with other companies. At the same time, employees are not yet fully ready to accept digital-based system changes. The Company has not yet allocated a budget for digital training and sustainable development programs, known to have only been planned for 2018, which will come. So researchers can suggest that companies take strategic steps by using digital communications to increase competitiveness and adapt to technological disruption by involving employees in innovation through collaboration on digital platforms to create creative solutions relevant to the Company's needs, and developing better external communications. Strategic by exploring market needs through data analytics and improving relationships with customers, partners, and other stakeholders to become more digitally connected. So, according to researchers, by adopting technology, companies will gain many benefits in terms of operational efficiency, inter-divisional collaboration, and better data-based decision-making.

Change Management Strategy Through Digital Communication in the Era of Disruption

Several important components of change management through digital communication, with the aim of research, are to carry out change management that is better and more competitive in the era of disruption. Researchers conducted a SWOT analysis with theoretical references (Riyanto et al., 2021).[^]

The results are as follows: first, strength factors by increasing technology-based HR competency and digitalization with digital training, employee competency of 60% of undergraduate graduates, and adopting technology through Digital communications.

Second, weakness factors include high training costs, obstacles to 40% technologically illiterate employees, and employee resistance to change. Third, the opportunity factor in improving employee skills, increasing company competitiveness, and managing change achieved through digital communication in the era of disruption. Fourth, threat factors include family management and manual data processing systems, rapid technological developments, and competition from other companies that have used digitalization.

In addition, internal factors, strengths and weaknesses, and external aspects, opportunities, and threats are identified after the SWOT analysis. In addition, researchers distributed surveys completed by informants directly. The following is a strategy that researchers will provide after carrying out calculations according to theoretical references (Riyanto et al., 2021). This calculation will then determine the current position, determine the SWOT matrix diagram, and determine the strategy that needs to be implemented as follows:

Table 1: IFAS Measurement (Internal Factor SWOT Analysis)

No	INTERNAL FACTORS STRENGTHS	WEIGHT	RATING	SCORE
1	Increasing technology-based and digitalization HR competencies with digital training	0,24	4,90	1,18
2	Employee competency 60% Bachelor's Degree	0,24	4,90	1,18
3	Adopting technology through Digital communication	0,24	4,90	1,18
	TOTAL WEAKNESS	0,72		3,53
1	High Training Costs	0,09	2,20	0,20
2	Obstacles for employees who are technologically illiterate 40%	0,08	2,20	0,18
3	Employee resistance to change	0,11	2,30	0,25
	TOTAL AMOUNT	0,28		0,63
	S-W	1,00		2,90

Source: Processed from various sources 2024

To measure IFAS from indicators *strength*, And *weakness* The researcher used a scale range value with a minimum of 1 and a maximum of 5 to obtain the scale range as follows: Scale range 1.00 <= Mean 1.80 inferior category, scale range 1.80 <= Mean 2.60 less category, Scale range 2.60 <= Mean 3.40 insufficient/moderate category, scale range 3.40 <= Mean 4.20 good category, scale range 4.20 <= Mean 5.00 outstanding category.

The results of this IFAS calculation can be interpreted to mean that a higher IFAS value indicates that a lower IFAS value indicates that the current strategy is less capable of implementing Change Management through digital communication in the era of disruption. In this study, the IFAS value was 2.90, indicating a sufficient value. So, it can be concluded that the IFAS score of 2.90 is categorized as PT. Aruman Aditya, in this case, has an adequate strategy for implementing change management through digital communication in the era of disruption in order to increase the Company's competitiveness. Then, the researcher also carried out EFAS measurements, which the researcher presented in the form of the following table:

Table 2: EFAS Measurements (*External Factors SWOT Analysis*)

No	EXTERNAL FACTORS OPPORTUNITIES	WEIGHT	RATING	SCORE
1	Improve employee skills	0,24	4,60	1,10
2	Increasing company competitiveness	0,24	4,60	1,10
3	Management change is achieved through digital communication in the era of disruption.	0,24	4,60	1,10
	TOTAL	0,72		3,31
	THREATS			
1	Family Management and Manual Data Processing System	0,09	2,20	0,20
2	Rapid technological development	0,10	2,00	0,20
3	Competition from other companies that have used digitalization	0,09	1,80	0,16
	TOTAL	0,28		0,56
	AMOUNT	1,00		
	S-T			2,75

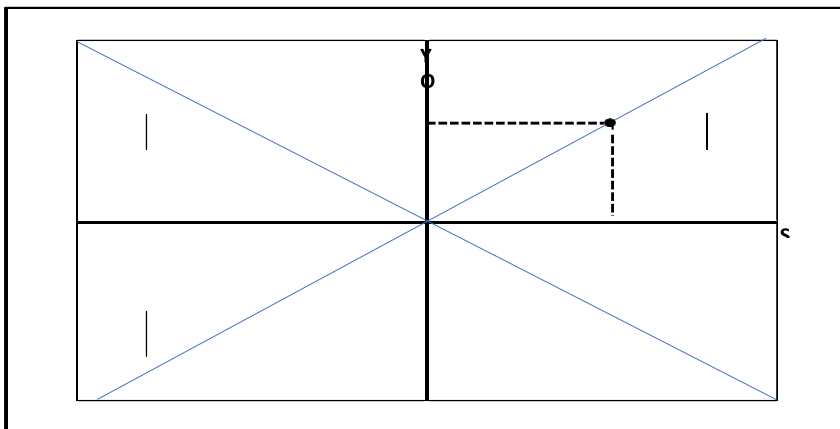
Source: Processed from various sources 2024

To calculate EFAS with indicators of *opportunities* And *threats*, The researcher used a scale range value with a minimum value of 1 and a maximum of 5 to obtain the scale range as follows. Scale range 1.00 <= Mean 1.80 inferior category. Scale range 1.80 <= Mean 2.60 less category. Scale range 2.60 <= Mean

3.40 insufficient/moderate category. Scale range $3.40 \leq \text{Mean} < 4.20$ good category. Scale range $4.20 \leq \text{Mean} < 5.00$ outstanding category.

The results of the IFAS calculation in Table 2 show a result of 2.90, and from the results of the EFAS calculation in Table 2, the result of 2.75 is obtained; if interpreted in the above category, the value of the calculation results is sufficient where PT. Aruman Aditya has a sufficient strategy for implementing Change Management through digital communication in the era of disruption. Furthermore, the researcher also calculated the SWOT diagram, which will later determine which quadrant positions PT. Aruman Aditya in implementing Change Management through digital communication in the era of disruption to increase company competitiveness. For Strength value (*Strenght*) of 3.53. For Weakness values (*Weakness*) of 0.63, the (X) S-W value is obtained, $3.53 - 0.63 = 2.90$, for the Opportunity value (*Opportunities*) of 3.31, for the Threat value (*Threats*) amounting to 0.56, until the (Y) O-T value is obtained, $3.31 - 0.56 = 2.75$

So, if the results above are interpreted in the SWOT Matrix diagram image, you will get the following image:



Source: Processed by Researchers 2024

Figure 1: SWOT Quadrant Diagram

Based on the SWOT quadrant diagram that has been depicted, the researcher can conclude that the position of PT. Aruman Aditya, in implementing change management through digital communication in the era of disruption, is in quadrant I, which shows PT. Aruman Aditya has a strong position and many opportunities to implement change management through digital communication in the era of disruption to increase the Company's competitiveness. Then, applying a *progressive or growth strategy*, which means PT is recommended. Aruman

Aditya is in a prime and stable position and is carried out precisely and accurately.

With the strategic steps above, companies can optimize existing strengths and opportunities and overcome weaknesses and threats through change management based on digital communication. Focusing on increasing HR competency, transitioning to a more efficient digital system, and strengthening the Company's competitiveness in an increasingly digital market will lead the Company to success in an era of disruption so that it can increase operational efficiency, inter-divisional collaboration, and better data-based decision making. Sound and the Company's competitiveness towards the Company becoming the leader in the developer business by being the most superior, professional, and profitable so that it becomes the first choice for consumers.

CONCLUSION

This research highlights the importance of digital communication-based change management strategies in facing the challenges of the era of disruption, especially in the property sector, such as PT. Aruman Aditya. Based on the analysis carried out, the following can be concluded: Directed and structured digital communication plays an important role in conveying the vision of change to all employees. Digital platforms can deliver information transparently and in real time, reducing uncertainty and increasing employee understanding and involvement in the change process.

Technology-based training is vital in ensuring employees' ability to keep up with technological developments. Continuous training, tailored to individual employee needs, increases digital literacy and builds adaptive capacity to face dynamic changes in the work environment.

Adopting digital technology, such as cloud-based platforms and collaboration applications, improves operational efficiency and strengthens collaboration across divisions. This technology enables organizations to speed up work processes, improve communication, and facilitate data-based decision-making by implementing a digital communication-based strategy, PT. Aruman Aditya has succeeded in increasing its competitiveness amidst the challenges of the era of disruption. However, the success of this strategy is highly dependent on the readiness of human resources, especially in overcoming resistance to change and limited digital literacy.

This research recommends that organizations increase investment in ongoing digital literacy training. Training programs should be designed to address employees' specific needs, including simulations and hands-on practice relevant to their duties. An emphasis on personalized training can increase employee effectiveness and engagement.

Organizations are advised to adopt the latest technology that supports

digital communications, such as cloud-based collaboration software. Additionally, data analytics in digital communications should be leveraged to evaluate the effectiveness of communications strategies and identify areas that require improvement. Organizations need to develop transparent and inclusive communications to reduce resistance to change. Two-way communication that provides space for employees to convey feedback should be an integral part of a change management strategy.

Academics can expand this research by examining the implementation of digital communication strategies in other sectors or by comparing the effectiveness of these approaches in large and small organizations. Apart from that, the study of the impact of digital communication on organizational culture is also an interesting area for further exploration. This research contributes significantly to the change management and digital communications literature while providing strategic guidance for organizations seeking to increase efficiency and competitiveness in an era of disruption.

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