

Effectiveness of Virtual Communication on Organizational Performance during Covid-19

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Abstract. Pandemics' context is the reason for the change of many sides both socially, economically, and politically. There requires communication workable, considering that we in the pandemic are not required to interact physically. This study uses a qualitative approach with the study library. This study's finding is that virtual social networks are the most important variables that significantly and positively affect all other variables. The conclusions obtained from this study are the implications of virtual communication on improving organizational performance in universities during the COVID-19 pandemic are effective enough to continue to be improved through virtual teams formed by universities.

Keywords: Virtual Communication, Organizational, Performance, Covid-19

1. Introduction

Countries worldwide are experiencing significant economic, social, political, and other fields due to the Covid-19 pandemic. Coronavirus outbreak has and still impacts all industries, including information and communication technology (Supriyanto, 2020). Social distancing guidelines put forward by individual governments and health departments to the public have resulted in school and business closures and left communities baffled by the unprecedented rate of change. Learning online and working from home is a way to mediate some people's problems, but others may not be that lucky.

Lecturers are special human beings; lecturers are professional educators and scientists with the main task of transforming, developing, and disseminating science, technology through education, research, and community service (3P). So strategic is the lecturers' role that with steady it can be said that the lecturer is the main actor in higher education. So important the lecturers' position so that it needs to be affirmed by the ratification of Law No. 14 of 2005 on Teachers and Lecturers and Government Regulation No.37 of 2009 on Lecturers. In important positions stipulated in each Higher Education statute, strategic structural positions must also be held by lecturers.

To communicate intensely between lecturers during the covid-19 pandemic, more complex virtual communication is required. Therefore, universities need to build virtual teams to manage virtual communication at their universities (Supriyanto, 2021).

Virtual Team today is growing and becoming a trend in the business world. The rapidly growing global economy trend is developing virtual teams-cooperation of individuals in geographically separate work teams located in different time and place regions (Horwitz et al., 2006). Virtual teams' establishment can maintain effective and unlimited face-to-face communication within geographic areas (Rosen et al., 2006). Virtual Teams also have an advantage in terms of communication formalities between subordinates and superiors. In general, subordinates will be more formal to superiors, but in virtual cases, subordinate teams will be more informal, and communication can be done more flexibly (Linkow, 2008). The organization's goal in implementing Virtual Team is to achieve the goals and objectives of the organization, and will continue so that the organization can compete, grow, and meet the needs of consumers (Dulebohn & Hoch, 2017; Dumitraşcu & Dumitraşcu, 2015; Hoch & Kozlowski, 2014; Saafein & Shaykhian, 2014).

Virtual Team will reach geographic areas globally, allowing the organization to gain several advantages, including using experts outside the organization. (Barnwell et al., 2014)

organizations using communication tools, or ICT, with their Virtual Team to enable easy and fast communication and collaboration at all distances and enable increased creativity and innovation (Davidekova&Hvorecký, 2017). Virtual Team Members communicate using communication or information and communication technology (ICT) tools such as teleconferencing, video conferencing, Skype, discussion forums, email, instant messenger, WhatsApp, and more.

2. Method

The research method (Wahyudin Darmalaksana, 2020) is used qualitative type through library study (Bryman, 2017) with content analysis approach(Cohen, 2011).This research is a qualitative type through library study(Apriyanto & Anum, 2018; Ayu et al., 2020; Kusuma & Apriyanto, 2018; Subyantoro & Apriyanto, 2020). The research stage is carried out by collecting library resources, both primary and secondary. This study conducted a data classification based on the research formula (Wahyudi Darmalaksana, 2020).

3. Discussion

3.1. Virtual communication during the Covid-19 pandemic

In previous studies it has been explained about the characterization of the virtual application of a team of two or more people who work interactively to achieve a goal that is in different locations, organizations and different times so that communication and coordination are dominated by communication using electronic media (email, fax, telephone, video conference), then there has been a shift in context from the existence of team members in the current era, where virtual teams can be applied to team members who are in the same location geographically, the same organization and the same time (a team is in one building, floor, and the same space) can work virtually, because each member has a basic task that must be completed in addition to additional tasks so that the virtual Team can be applied in a high school , because of the limitations of lecturers' human resources, demands (Education, Research, Devotion and other Support) must be met, then by utilizing the development of communication and information technology. With the gap phenomenon in the additional assignment of lecturers and gap research on virtual teams, the researchers took virtual communication strategies on additional assignments for private lecturers to improve the Team's performance that would help complete the main tasks additional assignments. And other supporting tasks, because of the busyness, create a limited distance and time for face-to-face communication.

Universities can choose to do virtual learning through WhatsApp platform groups, which gives a new feeling different from conventional practice. It takes high understanding and desire to learn to do this virtual exercise to use more features and supporting media during the exercise. Language skills and technological literacy are indispensable to support effective communication so that misunderstandings and other virtual communication difficulties can be easily resolved and the main purpose of such communication can be fulfilled.

Virtual communication culture consists of three words, namely culture, communication, and virtual. In anthropological tradition, Clifford Geertz defines culture as a value with its characteristics and can be seen from the symbols that appear. This symbol means a system of communication expression between humans that contains meaning and continues to develop along with human knowledge in living life. Communication culture is the values that arise from the continuous process of interaction between individuals (De Guinea & Webster, 2005).

The medium theory says humans adapt their environment through several ratios and primary mediums that carry some important ratios to influence perception. The media has a huge role to play in influencing human ratios. In his book *Understanding Media: The Extensions of Man*, McLuhan explains that media's social implication is that the media will be an extension of the human senses to shape its world. In this theory, Innis and McLuhan

integrate individual cultures and histories to build concepts about media epistemology. Donald Ellis argues that human history forms a perspective of media theory divided into three main periods: oral, print, and electronic, with their respective influences on the senses and cultural structures differently.

Culture as ways or habits used when interacting on social media with digital natives. Marc Prensky popularized the term digital natives in his research entitled *Digital natives, Digital Immigrant*. In 2008, Urs Gasser and John Palfrey also reported their research on Digital natives in a book called *Born Digital: Understanding the First Generation of Digital natives*. They mention that judging by the year of birth, these digital natives are those born above 1980. However, Gasser and Palfrey mention that digital natives are those who grow as technology begins to evolve. In other words, they live in a digitized environment-no with more analog systems. The communication culture that takes place in digital natives is divided into two: face-to-face communication (FTF) and computer-mediated communication (CMC). FTF is the natives' primary digital communication culture because they feel they need a face-to-face communication culture and hospitality. Therefore, CMC is a secondary communication that will be done when digital natives are hindered by space and time.

In the media as a means to be able to communicate with each other. Then the communication used in the media is identically called virtual communication. That is the process of delivering messages sent over the Internet or cyberspace. Communication is understood as virtual reality on the scope of cyberspace by using the Internet. Virtual communication is done utilizing discrete representation of digital information. The Internet is a very effective medium of communication for humanity in the world. Virtual is not real. They were used for something a shadow of real-world events formed through technology. Virtual communication is understood as virtual reality in cyberspace's scope by using the Internet. Virtual communication is done employing discrete representation of digital information.

In CMC's virtual world (Computer-Mediated Communication), one can interact with each other even if not in the same location. Still, expression, one's emotions are not represented entirely because the process of communication is only through the screen (face-to-screen). Sherry Turkle argues that the Internet has connected billions of individuals from any hemisphere in a new space that impacts one's way of thinking about sexuality, community form, and self-identity. In a virtual community, a person participates and engages in intimate conversations with others from around the world, but it is likely that these people rarely or never meet physically.

3.2. Benefits of Virtual Communication on Organizational Performance

Virtual communication is very beneficial for the organization's performance, especially during the covid-19 pandemic that does not allow physical contact or social contact with many people. The application of this virtual communication culture is made as an alternative to be applied in universities. Virtual authentication is a very solutive alternative and becomes very important during this pandemic period.

This study's finding is that virtual social networks are the most important variables that significantly and positively affect all other variables. There means that virtual social networks are driving the adoption of ICT innovation. Besides, indirectly, virtual social networks also have a strong influence on the performance of the organization. If we look at a theoretical perspective, this research explains new variables that influence employees to take ICT innovation.

The results show that incentives play an important role in making the adoption process of ICT innovation. Bhattacharjee (1998) proves that individual motivation can be maximized by high-level incentives and maximize technological innovation to meet management needs.

Another study by Talukder, Harris & Mapunda (2008) also showed that incentives are often considered a powerful trigger of employee behavior in adopting technological innovation. However, Currid (1995) argues that employees' incentives may not only be financial because there are other forms of incentives such as public recognition bonuses or rising incomes (Bhattacharjee, 1998). The study also revealed that individuals' attitudes towards adopting ICT innovation are positively and significantly influenced by factors derived from their perceptions, such as personal experience and innovation.

Since small and medium-sized organizations will benefit from applying ICT innovations such as Facebook, management should develop clear policies on integrating ICT innovation into their business strategies. Such policies should pay greater attention to distinguishing SMEs' use of ICT adoption records from competitors to uniquely committed companies' positions to embrace new technologies in their operations. Organizations can also take advantage of new ICT technologies like Facebook to minimize communication costs as Facebook doesn't cost money to organizations. Furthermore, Facebook has the potential to reach customers, suppliers, and stakeholders across borders. Facebook can play an important role in effective day-to-day communication of college affairs to target markets almost at no cost to organizations and help organizations improve their performance.

4. Conclusion

Virtual communication implications on improving organizational performance in universities during the COVID-19 pandemic are effective enough to continue to be improved through virtual teams formed by universities. The quality of virtual communication will depend on the consistency of the virtual Team. There is considering the level of skill in the ICT field that the virtual Team must possess and the ICT management server's maintenance capability on the virtual Team.

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