

Effective Strategies in Change Management: Building Organizational Resilience in the Digital Age

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ABSTRACT

This study seeks to analyze effective change management approaches that can support digital transformation while strengthening long-term organizational resilience. Employing a descriptive qualitative method, the research investigates social, cultural, and structural factors that contribute to the success of organizational change. Data were obtained through in-depth interviews, observation, and documentation involving selected informants, and were analyzed inductively to identify major themes from the findings. The findings further indicate that adaptive and transformational leadership plays an essential role in establishing a shared vision, encouraging collaboration, and improving organizational adaptability toward change. In addition, an organizational culture that supports innovation and continuous learning, together with effective two-way communication, significantly contributes to minimizing resistance and improving acceptance of digitalization initiatives. The research also highlights the importance of gradual and context-based technology adoption to ensure that the transformation process remains measurable and inclusive.

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INTRODUCTION

The rapid development of digital technology has had a profound impact on how organizations conduct operations and formulate and execute their business strategies. These changes are not superficial, but rather touch fundamental aspects of the organization's structure, culture, and overall mindset. In this context, the digital era demands that organizations not only adopt new technologies but also undertake a comprehensive transformation that encompasses changes in work culture, leadership

patterns, and organizational governance. An organization's ability to navigate these changes is crucial to ensuring sustainability and competitiveness amidst ever-changing market dynamics.

Digital transformation is not an easy process. Various challenges and obstacles often arise, particularly those related to the human factor. Resistance to change from employees, minimal stakeholder involvement, and a lack of a comprehensive understanding of the urgency of transformation are often major obstacles in this process. When changes are not well communicated or supported by a well-thought-out strategy, the risk of implementation failure increases significantly (Rizal et al., 2023). Therefore, it is crucial for organizations to focus not only on the technical aspects of digital transformation but also seriously consider the accompanying social and psychological aspects.

The success of digital transformation depends heavily on how an organization manages change from a human and cultural perspective. This is where leadership becomes crucial. Leaders who have a clear vision, communicate effectively, and build trust among organizational members are better able to inspire and motivate employees to embrace and support change (Robbins & Judge, 2019). Furthermore, strong leadership can also create an innovative work culture oriented toward continuous learning, which is a crucial element in building long-term organizational resilience (Sharma & Bhattacharya, 2019).

Organizational resilience can be understood as the capacity to survive, adapt, and even thrive amidst environmental conditions full of risk, uncertainty, and disruption. In the context of micro, small, and medium enterprises (MSMEs), digital transformation has proven to be a key driver in increasing business resilience, particularly during crises such as the COVID-19 pandemic. Recent studies have shown that factors such as the ability to innovate, collaboration between business actors, government policy support, and leadership capable of understanding and navigating the complexities of change play a crucial role in strengthening MSME resilience (Lestari & Choirunnisa, 2025).

Theoretical approaches such as the Resource-Based View (RBV) and Dynamic Capabilities emphasize the importance of internal resource management and dynamic adaptability as the primary foundation for building organizational resilience. The RBV highlights the importance of the uniqueness and sustainability of organizational resources as a competitive advantage, while Dynamic Capabilities emphasizes the organization's capacity to respond quickly and flexibly to change. These two theories complement each other in explaining why organizations that develop internal capabilities and strengthen their adaptability are better prepared to face digital disruption.

In an increasingly dynamic and uncertain business environment, developing adaptive and flexible leadership is essential. Adaptive leadership enables leaders to actively seek innovative solutions to complex challenges, while flexible leadership

allows for adjustments in managerial style to suit different contexts and needs. The combination of these two leadership styles not only strengthens organizational resilience but also contributes to the creation of a culture of innovation and long-term performance improvement (Norman & Pahlawati, 2024).

To build sustainable organizational resilience in the digital era, a holistic and integrated change management approach is required. Organizations need to conduct an in-depth analysis of the internal and external environment, establish a clear vision for change, and involve all stakeholders in every stage of the transformation process. An organizational culture that is open to change, encourages innovation, and supports cross-functional collaboration must be part of the core strategy. Effective, open, and transparent communication is also a crucial component in reducing resistance to change and ensuring an inclusive and participatory transformation process (Amiruddin et al., 2024; Syifa & Julia, 2023).

By understanding the complexities and dynamics that accompany digital transformation, organizations need to develop internal capacity not only in terms of technology, but also in terms of human resources and work culture.that, a comprehensive change management strategy, visionary and adaptive leadership, and an organizational culture that Encouraging innovation and learning will be key to building resilient organizations. Organizations that can integrate all these elements will have a greater chance of not only surviving but also growing and developing sustainably in the challenging yet opportunity-filled digital era.

This paper aims to examine various effective change management strategies in the context of organizational digitalization, with the hope of making a tangible contribution to strengthening organizational resilience and competitiveness in an increasingly uncertain future. The primary focus is on the crucial role of leadership, organizational culture, and resource management as the foundation for building robust and sustainable resilience in the era of disruptive digital transformation.

METHODS

The research method used in this study is descriptive qualitative, chosen because it provides a deep and comprehensive understanding of the phenomena studied in their natural state without manipulating the variables. This approach allows researchers to explore the hidden meanings behind emerging social phenomena and capture the complexity of reality in its original context. Descriptive qualitative research is flexible, open to the dynamics of data in the field, and oriented toward process and meaning, rather than solely toward quantitative or numerical results.

This approach aims to describe situations, behaviors, and social interactions as they exist in the field, so that research results can reflect reality factually, contextually, and accurately. This research seeks to comprehensively understand the various perspectives of social actors, so that the resulting interpretations are inseparable from the surrounding socio-cultural context. In the data collection process, researchers used

triangulation techniques, namely through a combination of several data collection methods such as in-depth semi-structured interviews, direct observation, and documentation. Interviews were conducted with informants selected purposively, namely those who have knowledge, experience, and direct involvement with the phenomenon being studied. This technique ensures that the information obtained is in-depth and highly relevant to the research problem. Observations were used to understand social and environmental dynamics more fully, including non-verbal interactions, daily routines, and spontaneous responses that may not be revealed in interviews. Meanwhile, documentation was used to complement and strengthen data obtained from primary sources, as well as as comparative material in the information verification process.

The researcher acts as the primary instrument in this entire process, making active involvement in the field crucial for authentically capturing subjective meanings, interaction patterns, and interrelationships between phenomena. The researcher's presence at the research site is not merely that of a passive observer, but also a reflective participant seeking to understand the context through direct interaction with informants and the environment. The collected data is analyzed inductively through a process of identifying themes, grouping them into thematic categories, and narratively describing the results. Analysis is conducted continuously throughout the research process, not only after the data has been collected, to maintain the link between initial findings and evolving dynamics. Thus, the descriptive qualitative approach in this research is expected to produce a rich, in-depth, and relevant picture of the context being studied, while contributing to both scientific understanding and practice in the field.

RESULTS AND DISCUSSION

Digital transformation has become an inevitability for modern organizations amidst the era of technological disruption and the knowledge-based economy. More than just a trend, digital transformation is now a key foundation for organizational sustainability in the face of global pressures, ever-changing consumer expectations, and the speed of innovation that demands agility and adaptability. Technological developments such as artificial intelligence (AI), the Internet of Things (IoT), big data, and cloud computing have redefined the competitive landscape. These technologies are transforming how organizations operate, serve customers, and distribute value through increasingly digitally connected supply chains.

However, digital transformation goes beyond simply replacing old technologies with new ones. Digitalization, more than that, demands a comprehensive reorganization of organizational structures, work culture, leadership patterns, and relationships between individuals within the work ecosystem. In this context, change management becomes a crucial pillar. Without a structured and systematic approach to change, technology adoption can lead to resistance, unprepared human resources,

and the organization's failure to achieve the long-term benefits of digitalization. Therefore, this study underscores the strategic role of change management as a catalyst for the success of the digital transformation process and increasing organizational resilience in the face of uncertainty.

1. The Complexity of Digital Transformation Challenges:

Multidimensional and Interdependent Digital transformation brings a series of complex and interrelated challenges. One major challenge is resistance to change, which stems from both psychological and structural aspects within the organization. Employees often feel anxious about being displaced by technology or feel inadequately equipped to keep up with digital advancements. This creates fear that fuels silent resistance, demotivation, and even internal conflict. In many cases, digital transformation fails not because the technology is inadequate, but because the people within the organization are not emotionally and cognitively prepared for change.

On the other hand, limited digital infrastructure is also a major obstacle. Organizations that still rely on conventional systems often face cost constraints, limited connectivity, and gaps in technological capabilities. The absence of a clear digital roadmap results in patchwork technology implementation that is misaligned with business strategy. This challenge is exacerbated by changing consumer behavior, which demands fast, personalized, and ubiquitous services through digital platforms. Organizations that are slow to respond to these dynamics will quickly be left behind and lose relevance in the market.

2. From Reactive to Proactive: Transforming Change Management

In a rapidly changing business landscape, change management can no longer be reactive. Organizations need to build a proactive change framework, one that anticipates trends, assesses risks, and sustainably prepares internal capacity. This approach begins with mapping the internal and external situation through SWOT and PESTEL analyses, as well as readiness assessments. The data from this mapping is used to develop a communicative, inspiring, and measurable vision for change.

The implementation phases were then designed in stages, encompassing planning, stakeholder engagement, outreach, training, and strengthening the new culture. The focus was not simply on "replacing" the old system, but rather on managing the psychological and structural transition so that all elements of the organization were emotionally and operationally prepared to embrace the change. Participatory engagement strategies—where employees were involved from initial planning through final evaluation—successfully increased a sense of ownership of the transformation process, as noted by Amiruddin et al. (2024) in their study of public sector organizations in Southeast Asia.

3. Adaptive and Transformational Leadership: The Driving Force of Change

Leadership is a crucial element in the change management process. Effective leaders in the digital age are those who combine adaptive and transformational leadership styles. Adaptive leaders are able to read external dynamics, make quick

decisions under uncertain conditions, and develop alternative scenarios to mitigate risks. Transformational leaders, on the other hand, focus on empowering team members, building an inspiring long-term vision, and creating a work environment that supports growth.

Robbins and Judge (2019) emphasize that transformational leaders play a role in shaping an organizational culture that is pro-innovation and pro-learning. They not only act as strategic decision-makers but also serve as role models for change: transparent, open to criticism, and consistent in executing the vision. In the context of digital transformation, such leaders are essential to reduce employee fears, bridge the gap between digital generations, and foster a spirit of cross-functional collaboration.

Effective leaders are able to delegate tasks to team members with the appropriate competencies. Delegation not only lightens the leader's workload but also provides opportunities for team members to develop skills and a sense of responsibility. Effective communication is key to successful leadership. Leaders need to be able to clearly convey their vision, goals, and expectations to team members, and listen to their input and feedback. Good leaders are able to motivate team members to achieve shared goals. Motivation can be achieved in various ways, such as recognizing achievements, providing opportunities for growth, and creating a positive work environment. Visionary leaders invest in the development of team members. Development can be achieved through training, mentoring, and providing opportunities to take on more challenging roles.

4. Organizational Culture as an Enabler of Sustainable Change

The success of digital transformation is heavily influenced by the strength of an organization's culture. A collaborative culture, open to learning, and tolerant of failure are hallmarks of organizations capable of adapting to the digital age. Conversely, a rigid, hierarchical, and controlling culture will hinder the innovation process. In a study by Mediakasi et al. (2023), organizational culture was shown to be a moderating variable between digital transformation initiatives and their successful implementation.

Building a culture of change requires a systemic approach, starting with internalizing values through training, creating role models, and incentivizing innovative behavior. One widely adopted strategy is developing internal learning communities for example, cross-divisional innovation forums and knowledge-sharing through digital platforms, and intergenerational mentorship. This strategy not only increases employee engagement but also accelerates the diffusion of knowledge across the organization.

5. Strategic Communication: A Pillar of Strengthening Trust and Engagement

Communication is the backbone of change management. Strategic communication goes beyond simply conveying information; it also serves as a means of building trust, strengthening motivation, and maintaining cohesion during transitions. Organizations need to develop a multi-layered communication strategy: from

executive to managerial, managerial to operational, and even inter-team communication. Each layer has different information needs and responses.

In addition to formal communication (meetings, memos, intranet), informal channels such as town hall sessions, online discussion boards, and open Q&A forums play a crucial role in fostering two-way dialogue. Employees feel heard, involved, and valued in the change process. This type of communication has been shown to reduce resistance and increase commitment to the transformation vision. In the dynamics of the modern workplace, the relationship between leaders and employees is a vital component influencing the stability and growth of an organization. A company's success is determined not only by business strategy or product quality, but also by the quality of relationships between individuals within it. One crucial factor in building healthy work relationships is the leadership style adopted by management. An appropriate leadership style can create a supportive work climate, increase productivity, and foster strong trust between employees and superiors.

6. Gradual and Contextual Technology Integration

Digitalization doesn't mean replacing entire systems at once, but rather integrating new technologies intelligently and contextually. An incremental implementation approach allows organizations to test new technologies in limited environments (pilot projects), evaluate their impact, and then refine them before scaling up. This reduces the risk of failure and increases user acceptability.

The success of technology integration is largely determined by the readiness of human resources and their supporting structures. Therefore, intensive training, technical assistance, and feedback mechanisms are key factors. Organizations also need to align technology systems with existing work processes and organizational structures to avoid creating counterproductive internal disruption.

7. Case Studies: Learning from Success and Failure

Learning from case studies of global organizations provides important insights. Procter & Gamble, for example, not only adopted digital technologies but also established a "Digital IQ" across management, ensuring that digital strategies were internalized down to the operational level. IBM transformed its business model by emphasizing cloud-based services and data, while simplifying its bureaucratic structure to increase organizational flexibility.

Conversely, failures like those of Kodak and Nokia underscore the importance of having the courage to abandon old models and think radically about the future. Kodak had digital photography technology but failed to integrate it for fear of cannibalizing its core business. Nokia was late in responding to the open platform trend, losing out to Android and iOS. Both of these cases demonstrate that technology alone is not enough; successful transformation depends on cultural readiness, leadership, and the courage to change.

8. Performance Measurement in Digital Transformation

In the era of rapid digital transformation, performance measurement has become a vital element, serving not only as a control tool but also as a strategic compass guiding an organization's actions. Accurate and continuous evaluation allows management to gauge the effectiveness of implemented digital initiatives and serves as a basis for evidence-based decision-making. Therefore, organizations need to develop a data-driven measurement system data driven performance measurement, which is able to capture the real impact of the digitalization process, both in the short and long term.

Some key indicators that can be used includedigital adoption rate (level of adoption of digital technology by employees or customers),employee digital literacy index (employee digital literacy index),customer digital engagement (level of customer engagement in digital platforms), as well asreturn on digital investment (digital return on investment). These four indicators provide a comprehensive overview of the internal and external aspects of digital transformation Beyond just numbers, measurement must also address qualitative aspects. Surveys on employee perceptions and satisfaction with digital change, levels of trust in leadership during the transformation process, and customer feedback on digital-based services are essential parts of a holistic evaluation system. Through a cyclical and reflective evaluation process, organizations can implement the principles of continuous improvement—namely continuous improvement which ensures that every digitalization step is always relevant, adaptive, and targeted.

9. Digital Literacy as a Foundation for Strengthening Human Resource Capacity

In the context of digital transformation, human resources (HR) play a central role as the primary driver of change. Technology, no matter how complex, will not be optimal without individuals who can use it intelligently and ethically. Therefore, digital literacy needs to be understood more broadly, not just as technical skills in using software or hardware, but as a comprehensive capability that encompasses a critical understanding of technology, an awareness of digital ethics, and the ability to continuously learn and adapt in a dynamic and disruptive work environment.

Investing in digital literacy development should be a long-term organizational strategy. Training programs, digital certification, and coaching through coaching and mentoring, to the extent that employee involvement in cross-divisional projects can strengthen their understanding and readiness for transformation. Visionary organizations generally have established a digital talent development framework (digital talent development framework) systematic. This strategy includes initiatives reskilling and upskilling for all levels of office—from operational lines to managerial and strategic levels.

Furthermore, cross-sector collaboration is also key. Partnerships with higher education institutions, professional training institutions, innovation incubators, and technology startups enable rapid and relevant knowledge transfer. Thus,

strengthening digital literacy not only strengthens individual capacity but also enhances the overall competitiveness of organizations.

10. Cybersecurity and Digital Ethics: Pillars of Trust in the Digital Age

Behind the various opportunities offered by digital transformation, there are also hidden threats and risks that must be seriously anticipated—particularly regarding data security and information system integrity. In an increasingly complex and interconnected digital environment, organizations are increasingly vulnerable to cyberattacks that can disrupt operations, damage reputations, and even threaten the very existence of the business. Therefore, cybersecurity should not be viewed merely as a technical issue, but as a strategic issue that requires attention from all levels of the organization, especially top management.

Securing customer data, business processes, and digital infrastructure must be done in layers, combining cutting-edge technology, stringent internal policies, and heightened awareness across the organization. This awareness includes regular education about cyber threats, digital security practices, and emergency procedures in the event of a system breach.

Furthermore, digital ethics is also an integral part of the transformation process. In using data and artificial intelligence (AI), organizations must uphold the principles of transparency, algorithmic fairness, privacy protection, and social responsibility. Today's digital society demands organizations that are not only sophisticated but also trustworthy. Therefore, building public trust is a key prerequisite for sustainable digital transformation. This trust can only grow if the organization consistently upholds ethical values, is accountable, and prioritizes the interests of all stakeholders.

11. Organizational Agility: The Ability to Learn, Adapt, and Act Quickly

One of the main characteristics of organizations that successfully implement digital transformation is a high level of agility. Organization agility Agile refers to the ability to respond quickly and appropriately to change, both externally, such as market and technological changes, and internally, such as team dynamics and business processes. Agile organizations are characterized by flat structures, decentralized decision-making processes, and open and horizontal communication patterns.

In practice, the agile approach is widely applied through methodologies such as scrum, Kanban, and product development based on minimum viable product (MVP). This method allows organizations to test ideas quickly, identify errors early, and carry out continuous iterations that lead to better results. The basic principle of this approach is fail fast, learn faster—that is, failure is not to be avoided completely, but rather to be interpreted as a learning process that enriches the organization's experience.

Furthermore, agility is not just about work methods, but also reflects the collective mentality of an organization. It encompasses the courage to experiment, a commitment to continuous learning, and a focus on solutions rather than problems.

In a digital landscape full of uncertainty, only agile organizations can survive and thrive sustainably.

CONCLUSION

Digital transformation has become a strategic imperative for modern organizations amidst the pressures of globalization, rapid technological development, and ever-changing consumer expectations. However, this transformation is not simply about replacing old technology with new, but rather a comprehensive process encompassing overhauls of organizational structures, work cultures, leadership patterns, and human resource capabilities. The challenges that arise are complex and interconnected, ranging from internal resistance to change, infrastructure limitations, the digital divide, to a lack of employee mental and emotional readiness. To overcome these challenges, proactive change management is essential. This process requires a systematic approach through mapping the organization's conditions, involving all stakeholders, open communication, and strengthening an innovative and collaborative culture.

Effective leadership in this context is adaptive and transformational—leaders who are able not only to respond to external dynamics but also to inspire teams, build long-term vision, and serve as role models in the change process. Furthermore, organizations must foster a culture that is open to learning and tolerant of failure to ensure sustainable innovation growth. Strategic communication, both formal and informal, is fundamental to building trust and reducing resistance to change. Technology integration must be gradual and tailored to the organizational context, accompanied by training, technical assistance, and data-driven evaluation mechanisms.

Case studies from global organizations like Procter & Gamble and IBM demonstrate that successful digital transformation is always underpinned by cultural readiness, the courage to innovate, and visionary leadership. Meanwhile, the failures of organizations like Kodak and Nokia serve as important lessons: technology without cultural readiness and a change mindset will remain an unused asset. Therefore, data-driven performance measurement, increased digital literacy, and digital security and ethics are crucial elements in ensuring the sustainability of transformation. Finally, agile organizations—those that learn quickly, adapt flexibly, and act nimbly—have the greatest chance of surviving and thriving in the uncertain digital era. Therefore, digital transformation is not just about technology, but rather a comprehensive transformation of how organizations think, work, and adapt.

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