

Digital Technology and Strategic Communication as Drivers of Organizational Change and Learning Outcomes in Higher Education

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Abstract

This research explores the role of integrating digital technology and strategic communication in mediating organizational change and in enhancing learning outcomes in higher education. While there is some research on applying digital transformation in universities and the importance of communication during these change initiatives, there is limited empirical research on how these two aspects together impact measurable learning outcomes. This research gap is apparent in studies exploring faculty perceptions as key change agents within institutional ecosystems. Hence, the authors used a survey approach. Data were obtained from six universities and 211 faculty members. The research examined perceptions of digital technology integration, strategic communication effectiveness, the organizational change process, and learning outcomes. Moreover, structural relationships were examined to decide whether integrated digital and communication methods significantly predict change readiness and perceived learning effectiveness. The results demonstrated that digital tools with a transparent and strategically coordinated communication mechanism significantly improve organizational change processes. Additionally, they were positively associated with improved learning outcomes. These results contribute to the existing literature discourse on digital transformation and its impact on higher education. Besides, it positions strategic communication as a mediator for change and learning outcomes.

Keywords: Digital Technology, Digital Transformation, Strategic Communication, Higher Education, Change Management, Learning Outcomes