

Educational Management: Contemporary Strategic Communication Decisions for European Higher Education Institutions

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ABSTRACT

Effective contemporary strategic decisions are very important in order to create effective and efficient European Higher Education institutions. The contemporary implementation of strategic communication directions in higher education sector is a serious factor that can affect the global higher education system, as may influence the educational management decisions to create change. Managers should behave with respect to the overall education system and its norms to develop their organisations with sustainable solutions. The designing of contemporary plans should be seriously investigated by managers based on examination of a local population and culture of a country. The data collection methods that have been used to examine the topic were mainly received from interviews and questionnaires. All the results, data analysis and interpretation are presented analytically on this article. The implementation of contemporary managerial strategies for European higher education institutions needs well planned strategic innovative decisions to avoid any negative impacts that occur during the implementation of them. The implementation of Contemporary Strategic Communication Decisions for European Higher Education Institutions needs responsible managers as well as serious leaders that their behaviour and personal development can influence the survival and growth of an organisation which is operating in a very competitive global business environment. The multicultural European business environment can only create organisational change when contemporary positive results arise through the offer of innovative solutions which can be supported by an overall well planned and designed strategy.

Keywords: Higher Education, Educational Leadership, Communication Management, European Union, Strategic Planning, Organisational Development, Organisational Change, Training and Development, Human Resource Development, Sustainability, Corporate Social Responsibility

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The current global business environment creates the need for more competitive organisations in order to achieve their goals and survive. Business and economic challenges are pushing organisations to develop sustainable innovative solutions and modern strategies that can create a competitive advantage. The use of suitable digital communication methods, strategies, practices, at a complex working environment are very important for organisations to survive, and create the need for further development by deciding sustainable and innovative strategic communication implementations.

BACKGROUND

Communication is vital to the success of an organisation and researches investigating about the communication environment can provide support for organisational success (Schuttler, 2010). Leaders in the field of management can also benefit from any new study results arising from the examination of the relationship between leadership and communication (Cekada, 2012). Organisations are often placing value on educating staff with digital ways. The continuing and fast development of technology creates a need for new methods of development to satisfy the increasing demands of continue education. The electronic communication is a modern developed way to achieve goals for both the learner as well as a useful tool for organisations. Continuing development is mainly effective when important changes are arising very quickly on the time, they want it during the everyday operations in an organisation. The use of technology in everyday life can support organisations to use as much as possible any available digital assets that will help them produce qualitative products and services for customers. The continuing and fast development of technology creates a need for new model development, which will help to satisfy the increasing demands of consumer needs. The management of diversity and change, cannot be successful without the use of proper online communication and online leadership practices, and continues updates of digital technologies including online learning. Effective digital leaders are always responsible for the achievement of corporate goals and to create change in order to gain a competitive advantage for an organisation. The necessity for use of any available digital assets including the use of technologies and online learning creates the need for effective online leadership communication plans and methods.

The organisational design will affect the actions, the cultural behaviours, and the overall procedures of an organisation. Organisations are often placing value on communication, so this thesis will have as a target to examine in depth the term of communication and how it is implemented in practice, by examining current issues on this subject area, as well as criticising and suggesting actions and solutions for the future on an organisation. This thesis will present its finding on communication with specialisation on the Higher Education sector, and more specific the Higher Education institutes of the Republic of Cyprus.

Context

Organisations are often placing value on communication, so the role of communication is to explore ways to transmit serious messages in order to achievement a goal. The user participation theory is the conceptual framework for this study. Effective managers must understand generational characteristics of employees and assure that their leaders would support employees to understand and respect each other's differences. Zhang *et al.* (2011) noted that transformational leaders develop obliging team goals as well as encourage team members to develop a common identity, common tasks, integrated roles, personal relationships, and shared reward distributions that reinforce cooperative goals. They also promote intellectual stimulation,

individualized consideration, and inspirational motivation (...) to improve task structure and a cooperative climate in the virtual environment (Kahai, Huang, & Jestice, 2012). In addition, transformational leaders may seek to empower their employees with positive enforcement and encourage solutions to problems with creative thinking. This qualitative study examines the use of digital communication strategies in relation to each generational differences based on three conceptual framework topics: (a) leadership, (b) motivation, and (c) organizational change.

PURPOSE

The objectives of this research are: (a) to examine the model of a digital leadership in current organisations as well as the digital businesses, (b) to examine the concept of online learning and development without entering in complex technical methods of information technology, (c) to examine the role of leadership communication to assure the quality and the functional values of information, (d) to critically present decisions of management who were decides to create innovation and progress for their organisations in Higher Education sector. (e) to critically present invested communication strategies on creating innovate organisations, (f) to evaluate implementations of internal communication to bridge different levels of employment, (g) to evaluate the implementation of online learning courses to bridge the digital gap of the learners.

This research is trying to enter a depth as possible to the higher education ‘industry’ and investigate what currently institutions are doing based on digital communication. This investigation will analysis the findings and suggests innovative digital communication strategies for higher education institutions in order to fill the gaps which are at the moment in this sector.

SIGNIFICANCE, SCOPE, DEFINITIONS

The scope of this research was to find answers on the following questions: (a) “*How* digital innovative transformation of new knowledge or other messages to stakeholders could change and develop the way organisations are operating?”, (b) “*What* are the fundamentals and skills to implement digitally transformative messages from leaders for organisations’ effectiveness?”, (c) “*Why* should digital leader have effective communication skills in order to satisfy the needs of a Higher Education institution and improve internal communication between students and staff? ”.

The scope of this investigation is to explore the gaps related to the use of communication in the higher education business environment of Cyprus. Researchers use qualitative methodology to seek for ‘*how*’, ‘*what*’ or ‘*why*’ answers, rather than explain a phenomenon or outcome (Yin, 2014). In quantitative methodology the researcher uses descriptive and inferential statistics, in order to describe the population and infer the sample results to the broader population (Orcher, 2014).

The purpose of this qualitative case study is to explore the reasons why digital communication strategies in higher education are used by multigenerational work forces in Cyprus to target sample population from Higher Education sector consists of managers at different levels located in Cyprus. The implication for positive social change includes the potential to identify benefits to the organization and its employees (Nwankpa, 2015).

The researcher uses a qualitative case study research method, and interviews are the key to get the answers needed. Stacey and Vincent (2011) argued that an interview allows the individual conducting the study to

capture data faster and also provides participants the opportunity to use technology at their convenience. By this method it makes the research more effective because by receiving and decoding live actions might be clearer for me to analyze and understand. Organizational leaders seek to minimize conflicts between employees in order to maximize profitability and keep a sustainable working environment and high-quality human capital within their organizations. This study is significant to business practice to provide a practical model for understanding better 'how', 'what' and 'why' effective leader must understand generational characteristics of employees to assure that employees understand and respect one another's differences. A significant predictive model can aid and support leaders in expecting differences, and more important, employing people that understand the meaning of communication on different generational characteristics. The implications for social change environment include the potential to increase productivity and internal communications.

RESULTS AND DISCUSSION

The achievement of outcomes of a plan depends of the growth using results of communication. According to Halliday (1975), "professional skills, as well as language skills, are very demanding in a globalised society and the continuously upgrading techniques have imposed new requirements in transmitting the results of work to other people, understandably and persuasively, both verbally and in writing. This changing environment in which professional communication should follow has placed more emphasis on the psychological, social, and rhetorical principles for more effective professional communication". The decisions made against strategic needs will show a realistic vision of the future of online leadership in business. A strategic online leadership development plan should not be confused with a business plan for an organisation, as this is based on personal strategic needs. The outcomes of the above shows how successful was by satisfying digital leader's needs and highlights some important issues to bear in mind that will show how to turn improve in the future any new planning and what changes must be made for implementation. Online Leadership in practice requires some less tangible and less measureable skills as well as managerial skills on topics like trust, inspiration, attitude, decision-making, and personal character. The more experienced digital leaders have better results on achieving his/her goals, as the online learning played a serious role in their strategic planning. A strategic online leadership ambition is faces of humanity, and is enabled mainly by the leader's character and especially his/her emotional reserves. Any continues improvement of current skills and abilities will have an impact on the organisation that a leader works for. Good interpersonal skills and time management skills by leaders are very important for the success of the organisation and always help on giving a competitive advantage on an organisation. Improving of personal skills through various trainings are necessary for achieving the strategic online leadership ambitions and future goals of any organisation to bring change. Scientists around the world have researched and understood the importance of leaders, and have recognized the 'power of motivation' as their main tool of success.

Biographical Characteristics of the Respondents

The process of developing and activating your relationships to increase your business, enhance your knowledge, expand your sphere of influence, or serve the community." Ivan Misner (2012). This chapter presents the results collected from the interviews related to continue training with concentration on programs was related to workplace communication. As an overall result the researcher has realized that

private college and universities, as well as public universities are using on a yearly basis the 360-degree method of the evaluation for their staff. This method gives the opportunity to collect information that are related to the strengths and weaknesses of both the employees and their organisation. The use of 360-degree feedback helps the organisations to focus on up to date needs and develop sustainable strategies in order to give each individual employee the opportunity to participate on programmes that will improve her or his personal skills and knowledge. The necessity for use of any available digital assets including the use of technologies and online learning creates the need for effective online leadership communication plans and methods. As a digital leader must write down a list of positive and negative points arise from this planning, that will help to grow in each of the aspects is recognised for personal growth and make a reflection. Discussions with other digital leaders will create relationships to arise good feedback as a person and growth. Many digital leaders assume that they can motivate their overseas personnel in a same way with that are used in the home country, but even though the motivation process may be similar, across cultures there are actually a variety of differences. An effective digital leadership as part of an overall digital organisational strategy seeks to solve poor morale, low productivity, poor quality, interpersonal conflict, intergroup conflict, unclear or inappropriate goals, inappropriate leadership styles, poor team performance, inappropriate organization structure, poorly designed tasks, poor response to environmental demands, and poor customer relations (North, 2018). "Online leadership communication needs to include not just the methods for informing employees about what managers expect of them, but also methods to allow employees to express their concerns and needs for successful implementation (Huczynski, 2007). A successful online leadership typically requires some kind of efficient business execution and agile business adaption" (North, 2018). The interpersonal model of communication (or face to face communication as it is called in simple words), whether is use by verbal or non-verbal communication skills or male/female communication style can be either 'converge' or 'diverge' in order to motivate someone" (Huczynski, 2007).

Key questions that need to answer for review of a plan are: "What are the important aspects in a personal life that want to grow?", "What are the important competencies that will have the biggest influence on a personal life, career or objectives?", "What other results were presented by other digital leaders that might be included and implemented in a future online leadership development plan?".

The Republic of Cyprus

Cyprus is a beautiful island in the Mediterranean Sea at the crossroads of Europe, Asia and Africa. Cyprus is the third largest island in the Mediterranean with a population of approximately 800,000. "Throughout the centuries, Cyprus has been a meeting place of civilizations and cultures. The island has superb mountain scenery, forests, fascinating coastlines and beaches, and a rich historical and archaeological heritage bearing witness to its long and diverse history. The marvellous climate of the island offers endless opportunities to nature lovers. In May 2004, Cyprus joined the European Union and became its easternmost and southernmost outpost" (source: www.aspectsofcyprus.com).

"The country's economy has emerged as one of the leading business and financial centers in the region. Various sectors of the economy like tourism, banking, insurance and telecommunications provide the economy with a cutting edge. In January 2008, Cyprus joined the Economic and Monetary Union (EMU) and the Euro (€). The official languages of the Constitution of Cyprus are Greek and Turkish, but English

is widely spoken. English is also the language of instruction in the private institutions of tertiary education for the vast majority of their programs of study” (source: www.cyprustourism.org).

The degrees to which sustainable and strategic communication factors are implicated and improved to become successful are based on the encouraged engagement and positive flexible behaviour of employees. There are also very much depend on the way motivation and training are complicated to achieve a strategic communication plan and also on the ways in which employees can lead and manage others’ performance at workplace. Effective digital solutions often are significant on whether the design of a strategic plan could succeed and provide autonomy for leaders to act and implement managerial decisions. A digital solution of a challenge can be evaluated as successful only after continues actions, implementations and evaluations of strategic communication plans. A successful strategic plan should have excellent communication abilities and an important working involvement whenever organisational sizes, and continues learning. The idea of designing and developing a strategic communication plan for achieving a development is arising based on the goals that have been set by each organisation. To update a strategic plan for development needs to identify the necessary skills that must be improved, devise activities to improve those skills, identify the resources to perform those activities, identify the measures to record progress, and work out a timeline because without all these elements it is not possible to make an impact on communication’s development. Motivation is has a key role to a psychological process that will bring a communication improvement. A person with an unsatisfied need will do whatever is possible and behave in a way that would satisfy that need. Maslow’s motivation theory is saying that human beings are motivated by unsatisfied needs, and that certain lower factors need to be satisfied before higher needs can be satisfied. Therefore, it is important for all organisations to understand all its employees’ needs and try to satisfy them in order to pursue higher-level motivators, and create continues digital communicators who could be a serious fact for success.

DEPTH ANALYSIS

The effectiveness of communication strategies is only available on final results. The level of success will get better performance, more satisfaction, and productivity. “Downs and Adrian (2004:11) classifies that the benefits of communication review is related to strategic planning, feedback, training and participation benefit.... The strategic planning can provide how employees view the implementation of any communication at workplace in relation to management’s goals and vision”. The power of a good communicating manager would affect the daily productivity of the internal working environment.

Survey evaluation

The aim of this project is to investigate and find answers on the following research questions: *What communication strategies do managers of higher education institutions implement at their workplace? Why communication skills are important to develop internal communication in regards to the relation between students and staff? How leaders of departments are involved in the decision making and how are involved in the designing of a training program for the development of communication skills?*

What communication strategies do managers of higher education institutions implement at their workplace?

This project helped to investigate the gaps on applied communication strategies and how managers of higher education institutes are implementing them at their workplace. The action of not paying attention to employees equally, could show a serious misunderstanding of multigenerational differences. Managers who show more attention on how to earn more money create lack of trust and bad communication between employees, and colleagues do not respect each other. The research showed that the differences between generations have immediate effect of productivity. This is because older employees do not collaborate with younger employees and act based on experience ‘mechanically’, without paying attention to the modern methods or techniques that have been learnt by digital leaders and managers. On the other side, younger employees have entered an organization with modern skills and methods that have been learnt at colleges and universities. Those helped them to follow modern rules and computerized skills in order to survive in the competitive workplace environment. As a result, the two sides come in contact, by being competitive between them by having bad communication (like emotions, words, tensions). Here comes the role of a leader that need to find a solution to this conflict in order to bring the two sides together.

Why communication skills are important to develop internal communication in regards to the relation between students and staff?

A bad internal communication in a class environment could create a serious problem on collaboration. The role a manager is to examine the two sides and find what is the gap so that during class instructors and students could have the best possible communication for the benefit of both sides. For example, is an instructor does not speak good English or a student does not speak or write good English then both should participate on English language classes. Also the manager is responsible for the communication between instructors and administrative staff, as well as students with administrative staff regarding e.g., examinations, registration of students, schedule of class, and payments or salaries.

The Emotional Intelligence (EQ), is a very good tool that someone needs to make a training on, as it helps an employee to ‘take someone else’s position’ in order to understand how he/she feels on a specific situation. The development of this kind of training program could help to improve communication skills of staff in order to teach in the right way their students by understanding them. For example, by understanding their needs, culture, religion, behaviours it should get prepared for a better and ‘healthy’ environment that will produce better results. This is not easy to send a message to a ‘difficult and problematic’ personality who needs to receive the message in the right way. There is also the generational difference so a message must be send a clear and simple as possible. A multinational working environments is also a complicated case that speak different languages or has other believes, even the majority of people communicate in English, there is also a difference on decoding a message in another language.

How leaders of departments are involved in the decision making and how are involved in the designing of a training program for the development of communication skills?

Leaders have an everyday communication with ‘their staff’. Leaders prepare everyday actions and suggest changes according to each situation. Leaders are moving together with the team, and they do not give orders like managers. They must understand team’s needs and decisions to transfer them to the general

management. This project presented the role and ‘power’ of a manager as well as the encouragement role of a leader as one of a team. Everyone needs each other in order to succeed, and create passion, motivation and organisational culture. A Learning Organisation is a process of improvement that if it succeeds could bring an organisation to the level of change. The communication model cannot work properly if it does not have the right skills. Even a small mistake could damage the whole strategy. Each level of an organisation must be designed based on overall strategy. The design and implementation of a new training programme would affect- successfully or not- the development and performance at workplace.

Critical evaluation of Transactional Leadership

Transactional leadership differs from transformational leadership because a transactional leader does not individualize the needs of subordinates or focus on their personal development. Transactional leaders are influential because it is in the best interest of subordinates to do what the leaders wants (Kuhnert & Lewis, 1987), and are exchanging things of value with subordinates to advance their own and their subordinates’ agendas (Kuhnert, 1994). ‘Transactional leadership’ refers to the leadership models which focus on the exchanges that occur between leaders and their followers. For example, Politicians in order to get votes are promising not to add any new taxes (Northouse, 2013).

Transactional analysis (TA) according to Berne (1961) is “a unified system of individual and social psychiatry”. The important of this is that it focuses not only on the individual, but also on one’s relationship to others (Northouse, 2013). Although TA has not been applied directly to leadership, there are some ideas which show the importance of this kind of analysis which can explain the interaction between a leader and a follower. Berne (1964) describes “a coherent system of feelings” and “a set of coherent behaviour patterns” which can have an effort to link how leaders should communicate and how sometimes could exchange feelings and experiences with people’s behaviour.

Critical evaluation of Situational Leadership

Situational leadership focuses on leadership in situations. An effective leader requires that a person adapt his or her style to the demands of different situations. As communication process is “the transmission of information and the exchange of concepts between at least two individuals” (Dominick 1999). According to Davis (2004:19) “A successful leader ... should have the skills and be able to communicate effectively, to encourage trust, maintain credibility and create enthusiasm”. “Effective leaders are those who can recognise what employees need and then adapt their own style to meet those needs” (Northouse, 2013). “Without effective communication, a leader cannot be effective” (Gary, L. 2002). Situational leadership stresses that will direct and support dimensions in particular situations. Leaders must evaluate their employees and assess how competent and committed they are to perform a given task. Situational leadership, based on the assumption that employees’ skills and motivation vary over time, suggests how leaders should change the degree to which they are directive or supportive to meet the employees’ changing needs (Northouse, 2013).

The situational approach has been developed by Blanchard (1985) with the Situational Leadership II model (SLII). This model is an extension and refinement of the original SL model developed by Hersey and Blanchard in 1969. This new model can help to be better understand the dynamics of situational leadership by separate *leadership style* from *development level of subordinates*. There are only a few

published research studies on situational leadership on justifying the assumptions and propositions set forth by the approach, even several doctoral dissertations have been written. The authors of situational leadership do not make clear and explain how commitment is combined with competence to form levels of development (Graeff, 1997), as well as the theoretical basis of a change in the composition of each level (Yukl, 1989). Blanchard *et al.* (1985) stated the subordinates' commitment with confidence and motivation, but is not clear how both they combine to define commitment. Situational leadership fails to account how certain demographic characteristics (Education, experience, age, gender) can influence the leader's instructions. Situational leadership does not fully address the issue of one to one versus group leadership in an organisational setting (Northouse, 2013). Questionnaires on situational leadership typically ask respondents to describe leadership style in terms of specific parameters (i.e. directing, coaching, supporting), rather than in terms of other leadership behaviours (Graeff 1983; Yukl, 1989).

How leadership can engender empowerment and trust in practice

Leadership is *"the relationship of mutual influence between leader and follower with the intention to move to a higher motivation and moral development"* (Rost, 1993). Leadership is *"the process in which an individual influences other group members towards the attainment of group or organizational goals"* (Zeugarides *et al.* 1997, p.144). Organizational leaders have a responsibility to communicate with their employees (Schuttler, 2010). Effective communication between leaders and staff is vital to the success of all organizations (Schuttler, 2010). *"Transformational leader refers to a leadership style where leaders and followers support each other to higher levels of morality and motivation"* (Jandaghi, Matin, & Farjani, 2009). Zhang *et al.* (2011) mentioned *"that transformational leaders develop obliging team goals as well as encourage team members to develop a common identity, common tasks, integrated roles, personal relationships, and shared reward distributions that reinforce cooperative goals"*. Transformational leader in an organization *"are responsible to create culture of justice, balancing communication and avoid misunderstandings"* (Mayer & Cronin, 2008). The personal differences of each employee are related to the leaders' level of development about communication skills *"in order to control misunderstanding within organizations and minimize breakdowns through effective management strategies"* (Gibson, 2009). *"Leaders must understand these differences to maintain an effective work environment and a competitive organizational culture"* (Burmeister, 2008). Power might be either positive or negative. That depends on actions decided by the management (McClelland, 1970). David McClelland (1970) observed that although the word 'power' has negative meaning to most of people because of its 'strong meaning', it comes to dominate and control others; but it can be also positive because based on the empowerment of people can do that they want to do to reach goals. Human beings have complex feelings, needs, interests, attitudes and perceptions, and each leadership has to manage "valuable" diversity. The role of a manager and leader is to implement the decisions of a strategic management with respect on different races, gender, religion or disabilities. Armstrong (2009) does not split "equal opportunities" and "diversity management" in his book. He mentions and explains both concepts as separate issues, but considering that it is implementing in practice as a managerial strategy for improving organisational efficiency and improvement of employee's relationships in order to overall support a creative organisational culture.

TRAFFIC CONTROL

A typical large organisation IC function will be concerned to monitor and limit the *quantity* of information

flowing through each internal channel, prioritising according to the relevance of a given message to the audience implicated in that channel, as well as the urgency and impact of the message. Such organisations typically face a risk that channels (such as intranet news, or email) are over-used for inappropriate, low value messages, causing vital audience groups to filter them out.

Channel development and administration

IC teams will often (but not always) hold responsibility for the administration and development of several of the organisation's communications channels. The range of media available is wide - and growing fast with new electronic media. Initially, IC tends to focus on the existing resources of the organization, typically an intranet, email distributions, and newsletters. One common element of channel development and administration involves managing supplier relationships - agencies external to the organization typically specialise in one main channel area, such as audiovisual, or print production.

Line manager "cascade"

Sending information down the line to local supervisors, expecting them to deliver it without any corruption, interpretation or deviation has long been the main focus of 'cascaded' internal communications (for example, UK guidance from The Industrial Society, now the Work Foundation, focused on giving managers very clear instructions about what to say and how to say it). However, in recent years thinking has evolved and literature now concentrates on empowering managers to facilitate discussion rather than cascade management of messages which will have little authority or impact. This is a particularly strong theme in the writing of TJ and Sandar Larkin. Clampitt (2005) lists three approaches managers use to communicate with their employees. Employee communication is an important skill for all line managers, irrespective of their seniority. Like any skill it requires training and development. Often, organisations do not invest the appropriate amount of time and effort in developing managers' communications skills. Too often this leads to managers abdicating responsibility for communications to their 'internal communications department' and a lack of confidence in facilitating discussion in their teams.

CONCLUSION

Over the last few years even more organisations around the world can understand the importance of a strategic communication plan as an important powerful tool for their success. This project has presented existing theories on communication and explained topics that are operational connected with this. Communication's role has also evaluated and analyzed as a necessary tool in an everyday situation, as well as in relation to culture and an overall strategic plan to create change. Furthermore, this project has presented current theories related to sustainability, and critically analysed past and future directions and situations on a real-life digital business local and global environment. It has also explored around theoretical and practical foundation contents, and examined past and current research findings. It also investigated the relationship of innovative digital situations and analysed how they operate in the higher education community in Cyprus. Spears (2002) states that: "communication between leaders and followers is an interactive process that includes sending and receiving messages (i.e., talking and listening)". It recognises that listening is a learned discipline that involves hearing and being receptive to what others have to say. Through listening, leaders acknowledge the viewpoint of followers and validate these perspectives. Everyone is motivated either intrinsically (by nature), by which an individual implementation

of actions will perform in a ‘natural’ way that help others, or extrinsically (by rewards) by which the external environment and result of the activity are of greater importance due to competition and reward or incentive plans. The real-life case studies which have been used from current business environment helped me to understand the investigated topic, and critically analyse its implementation. The designing of a strategic and sustainable plan for a new digital environment is a very complicated process that must be decided with a strong and creative team spirit for the mixing of ideas for implementation and success. It’s up to a digital leader and its management to understand how each person responds to several requests based on their nature and appeals to their desire for rewards during the designing of an overall digital organisational culture. A digital leader should develop people’s cultures in a way all messages can be communicated well. Motivation, internationally, can be achieved with good communication between employees within organisations even that is across cultures, between organisations or in an online environment between men and women. The effectiveness of strategic communication messages in achieving advancement of professional digital practices in organisations is a complex situation that needs personal evaluation and knowledge related to topics such as “motivation”, “culture”, “ethics”, “diversity” and equal opportunities”. It is true that the communication in an organisation plays a very important role because the final results can affect the overall organisational culture...as the 90% of the total working time is based on communication (Huczynski 2007). Though efficient communication leaders can transfer information based on the improvement and development of their team for understanding, commitment and trust between the employees, so without a good communication, a leader cannot be effective (Gary, 2002). Organisational stress and organisational ethics are concerns for every business leader who wants to achieve and sustain business success. For better control, leader should have skills which thru communication can control both for the good of the total organizational culture. Any ethical decisions made by a leader on a day-to-day basis require good communication in order to avoid any negative circumstances for the organisation. Organisations that are operating in the United States or the United Kingdom have already been touched by the effects of an international environment. Cyprus has only a few experiences on new markets, especially after the island’s entry into the European Union in 2004. The effective directions of a leader responsible for the control and support of a group of people, can affect the total culture of an organisation.

Summary of Results

This article presents some very important results that have been arise an investigation in Cyprus related to the use of modern digital innovative communication at workplace in order to create sustainable strategies for higher education institutions on the island. The findings have been presented by combining theory with practical implementations of the topic. Figures and tables have also presented in order to present some quantitative data. The researcher has also created a number of models in order to analysis the data results from this investigation. Organisations are like human beings. They ask for creativity; they need motivation; look for new knowledge thru training; and of course, want respect with good use of communication. Time passes, so any new information must add on previous investigations. New creative ideas and strategies must be updated very quickly as technology progress very fast which produce a need for a competitive advantage for higher education institutions. Over the last few years higher education institutions around the world are looking for innovative solutions of online education and strategies in order to create the best digital environment for their organisation. Digital leadership and managerial solutions

are important powerful tools for any higher education institute in order to succeed. This thesis presented current theories and critically explained digital communication from different point of views. It has also evaluated and analysed the role of a digital organisation in an everyday situation, as well the relationship of employees based on organisational cultures and communication methods in the Republic of Cyprus. The personal experience in the field of education in the last few years has shown that technology is still progressing and new strategic digital solution for higher education institutions in Cyprus is a must for their development and survival. The excellent communication tools and methods that keep with the main campus has the key for the success and improvement. Most importantly as research thru this journey of new knowledge was that being creative and by learning to think and search for new practical solutions to any kind of problems with improve the overall level of the university. The experience I gained from this research project was invaluable and definitely unforgettable. The course provided me with many new skills, tools and frameworks which I am regularly using. Most importantly, it changed my way of thinking. I found the doctorate degree quite intensive, challenging and above all beneficial. With work-based learning I gained a completely new experience compared to my previous studies. Each one of them served its purpose but the latter made me understand that life is a constant on-going learning process which never ends. By undertaking this research, I had a first-hand knowledge of the value behind the term lifelong learning.

Recommendations

The findings of this research clearly demonstrate that the market for Cyprus is continuing improve the digital technologies available in the island in very competitive prices. Higher Education Institutions are also continuing to improve their services by creative or buying available learning platforms, as well as communication platforms available in the global market to arrange meetings and other contact needs between colleagues. It also uses new digital methods to communicate with students (except emails) like Edmodo, Moodle, Webex as well answering enquiries live on the university's website. As Maringe *et al.* (2009) argues "The future of Higher Education lies not so much in increasing or decreasing fees and programmes available to students, but in encouraging young people to acquire qualifications and achieve their goals". Tuition and graduation is close related. If the university support the students financial, or support them in any other enquiry, then students when graduate will be the best communication method for the university to be promoted globally. A University will have the change to implement recruitment and marketing digital strategies, to satisfy the students' views on a number of important issues. This practically means that the university can now adopt a more targeted approach in recruiting international students. These will directly or indirectly increase the number of local and international students as well as improve the communication between different faculties, departments, institutions of the main campus.

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