
Amplifying Digital Literacy Through Non-Profit Organizational Communication in a Sensemaking Perspective

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ABSTRACT

The rapid acceleration of digital transformation, particularly post-pandemic, presents a significant adaptation challenge for non-profit organizations. This study investigates how non-profit organizations amplify digital literacy to enhance their capacity to adopt and utilize digital technology effectively. Using a sensemaking perspective from Karl E. Weick's organizational communication theory, this research aims to understand the processes and strategies involved in interpreting and overcoming digital literacy challenges to achieve social goals. Employing a qualitative case study method, data was gathered through interviews, document analysis, and literature review, with validation via source triangulation. The findings, centered on the Indonesian Bloggercrony Community's BloggerDay 2022 program, reveal that effective digital literacy amplification is achieved through a multi-platform communication strategy that fosters collective sensemaking. This process enhances members' digital competencies, encourages participatory collaboration, and drives organizational adaptation. The study implies that sensemaking is a crucial framework for non-profits to navigate digital ambiguity, make informed decisions, and develop innovative programs that empower their members in the digital era.

KEYWORDS Digital Literacy, Sensemaking, Organizational Communication, Non-Profit Organization, Virtual Community



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INTRODUCTION

While digital transformation accelerates globally, Indonesian non-profit organizations face unique challenges in adapting to new technologies while maintaining their social missions (Kumaeroh et al., 2021; Mallisetty, 2023; Saarikko et al., 2020; Yang et al., 2023; Zhang et al., 2023). Despite extensive research on digital literacy in educational and corporate contexts, there remains a significant research gap in understanding how sensemaking theory can be

applied to study digital literacy amplification in Indonesian non-profit organizations, particularly in virtual community settings (Alanoglu et al., 2022; Nguyen & Habók, 2024; Pinheiro & Pinheiro, 2021; Reddy et al., 2023; Tabieh et al., 2021; Wei, 2023).

Digitalization in various aspects of life is moving fast, especially during the *Covid-19* pandemic, as a form of adaptation to the new normal with the acceleration of digital transformation and the equitable distribution of information communication technology (ICT) in Indonesia (Fahmi & Mendrofa, 2023; Hartono et al., 2023; Purnomo & Kusnandar, 2019; Rath & Hermawan, 2019; Triyono & Nuariyani, 2019). The phenomenon of technological developments in the process of accelerating massive digital transformation goes hand in hand with the improvement of the national digital literacy status. This is marked by an increase in the status of digital literacy in Indonesia in 2022 post-pandemic. The results of a survey by the Katadata Insight Center with the Ministry of Communication and Information Technology (*Kominfo*) show an increase in the national digital literacy status by 0.05 points compared to one year earlier. The National Digital Literacy Index in 2022 rose to 3.54 from 3.49 in 2021.

The non-profit organization *Komunitas Bloggercrony Indonesia*, a virtual community with a registered membership of 2,500 bloggers in Greater Jakarta and various cities in Indonesia, communicates online through digital platforms such as websites, emails, WhatsApp, blogs, and social media—mainly Facebook Group and Instagram. This non-profit organization, which was established on February 24, 2015, has a mission to accompany digital-based creative workers with various self-development and competency improvement programs aimed at enhancing the quality of content creators in their abilities, experience, insights, personality, branding, as well as opening opportunities for content creators to grow and learn together.

The relentless acceleration of digital transformation, intensified by the *COVID-19* pandemic, has fundamentally altered the operational landscape for organizations worldwide. Non-profit organizations (NPOs), in particular, face a dual challenge: adapting internally to new digital tools while simultaneously fulfilling their mission to serve communities increasingly existing online. This digital shift necessitates moving beyond basic technical proficiency towards a more profound, collective form of digital literacy. Research by Young & Mossberger (2013) underscores that digital literacy in NPOs is critical for enhancing civic engagement and organizational effectiveness, yet many struggle with implementation due to resource constraints and a lack of strategic integration. This establishes a pressing context where the ability to collectively make sense of and navigate the digital environment becomes a cornerstone of organizational resilience and relevance, moving the discourse from individual skill acquisition to a communal, strategic imperative.

Despite recognizing the importance of digital literacy, a significant gap exists in understanding the process through which NPOs collectively construct meaning around digital challenges and opportunities. Previous studies, such as those by Kavanaugh et al. (2009), have effectively mapped the impact of social media on NPOs and their use of virtual communities, while Nash (2020) documented the practical challenges of digital adoption during the pandemic lockdowns. However, these works often focus on technological adoption or operational outcomes without deeply theorizing the underlying communicative and cognitive processes that enable successful adaptation. The theoretical lens of sensemaking, pioneered by Karl Weick, remains underexplored in this specific context. How NPOs communicate to interpret ambiguous digital information, build shared understanding, and enact strategic responses to digital disruption constitutes a critical research gap this study aims to address.

Based on the provided background, this study is driven by a core inquiry into how non-profit organizations construct the meaning of digital literacy, identify and surmount its associated challenges, and ultimately leverage communication for its enhancement. This exploration is framed through an organizational communication approach, specifically utilizing Karl Weick's sensemaking perspective. The research crystallizes these broad concerns into two focused problem formulations: first, to uncover the specific process and strategy of digital literacy amplification within the *Bloggercrony Indonesia* Community during its BloggerDay 2022 program; and second, to analyze the organizational communication process and strategy employed by the same community for that event through the lens of Weick's sensemaking theory.

To ground this investigation, the study adopts a nuanced definition of digital literacy that moves beyond mere technical proficiency. It is conceptualized as a collective organizational capacity to understand, interpret, and effectively utilize digital technology to achieve common goals, a concept socially constructed through interaction and communication. This is further expanded by the concept of digital literacy amplification, which refers to the strategic, deliberate efforts to broaden and deepen members' understanding and skills to use technology responsibly and safely, aiming to bridge the digital divide and mitigate its risks. These processes inherently occur within the context of virtual communities, defined as social aggregations emerging from sustained online public discussions, and are facilitated by digital communication—the technology-mediated activity of conveying and receiving messages via the internet.

The theoretical underpinning for analyzing these phenomena combines a systems view of organizations, which emphasizes their nature as open systems reliant on information exchange and feedback loops with their environment, with Karl Weick's sensemaking perspective. Sensemaking is the central process through which individuals in an organization collectively create

meaning from ambiguous information to enable action, a process encapsulated by the seven resources of SIR COPE (Social, Identity, Retrospect, Cues, On-going, Plausibility, Enactment). Communication is the vital mechanism that fuels both the organizational system and the sensemaking process, allowing for the exchange of information, sharing of perspectives, and development of mutual understanding that is essential for adaptation and effective action in a complex digital landscape.

The urgency of this investigation is multifaceted. For NPOs, the digital divide is not merely a technical issue but a threat to their sustainability and capacity to achieve their social missions. As noted by Martin-Rios (2016), sensemaking is crucial for innovation and change in knowledge-intensive organizations. In an era of information overload and rapid technological obsolescence, NPOs that fail to develop a robust capacity for collective digital sensemaking risk irrelevance, ineffective communication, and an inability to engage with their stakeholders. Furthermore, the post-pandemic era has cemented hybrid and digital-first models of operation, making the ability to amplify digital literacy through effective internal communication not just an advantage but a fundamental requirement for survival and continued impact in an increasingly competitive and digital civil society.

The novelty of this research lies in its theoretical synthesis and specific empirical application. It uniquely applies Karl Weick's sensemaking framework (SIR COPE model) to analyze the micro-processes of organizational communication within a virtual community NPO during a specific digital literacy initiative (BloggerDay 2022). This approach moves beyond descriptive accounts of digital tool usage to provide a nuanced, process-oriented analysis of how meaning is constructed, shared, and acted upon. By aligning the concepts of individual digital literacy with the dynamics of organizational empowerment and collective intelligence, this study offers a novel analytical framework for understanding how NPOs can strategically navigate digital transformation from within.

Therefore, the primary objective of this study is to elucidate the process and strategy of digital literacy amplification and organizational communication through a sensemaking perspective within the Indonesian *Bloggercrony* Community. It seeks to uncover how communication facilitates the construction of shared meaning to overcome digital literacy challenges. The benefits of this research are both theoretical and practical. Academically, it contributes to the fields of organizational communication and digital literacy studies by providing a robust, theory-driven analysis. Practically, it offers NPOs a replicable framework for leveraging their internal communication and community structures to build digital capacity, foster innovation, and ensure their strategies remain effective and responsive in a constantly evolving digital world.

RESEARCH METHOD

This research was conducted with a qualitative approach using a descriptive constructivist paradigm to examine the amplification of digital literacy in non-profit organizations. The constructivist paradigm reveals deeper cultural aspects and social interactions. From the perspective of constructivism, researchers explore and seek an understanding of the diverse meanings of the research object (Crotty, 1998 in Creswell, 2014).

The case study method used in this study examines the communication process through stakeholder interviews and previous literature studies as a basis for validating the meaning and acceptance by non-profit organization stakeholders. In the case study research method, the researcher conducts an analysis of a case in a time-bound program by collecting detailed information using various data collection techniques within a certain period (Creswell, 2014).

Data Source

This study uses the main data collection technique through interviews and observations as primary data. Meanwhile, secondary data are sourced from documents that are part of data collection in qualitative research (Creswell, 2014).

Data was taken from two sources, namely key informants as conceptual and organizing parties related to the BloggerDay 2022 program, and other informants who are part of the BloggerDay 2022 program, as well as expert informants with the following names:

1. Nuraulia Muhibar, M.A., as the organizer of the organization and chair of the BloggerDay 2022 committee (Key Informant)
2. Fawwaz Ibrahim, as the organization manager and person in charge of the BloggerDay 2022 event (Informant)
3. Anwari Natari, M.Hum., as an organizational supervisor and mentor (Informant)
4. Ismayanti Afrina Putri, as a member of the BloggerDay 2022 organization and volunteer (Informant)
5. Dr. Rulli Nasrullah, M.Si., as an informant social media expert from UIN *Syarif Hidayatullah* Jakarta.

Data Analysis

The researcher used the data analysis model of Creswell (2014) to carry out a qualitative data analysis process that proceeded concurrently, namely data collection and writing findings from interviews collected previously, as well as ongoing interviews. Then, the researcher wrote memos to be included as narratives and compiled the structure of the final report.

This study conducted a validity test through data triangulation, which involves the use of multiple data sources to obtain different views of the situation in a single study (Roberts and Taylor, 2002 in Creswell, 2014). Triangulation is a way of eliminating differences in the construction of reality that exist in the context of a study when collecting data on various events and relationships from different perspectives.

RESULTS AND DISCUSSION

The findings reveal several key insights that build upon and extend previous research in this field. Unlike Rheingold's (2014) focus on individual digital competencies, this study demonstrates how collective sensemaking processes in virtual communities can amplify digital literacy beyond individual skill development. The results also contrast with Kudesia's (2017) organizational sensemaking framework by showing how non-profit virtual communities employ unique collaborative mechanisms. Furthermore, while Purmayanti (2022) identified implementation challenges in educational contexts, this research reveals how non-profit organizations overcome similar barriers through strategic organizational communication.

The non-profit organization Komunitas Bloggercrony Indonesia, a virtual community with a registered membership of 2500 bloggers in Greater Jakarta and in various cities in Indonesia, communicates online through digital platforms such as websites, emails, WhatsApp, blogs and social media, mainly Facebook Group and Instagram. The BloggerDay 2022 program, which is the focus of this research, takes place with the theme of #ScaleUpYourSkill which coincides with the transition of the pandemic period with the rapid development of digital technology.

BloggerDay 2022 activities contain a number of webinars as part of the BloggerHangout program presented by expert speakers, including:

1. **The first webinar** was "Let's go! Explore the Potential to Become Your Best Person" with Tsurayya Syarif Zain, S.Pd.I., S.Psi., M.A as an educational psychology practitioner.
2. **The second webinar** was "Digital World: Metaverse & Language Crime" with Anwari Natari as an Indonesian editor and lecturer and Tuhu Nugraha as a digital business consultant & trainer.
3. **The third webinar** was "Blogging: Organic Vs Monetization" with Matahari Timoer as blogger & content creator and Joe Candra P. as blogger & CEO of Seven Creative.

BloggerDay 2022 activities took place in a hybrid manner with the organizing committee gathering offline at the Aston Priority Simatupang Hotel, Jakarta. Meanwhile, 100 participants and several volunteers and administrators joined online via Zoom meeting on Sunday, February 27, 2022.

Based on the results of interviews with key informants as the chief executive of the program, it is known that the dissemination of information and the process of confirming membership goes through a number of stages with the use of multiplatform digital communication channels and confirmation mechanisms via email. All participants who attended as many as 100 bloggers became the target participants of the program and confirmed their attendance via email and joined the WhatsApp group of the activity as a sign of attendance.

The researcher divided the discussion into five themes that explained the results of the research as follows:

1. Communication Dynamics and Sensemaking Process in Digital Literacy Amplification

The sensemaking process occurs at all levels of individual, group, organizational, and institutional analysis (Kudesia, 2017) as carried out by the Indonesian Bloggercrony Community in the management of organizations, committees, and members in virtual communities in the management of organizations and programs through the use of multiplatform digital information and communication technology.

2. Effective Digital Communication Strategy

The use of digital multiplatform including social media in virtual communities shows the optimization and effectiveness of digital communication by the Indonesian Bloggercrony Community as a non-profit organization that has a common identity and a sense of connectedness in amplifying digital literacy in the BloggerDay 2022 program (Kavanaugh, et al., 2009).

3. Improving Digital Competencies

The amplification of digital literacy in the BloggerDay 2022 program facilitated by the Indonesian Bloggercrony Community shows the development of digital literacy from essential cultural, cognitive, constructive, and communicative elements. Cultural elements are the understanding of various contexts of digital users, while cognitive is related to thinking power in assessing content, cognitive refers to the creation of something and communicative means understanding the performance of networks and communication in the digital world (Belshaw, 2011).

4. Accessibility and Participatory Collaboration

The research findings based on the results of the interviews show the active participation and high enthusiasm of the participants in a series of activities using the Zoom platform (Muhibar, 2024) participants also show active collaborative participation through digital content published through articles on blogs by giving a deep impression and sharing knowledge in an interesting and informative manner (Anwari, 2025).

5. Adaptation and Innovation

The Bloggercrony Indonesia community designed and implemented the BloggerDay 2022 program by following the latest developments in digital communication technology and trends, adapting to digital multiplatform as a communication tool in order to increase the effectiveness of digital communication, and creating a culture of innovation and learning within the organization to encourage experimentation and adaptation to change.

Table 1. Sensemaking Analysis of the SIR COPE Concept

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Weick's SIRCOPE Sensemaking Concept	Bloggercrony Indonesia Non-Profit Organization Communication	Amplification of Digital Literacy at BloggerDay 2022
Social: Interconnection and Collective Intelligence	The organizational communication process takes place from the program planning stage by building interactions involving members to collect information in order to compile program themes, event concepts, and webinar topics to strengthen members' digital literacy.	The understanding of digital literacy owned by organizational administrators has a diversity of perspectives but can build collective thinking that is then interconnected in compiling activity guidelines to help members of the organization.
Identity: Roles and Perspectives	The Bloggercrony Indonesia community as a non-profit organization has a responsibility to its management and members to carry out the mission of the vision as a facilitator of digital literacy communicated through various digital communication channels.	Based on the organization's identity as a digital literacy facilitator, the organization carries out its function to realize its vision mission by assisting members in responding, responding, and interpreting information related to the digital world in the pandemic era.
Retrospect: Learning from past experiences	Organizational communication in the series of planning and implementing the BloggerDay 2022 program takes place by taking lessons from the experience of implementing activities in previous years in designing and implementing programs.	Based on learning from the experience of implementing the BloggerDay program in the previous year, there was an increase in digital literacy through amplification in the digital skills of administrators by optimizing the use of shared digital workspaces.
Cues: Reinterpreting in context	The sensemaking process occurs at the planning stage by digging up information from the members of the organization, reinterpreting	The amplification of digital literacy is not only related to knowledge but also digital skills which is characterized by the use of

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		the information in the context of facilitating members to gain new knowledge that can equip them to face future challenges.	google drive for the purpose of digital communication effectiveness in virtual communities.
On-going: The importance of action	The	The Bloggercrony Indonesia community builds a common meaning to respond to changes in the era of rapid digital development during the pandemic by jointly carrying out collaborative actions through a series of BloggerDay 2022 activities.	In carrying out participatory and collaborative actions through the BloggerDay 2022 program, collaborative action is given birth to collaborative action through digital content to disseminate information in the form of new knowledge about the development of digital technology.
Plausibility: Making sense of meaning		With the communication built by the management from the planning stage to the implementation, the organization collects information that is then interpreted to build a common meaning in designing communication messages.	Understanding of new perspectives in responding to digital transformation communicated through digital multiplatform during the implementation of BloggerDay 2022 was not only obtained by participants but also spread to the public.
Enactment: Assignment of action	The	The assignment of actions in the sensemaking process is a reciprocal process between actors and their environment, involving the selection and retention of information, which in turn influences future actions and interpretations.	The amplification of digital literacy does not only occur in the exchange of information among BloggerDay 2022 participants but also occurs in a broader digital environment reaching members of organizations who are not registered as participants in activities or the general public.

Source: Informant Interviews and Literature Review

CONCLUSION

The results of this study show that the Indonesian *Bloggercrony* Community, from the perspective of organizational communication and the sensemaking concept, effectively carries out digital literacy amplification as an organization's strategic effort to improve digital competence, both the capacity and capability of members, especially the 100 bloggers participating in the BloggerDay 2022 activity. The *Bloggercrony Indonesia* community responds to the acceleration of digital transformation through the amplification of digital literacy in the BloggerDay 2022 program as an effort by non-profit organizations to remain relevant and effective in achieving social missions by facilitating its members in understanding, using, and utilizing digital technology optimally, effectively, and responsibly in supporting organizational communication goals while affirming the organization's identity as a digital literacy facilitator.

Academically, this research contributes by providing a specific analytical framework to understand how individuals in organizations create collective meanings from information by expanding the literature that aligns individual digital literacy with organizational empowerment dynamics, using a sensemaking approach to analyze the role of organizational communication in the amplification of digital literacy in non-profit organizations. Non-profit organizations can apply the concept of sensemaking in organizational communication to facilitate stakeholders' understanding of ambiguous and complex situations to make informed decisions and take effective actions, understand the needs of members and stakeholders, identify opportunities for participation and collaboration, understand the external and internal environment, recognize opportunities and threats, make appropriate strategic decisions, and develop innovative programs and activities that empower their members.

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