Digital Communication as a Tool for Improving Organizational Performance

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Keywords	
Digital Communication, Performance, Organization, Technology, Digital Era.	**Abstract.** In an era of ever-evolving information technology, modern organizations increasingly rely on digital communications to facilitate internal and external interactions. This research aims to investigate the role and impact of digital communication as a tool for improving organizational performance. This research uses a qualitative approach with descriptive methods. The research results show that the application of digital communication has a positive impact on organizational performance. Factors such as adequate technological infrastructure, digital literacy of organizational members, clear policies and protocols, leadership level support, appropriate communication context and objectives, and information security, contribute significantly to the success of digital communications. Research highlights benefits such as rapid exchange of information, efficient coordination, strengthening internal networks, transparency, overcoming geographic barriers, and increased engagement of organizational members. However, challenges such as security risks and information overload also need to be considered. Therefore, understanding and managing these factors is key in maximizing the role of digital communications to achieve organizational goals more effectively.

1.   INTRODUCTION

Communication, as a series of processes of transferring and exchanging messages, is the main basis for human interaction in various aspects of daily life. Messages communicated can be facts, feelings, ideas or thoughts, as well as data or information that aims to influence other people (Kustini, 2017). Communication activities are a necessity in human life, manifested in interactions between individuals and themselves, between individuals, individuals and groups, and in organizational contexts that involve many individuals (Furqon, 2003).

Humans are categorized as social creatures because their existence cannot be separated from the need for interaction and relationships with other people. Communication, as the main tool, is used to establish relationships, interact and understand each other with the aim of achieving various goals in everyday life (Mailani et al, 2022). The importance of communication also includes the role of the media as an intermediary in conveying messages. Although initially communication was formed directly without media intermediaries, the increasing number of human beings spread throughout the world requires media as a means of conveying messages (Tosepu, 2018). Along with the digital era, the development of information and communication technology has become a catalyst for change in the dynamics of human communication.

In the digital era, media transformation not only acts as an intermediary, but also as a catalyst for fundamental changes in the dynamics of human communication. The development of information technology, especially via the internet, presents unlimited capabilities for individuals to connect and communicate across regions (Suryani, 2017). This phenomenon shifts the communication paradigm from previously limited to a certain area to become global. Now, every individual has instant access to various information, views and interactions from all corners of the world without any geographical barriers (Zamroni, 2009).

The digital era not only provides facilities for global connections, but also opens up opportunities for changes in human communication patterns as a whole. The use of digital media not only makes communication easier, but also expands the scope of human interaction (Mahendra, 2017). Through social platforms, online forums, and communication applications, individuals can exchange ideas, share experiences, and build relationships virtually. Thus, the digital era creates a dynamic communications landscape, connecting global society in a vast and ever-expanding information network.

Digital Communication is a form of interaction that utilizes technology to communicate without direct physical presence. This involves the use of digital tools such as computers or smartphones with various applications or social media platforms such as Facebook, Instagram, and WhatsApp (Fauzi, 2017). With digital communication, individuals can connect with other people without having to meet in person, overcoming the barrier of geographic distance. Social media and instant messaging applications facilitate the exchange of information, updates and social interactions through text, images and videos (Prasanti, 2016).

More than just changing the way we interact, Digital Communication opens the door to innovation in delivering messages and exchanging information in the digital era. The potential of Digital Communication became the main focus during the pandemic (Syarif, 2019). Businesses that do not have a Digital Communication strategy fail to survive at that time. Video conferencing is becoming the dominant communication channel, while email is evolving into a new way of conveying messages. Digital Communication also plays an important role for reasons such as increasing worker involvement, providing a comfortable and enjoyable experience, being universally accepted, increasing transparency in the organization, and saving time, energy and costs (Ginting et al, 2021).

Organizations, as formal union systems, show the structure and coordination of a group of people who unite to achieve certain goals (Eggendhie, 2011). In this context, an organization is not just a collection of individuals, but is an organized entity with a clear division of tasks and defined authority, so that it is able to carry out joint functions in achieving common goals (Irawan, 2019). The existence of this structure and coordination is the basis for the success of an organization (Sunandar, 2012). Muhammad (2004), defines organizational communication as the process of sending and receiving various organizational messages within formal and informal groups of an organization. In other words, organizational communication involves a complex flow of messages between organizational members, both through formal channels such as meetings or official instructions, and through informal channels such as daily conversations (Kuswarno, 2001).

The importance of organizational communication lies not only in carrying out tasks, functions and authority, but also in building good relationships within the organization. Through effective communication, organizational members can understand each other's shared goals, create synergy, and overcome potential obstacles. Organizational communication is not only a functional tool, but also a foundation for strengthening ties and cohesion within an organization. By leveraging digital communications, organizations can achieve higher levels of efficiency, improve coordination among teams, and stimulate innovation. Therefore, understanding and strategic implementation of digital communication within the organizational structure is the key to achieving optimal performance in this modern era

2.   METHOD

This research uses a qualitative descriptive research approach with a post-positivist research paradigm. This paradigm is characterized as research that is deterministic, reductionist, empirical observation and measurement, and accompanied by theory verification (Creswell, 2002). Qualitative research or naturalistic inquiry is a method of research intended to understand actuality, social reality and existing human perceptions (Lincoln & Guba, 1985). In this research there are no hypotheses determined from the start, there is no treatment, and there are no restrictions on the final product. In this research, key informants were determined based on the snowball sampling technique, which is a method for identifying, selecting and taking samples in a continuous network or chain of relationships (Creswell, 2002). Data collection was carried out by observation, interviews and documentation. Next, the data was tested for data validity using triangulation carried out on the data source (informant). After being tested, the data will be analyzed descriptively, which aims to describe the research data according to the focuses studied, without testing the relationship between variables through hypothesis testing, because in this research the author did not make a hypothesis.

3.   RESULTS AND DISCUSSION

Digital Communication as a tool in Improving Organizational Performance

In the dynamics of an organization, the role of managers or leaders is very important and cannot be separated from communication activities. Managers actively communicate to convey vision, mission and direction to all team members. They use verbal interactions as a tool to coordinate tasks, provide feedback, and provide necessary motivation and direction. Communication, especially in the form of verbal interaction, is the backbone that helps smooth and harmonize the organization's progress towards achieving the desired goals or targets (Zahra, 2018).

With the development of technology, especially in the form of digital communication, the role of managers in communicating is increasingly open and expanding their reach. Digital communication allows managers to interact quickly and efficiently with their team members, without being constrained by time constraints or physical location. Through digital communication tools, such as electronic mail, collaborative platforms, or video conferencing, managers can ensure that key messages are delivered clearly and on time to all members of the organization (Aripradono, 2020). Thus, the adoption of digital communication not only enriches the quality of communication, but also increases effectiveness and involvement in carrying out organizational functions more efficiently. The following will explain the role of digital communication as a tool in improving organizational performance.

a.   Fast exchange of information

Digital communication, as the main pillar in the modern era, makes a major contribution to accelerating information exchange within organizations. In this context, speed is one of the main advantages made possible by digital communications. Through the use of tools such as electronic mail, instant messaging, and collaborative platforms, organizations can overcome delays in information dissemination. This speed plays a central role in supporting faster decision making. By having instant access to data and updates, organizational leaders can respond quickly to market changes, industry trends, or internal events that require immediate action.

Additionally, digital communication not only focuses on speed in information exchange, but also opens the door to better engagement and collaboration among organizational members. Social media platforms, collaborative tools, and video conferencing enable team members to interact directly regardless of geographic boundaries. This creates space for deeper discussions, sharing ideas, and building shared understanding. With digital communication, organizational members can be involved in the decision-making process, contribute to joint projects, and feel more connected to the organization's vision and mission. However, despite all the potential positives, it is important for organizations to understand the challenges and risks associated with digital communications. Sustainability and security of information, the potential for information to be spread without supervision, as well as the possibility of misunderstandings due to ambiguity in digital messages are several aspects that need to be managed carefully.

b.   Efficient coordination

Digital communication tools, such as email, collaborative platforms, and instant messaging, not only make things easier, but also become the main foundation in supporting effective coordination among organizational members. In an era where mobility and flexibility are highly valued, email has become an irreplaceable tool for communicating in writing regardless of physical location. Organization members can easily share information, provide instructions, or provide feedback via email, supporting smooth communication among teams that may be spread across different locations.

Meanwhile, collaborative platforms, such as Google Workspace or Microsoft Teams, provide virtual spaces for effective collaboration. In it, organizational members can collaborate directly on documents or projects, minimizing delays in the exchange of ideas and contributions. Features such as live comments or real-time updates speed up the decision-making process and ensure that every team member stays informed about the latest developments. Instant messaging, on the other hand, provides a fast and direct communication channel, enabling instant interaction and exchange of information that supports daily tasks more efficiently.

While these digital communication tools provide significant benefits, organizations also need to consider the challenges associated with their use. The risk of inappropriate information management, confusion due to unclear messages, and the potential for information overload need to be addressed through appropriate policies and training. With a thorough understanding of the positive potential and associated risks, organizations can optimize the use of digital communication tools to increase efficiency and coordination within the scope of daily tasks.

c. Strengthening Internal Networks

Through advances in digital communication technology, especially through social media platforms and collaborative tools, organizations can build strong and dynamic internal networks. Corporate social media, such as Yammer or Workplace by Facebook, provide a space for organizational members to share information, ideas and achievements in real-time. This opens up opportunities for informal interactions, strengthens interpersonal relationships within the team, and creates a more open work atmosphere. This network not only connects team members, but also creates opportunities to spread organizational culture, create a sense of shared ownership, and build communities focused on shared goals.

Along with this, collaborative tools like Google Workspace or Slack speed up cross-departmental collaboration. Through features such as shared documents and organized communication channels, organizational members can collaborate on cross-functional projects more effectively. Digital communication enables the dynamic exchange of ideas and input, reduces communication barriers between departments, and promotes synergy between different parts. Thus, digital communication is not only a practical tool for information exchange, but also a key driver in strengthening the engagement of organizational members and increasing collaboration across departments.

d. Information Transparency and Accessibility

Digital communication is the main pillar in creating organizational transparency by providing easier information accessibility for all members. Through digital platforms, such as a company intranet, organizational members can quickly access up-to-date information on policies, projects and the latest developments. This clarity and openness of information creates an open work environment, ensuring that every member has visibility into the steps taken by the organization. Therefore, each member can feel more involved in the decision-making process, understand the strategic direction, and feel like they have a significant role in achieving common goals.

In addition, digital communication also contributes to strengthening the understanding of the goals and strategies adopted by the organization. Through consistent and transparent delivery of information, organizational members can better understand the context, recognize the urgency of change, and see how their individual contributions impact shared goals. Apart from that, the existence of forums or online discussion rooms also allows members to ask questions, provide input, and collaborate in optimizing organizational strategies. Thus, digital communication not only functions as a means of conveying information, but also as a means of building mutual understanding and active involvement in achieving the organization's vision and mission.

e. Overcome Geographical Barriers

Digital communication, especially through video conferencing and various online communication tools, has provided a revolutionary solution in overcoming geographical barriers in the context of organizational work and collaboration. Video conferencing enables virtual meetings that are similar to physical meetings, removing the barrier of distance and enabling participation from multiple locations around the world. Team members or coworkers can interact directly, share ideas, and collaborate on projects without having to be together in one physical place. This innovation opens the door to global collaboration, connecting individuals across different time zones and locations, increasing response speed, and supporting business continuity.

Additionally, online communication tools, such as collaborative platforms and instant messaging, enable real-time collaboration among geographically separated teams. With this platform, team members can share documents, provide feedback, and coordinate in real time, without

experiencing delays caused by time zone differences. The use of these tools also provides flexibility for individuals to work asynchronously, considering different work times around the world. By removing geographic barriers, digital communications not only accelerates the decision-making process, but also optimizes overall team productivity, creating a globally connected and adaptive work environment.

f. Increasing Organizational Member Involvement

A measurable and appropriate digital communication strategy can have a significant positive impact on the engagement of organizational members. Through digital media, organizations can convey inspirational messages, organizational goals, and collective achievements in a way that motivates and raises the enthusiasm of members. Utilizing social media platforms, internal blogs, or digital newsletters provides opportunities to celebrate successes, introduce new initiatives, and stimulate enthusiasm among organizational members.

Apart from that, an effective digital communication strategy also creates a dynamic and open work environment. Organization members can participate in online discussions, voice creative ideas, and respond directly to changes or developments within the organization. Utilizing interactive features, such as polls or discussion forums, can encourage active participation and give organizational members a sense of ownership of the direction and policies adopted by the organization. By adopting digital communication strategies that motivate and focus on member engagement, organizations can create a work environment that is not only productive, but also full of enthusiasm and dynamic, which in turn will bring positive benefits for achieving common goals.

Factors that influence digital communication in improving organizational performance

The application of digital communication in organizations to improve organizational performance can also be influenced by several factors. These factors include:

a. Technology Infrastructure

The availability and quality of technological infrastructure is the main foundation in ensuring the effectiveness of digital communication in an organization. Adequate internet speed and quality hardware support the smooth exchange of information, ensuring that organizational members can connect quickly and without obstacles. Good infrastructure ensures stable accessibility, so that organizational members can access digital platforms whenever needed. These conditions create an environment where messages can be delivered in real-time, online collaboration can occur without interruption, and decisions can be made with rapid response. Therefore, investment and attention to adequate technological infrastructure is not only a practical necessity, but also a strategic step to increase the efficiency and effectiveness of digital communications, and support the achievement of overall organizational goals.

b. Digital Literacy

The digital literacy level of organizational members is a critical aspect in determining the extent to which digital communication can play a role in supporting organizational performance. An individual's proficiency in using digital communication tools, such as email, collaborative platforms, or corporate social media, determines the extent to which they can effectively participate in information exchange and collaboration via those digital platforms. Individuals who have a high level of digital literacy tend to be better able to understand technological features, manage information efficiently, and adapt to new technological developments. Conversely, low levels of digital literacy can be a barrier to understanding and fully exploiting the potential of digital communications. Therefore, investing in increasing the digital literacy of organizational members through training and education can open the door to more active participation, increase the effectiveness of digital communications, and in turn, support the achievement of organizational goals.

c. Policies and Protocols

Adoption of clear policies and protocols related to the use of digital communications is a crucial step in establishing a framework that supports the effectiveness and security of communications within an organization. This policy includes ethical usage guidelines that govern the behavior of organizational members in communicating digitally, ensuring that interactions are

conducted with professionalism and respect for organizational values. In addition, information security aspects are the main focus in this policy, by establishing data protection measures involving the storage, transmission and access of information. Privacy-related guidelines are also an integral part, providing direction on how individual data is managed and protected in the realm of digital communications. By adopting clear policies, organizations create an environment where members can use digital communications with confidence, minimize risk, and maintain integrity and trust in the exchange of digital information across the organization.

d. Leadership and Organizational Culture:

Leadership level roles and support have a substantial impact on the successful implementation of digital communications within an organization. Leadership that supports and encourages the use of digital communication technology not only provides positive signals related to innovation, but also stimulates changes in organizational culture towards faster adaptation to technological developments. When leaders demonstrate their interest and involvement in the use of digital communications, this permeates all levels of the organization, encouraging active participation and acceptance of digital communications solutions. Leadership-level support creates an atmosphere where organizational members feel supported to experiment, understand the added value of the technology, and integrate it into daily work routines. Therefore, the positive and exemplary role of leadership is the main driver in building an organizational culture that is responsive to advances in digital communication technology

e. Context and Purpose of Communication

Factors that encompass desired communication characteristics, such as whether it is formal information, open discussion, or project collaboration, are key elements in designing an effective digital communications strategy. The success of digital communication in an organization depends not only on the technology used, but also on the extent to which the strategy matches the communicative needs and preferences of members. By clearly defining the context and purpose of the communication, organizations can design an appropriate approach, ensuring that each message is delivered according to specific needs. Whether it is in the form of an official announcement, an open discussion for the exchange of ideas, or a collaborative platform for a joint project, understanding the characteristics of desired communications becomes the foundation for creating a digital communications strategy that is relevant and supportive of achieving organizational goals.

f. Information Security

Information security plays a crucial role, especially in the context of organizational communication via digital platforms. In an era where information exchange occurs digitally, implementing adequate security measures is a must to protect organizational data from potential security risks. Actions such as using encryption to protect data integrity and strict access management to control who has access to information are essential steps. Through this approach, organizations can ensure that information communicated via digital platforms remains secure, not exposed to threats from unauthorized parties. Good information security not only protects against security breaches and data leaks, but also provides an important foundation of trust between members of an organization who communicate digitally, ensuring that sensitive and strategic data remains well protected.

4. CONCLUSION

Digital communication has a crucial role in improving organizational performance. In modern organizational dynamics, digital communication technology makes a major contribution to efficiency, engagement, and collaboration among organizational members. Several factors influence the successful implementation of digital communications in an organizational context, including technology infrastructure, digital literacy, policies and protocols, leadership, communication context and goals, and information security. Adequate technological infrastructure is the main foundation for the smooth exchange of information, while the digital literacy of organizational members determines the extent to which they can utilize the potential of digital communication. Clear policies and protocols provide ethical and security guidance, while leadership-level support stimulates organizational cultural adaptation to technology. The context and purpose of communications must be

taken into account in designing appropriate strategies, while information security becomes imperative to protect organizational data. Digital communication also provides significant benefits, such as rapid exchange of information, efficient coordination, strengthening internal networks, transparency, overcoming geographic barriers, and increasing involvement of organizational members. However, challenges such as security risks, confusion due to unclear messages, and information overload need to be managed wisely.

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