

## Harmonization of Communication Channels: The Impact of IT Governance on Organizational Interactions

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Article Info (9 pt)	ABSTRACT(9 pt)
<b>Corresponding Author: (9 pt)</b> Name : Harjono Padmono Putro E-mail: <a href="mailto:harjonopputro@unkris.ac.id">harjonopputro@unkris.ac.id</a>	<p>Harmonization of communication channels is a critical factor in achieving efficiency and effectiveness of internal communication in an organization. This research will explore how good IT governance can improve the overall harmonization of communication channels within an organization, as well as how this impacts interactions between organizational members. This research uses a qualitative approach with descriptive methods. The results of this research reveal that effective Information Technology (IT) governance contributes significantly to the harmonization of communication channels within the organization. Good integration between various communication platforms, maintained information security, and flexibility in responding to changing communication needs are the main points that strengthen the effectiveness of organizational interactions. In addition, careful risk management and compliance with technology policies and regulations also support the continuity of communication channels, creating an environment that is safe, adaptive, and in accordance with applicable ethical and legal standards. The results of this research provide further insight into the important role of IT governance in forming a solid foundation for harmonious and effective internal communication.</p> <p><b>Keywords:</b> Harmonization, Communication Channels, IT Governance, Organizational Interaction.</p>

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### INTRODUCTION

In the era of globalization and ever-growing business dynamics, the importance of effective internal communication cannot be underestimated as the foundation for the success of an organization. Good internal communication is the foundation that enables an organization to adapt to change, maintain cohesion among its members, and respond to complex challenges (Garcia-Morales et al., 2011). Harmonization of communication channels, as harmonious coordination between various internal communication means, is a key element in maintaining a healthy and consistent flow of information throughout the organizational hierarchy (Quirke, 2017). In this context, the importance of the role of Information Technology (IT) is increasingly emerging, with technology becoming the operational backbone of modern organizations.

Developments in information technology not only reflect the evolution of the way business is conducted but also underscore the urgent need for good IT governance. Effective IT governance ensures that systems, data and technology infrastructure are used optimally and safely (Van Grembergen, 2004). In the context of harmonizing communication channels, IT governance is not only a supporter, but also a catalyst in ensuring that information can flow efficiently and can be easily accessed throughout the organization. Therefore, harmonization of internal communication and IT governance are two inseparable elements that work together to achieve organizational success in facing the challenges that continue to develop in this global era (Fan et al., 2012).

Harmonization of internal communication contains the essence of effective integration between the various communication channels available within an organization. This includes, but is not limited to, efficient email management, holding well-coordinated meetings, and utilizing online collaboration platforms (Dolphin, 2005). Through good harmonization of these channels, organizations can create a positive and productive communication climate. Unified and coordinated communication not only creates a harmonious work atmosphere, but also improves coordination among teams and departments, minimizes the risk of misunderstandings, and strengthens the sense of involvement of organizational members (Garicano & Wu, 2012).

Furthermore, harmonization of internal communications paves the way for rapid and accurate exchange of information across the organization. With well-coordinated communication channels, information can flow smoothly, ensuring that all parties involved have access to relevant and up-to-date data (Xu et al., 2021). This not only contributes to more timely decision making, but also strengthens the organization's adaptability in the face of changing business environments. Therefore, harmonization of internal communications is not just about unifying communication channels, but also about creating an environment where information can be a driving force for innovation, collaboration and mutual success (Smith & Mounter, 2008).

#### Top of Form

The role of Information Technology (IT) governance is becoming increasingly crucial in the context of harmonizing internal communications in modern organizations (Grung, 2013). As a comprehensive management framework, IT governance is not only related to technical aspects, but also includes resource management, risk mitigation, and maintaining compliance with applicable policies and regulations (Veiga & Eloff, 2007). In an era where technology is the main pillar in organizational operations, IT governance provides a solid foundation to ensure that investments in technology provide optimal added value.

Efficient IT governance ensures that technology resources, such as hardware, software, and network infrastructure, are managed in a way that supports organizational goals. This includes monitoring and managing system performance, timely updates, and wise resource allocation (Peterson, 2004). In addition, IT governance also plays a role in identifying and managing risks associated with the use of technology, whether related to information security, data privacy, or system resilience. Good IT governance also plays an important role in maintaining organizational compliance with various policies and regulations, including privacy and data security regulations. With strong IT governance in place, organizations can ensure that their use of technology complies with industry standards and applicable laws (Selig, 2016).

This research will explore the factors that influence the harmonization of communication channels, especially in the context of IT governance. Through in-depth analysis of effective IT governance practices, this research aims to provide insight into how organizations can improve the effectiveness of their internal communications and, as a result, strengthen overall organizational interactions. The results of this research are expected to make a significant contribution to the practical and theoretical understanding of the complex relationship between communication channel harmonization and IT governance.

## Literature Review

### IT Governance

Information Technology Governance (IT Governance) according to Weill & Ross (2004) is the responsibility of the board of directors and executive management, which consists of leadership, organizational structure and processes that ensure that the company's IT supports and expands the company's strategy and goals. Symons (2005), stated that IT governance is one of the most important parts of the successful implementation of good corporate governance. IT Governance ensures measuring the effectiveness and efficiency of improving the company's business processes through IT-related structures towards the company's strategic goals. IT Governance combines best practices in planning, management, implementation and execution

processes, and performance monitoring to ensure that IT properly supports company achievements.

Even though there are many definitions regarding IT Governance and experts provide various arguments regarding IT Governance, in each understanding they always mention five things related to:

- a) Information technology accountability
- b) Compliance with information technology rules and regulations
- c) Fulfilling needs and interests
- d) Managing risk
- e) Provide value to the business and control of the work performed.

### **Organizational Interaction**

Organizational interaction is a complex phenomenon involving relationships, communication, and dynamics between individuals within an organizational entity. Some experts have a deep understanding of the concept of organizational interaction and describe it from various perspectives (Dignum, 2004). According to Geser (1992), a famous organizational theorist, organizational interactions can be understood through the concept of sensemaking or meaning formation. Weick argues that individuals in organizations interact with each other to make sense or meaning out of complex situations. This process involves collecting, interpreting, and giving meaning to information to create shared understanding within the organization.

Henderson & Mitchell (1997) view organizational interactions through the lens of collective action theory. They emphasize the importance of coordination and cooperation among organizational members to achieve common goals. In this perspective, organizational interactions are not just relationships between individuals, but also collaboration that involves coordinating actions to achieve desired results. In general, organizational interactions include complex dynamics between individuals, groups, and organizational structures. It involves processes of communication, collaboration, and meaning creation that contribute to the formation of organizational culture and the achievement of shared goals. A holistic understanding of organizational interactions is essential in the context of understanding how an organization operates and adapts in an ever-changing environment.

### **Communication Harmonization**

Communication harmonization is a concept that includes efforts to align and integrate the various communication channels that exist in an organization. The main goal is to create optimal harmony between the communication methods used, such as email, meetings, online collaboration platforms, and direct communication. In this context, harmonization refers not only to the technical coordination of communication channels, but also to the creation of a positive and effective communication climate throughout the organization (Holzinger et al., 2008).

The communication harmonization process includes identifying, evaluating, and adapting to the unique needs of various communication channels so that they can work together efficiently. This can include unifying formats, clarifying communication direction, and integrating technology so that channels support each other (Rozina & Karapetjana, 2020). By achieving good harmonization, organizations can increase the effectiveness and efficiency of internal communications, reduce communication barriers, and open pathways for a smoother and more coordinated exchange of information throughout the organizational structure. Thus, harmonizing communication is the key to creating a responsive and adaptive organizational environment in facing business dynamics and external environmental demands.

## **METHOD**

The qualitative approach adopted in this research gives the author the freedom to detail information in depth from the various parties involved, in line with the descriptive nature of this research (Sugiyono, 2011). The advantage of this approach lies in its ability to explore complex

social contexts in the field, so as to better understand the dynamics of relationships between individuals and organizations. Through this approach, the author can reach a level of depth of understanding that is difficult to find through quantitative methods. Collecting primary data, especially through interviews, allows the author to gain direct views and experiences from stakeholders. Meanwhile, secondary data collection through direct observation at relevant agencies and document analysis supports the validity and accuracy of the information obtained. This combination of methods creates a holistic approach that involves the researcher's active participation in the organizational environment under study. The data analysis process uses data condensation techniques, presenting information, and drawing conclusions, ensuring that research results are presented in a systematic and easy to understand way. Overall, these approaches and methods are designed to provide a comprehensive and in-depth picture of the impact of IT governance on organizational interactions, with a focus on achieving harmonization of communication channels. It is hoped that the findings from this research will make a significant contribution to practical and theoretical understanding in this area.

## **RESULTS AND DISCUSSION**

Information Technology (IT) governance has a significant impact on organizational interactions, forming a crucial foundation for the harmonization of communication channels. Here are some key impacts:

### **Communication Channel Integration**

Information Technology (IT) governance has a substantial impact on the integration of communication channels in an organization. This integration becomes more possible with effective management of IT infrastructure and systems. For example, the use of email, online collaboration platforms, and other communication tools can be aligned so that these channels do not operate in isolation. In an integrated system, data and information can flow more smoothly between various platforms, creating a more unified communications ecosystem.

The importance of communication channel integration lies in its ability to reduce internal communication barriers in organizations. In an integrated environment, organizational members can more easily communicate and collaborate without being constrained by technological limitations. As a result, relevant information can be exchanged more efficiently, speeding up work flow and decision making. Continuity between platforms also minimizes the risk of communication errors or ambiguities that may arise when using isolated communication channels.

It is important to note that integration of communication channels through IT governance is not just about technical alignment, but also involves a holistic management strategy. Careful planning and careful implementation are required to ensure that each communication channel supports overall organizational goals. In other words, the integration of communication channels is not just about technology, but also about how that technology can be directed to support the organization's overall vision, values and communication policies.

### **Information Accessibility**

With the implementation of effective Information Technology (IT) governance, there is a significant transformation in information accessibility throughout the organization. A well-managed IT system allows members of an organization to easily access the data they need, anytime and anywhere, without being constrained by geographic or time constraints. This creates an environment that supports productivity, where information becomes an asset that can be accessed quickly and efficiently by all members of the organization.

Another advantage of good IT governance is its ability to facilitate efficiency in information sharing. With an integrated system, the data exchange process becomes smoother and can be done quickly. This not only optimizes internal workflows, but also ensures that every member of the organization has access to the latest updates, management decisions, and other

key information. As a result, collaboration between departments and teams becomes more effective, creating a solid foundation for harmonization of communication channels.

Transparency resulting from easy access and sharing of information supports the realization of harmonization within the organization. Organizational members have better visibility into various aspects of operations and decision making, enabling shared understanding. In this way, transparency creates a solid foundation for coordination and cooperation throughout the organization, supporting efforts to harmonize internal communications as a whole.

### **Security and Privacy**

A crucial aspect of Information Technology (IT) governance is information security and privacy. Information security is a top priority as organizations store and manage large amounts of valuable data. By having good IT governance in terms of security, organizations can protect sensitive data and avoid various security threats that may be detrimental, such as cyber attacks, data theft or information leaks.

Trust in communications security is an important foundation in building a healthy work environment within an organization. When organizational members feel confident that the information they share through communication channels is kept secure, they tend to be more open to interaction and collaboration. This creates an atmosphere of trust among organizational members, motivating them to share ideas, experiences, and information that may be critical to the organization's success.

In addition to maintaining trust, IT governance that focuses on security can also prevent legal and reputation risks that may arise due to information security breaches. By complying with applicable security standards and regulations, organizations can demonstrate their commitment to protecting the information and privacy of their members. This not only creates security in daily interactions, but also strengthens the organization's positive image in the eyes of external stakeholders.

### **Risk Management**

In the context of Information Technology (IT) governance, risk management is an essential approach to identifying, assessing and managing potential risks related to technology and communications. Risk identification is carried out by identifying potential threats and vulnerabilities in the IT infrastructure and communication channels used by the organization.

By assessing these risks, organizations can identify mitigation priorities necessary to maintain the continuity and security of communications channels. Risk mitigation involves a series of proactive actions to reduce the negative impact that can arise from a particular risk. Examples of risk mitigation actions in the context of communications channels involve implementing strict security policies, continuous security monitoring, and employee training to identify and avoid potential security threats.

System disruptions and security breaches are two types of risks that are often the focus of risk management in IT governance. System disruptions, such as hardware or software failure, can suddenly stop the flow of communications. By planning backup and disaster recovery solutions, organizations can mitigate the impact of system disruptions on communications channels. Meanwhile, security breaches can include unauthorized access to data or cyberattacks that can damage an organization's reputation. Mitigation strategies involve implementing sophisticated security systems, active monitoring of potential threats, and engaging employees in good security practices.

### **Flexibility and Innovation**

Adaptive Information Technology (IT) governance is a key element in supporting organizational responsibility to changing communication needs. In an ever-changing business world, the ability of organizations to adapt their communications strategies has become a necessity. Adaptive IT governance enables organizations to quickly adapt their communications

technology infrastructure and systems to market dynamics, industry developments and internal needs.

The flexibility gained from adaptive IT governance gives organizations the freedom to explore and adopt innovative new communications technologies. This includes exploring the latest collaboration platforms, integrating more efficient communication tools, and adopting new communication methods that are more responsive to changes in the business environment. By keeping up with the latest technology trends, organizations can increase the effectiveness of their communications, create more modern communication channels, and ensure that communication processes remain relevant.

In the context of innovation, adaptive IT governance encourages organizations to become more open to cultural and operational change. By leveraging advanced communications technology, organizations can increase collaboration, increase the exchange of ideas, and facilitate more efficient decision-making processes. This creates an environment where innovation is driven by the ability to communicate effectively, promoting harmonization between different levels of the organization.

### **Conformity with policies and regulations**

Information Technology (IT) governance plays a key role in maintaining organizational compliance with policies and regulations relating to the use of technology. By having a good IT governance system, organizations can ensure that every technology-related action is carried out in accordance with applicable legal norms. This includes compliance with data privacy laws, information security and industry sector regulations that may impact how the organization operates.

Sustainability of communication channels is a direct result of compliance with norms and rules. By remaining compliant with applicable regulations, organizations can minimize potential risks related to legal sanctions, fines, or reputational losses that could arise as a result of policy violations. In managing communication channels, organizations must ensure that every step taken complies with the guidelines set by regulatory authorities, creating a safe and reliable environment for interaction and exchange of information.

The importance of IT governance in maintaining compliance also involves a deep understanding of regulatory changes that may occur over time. Organizations need to have effective monitoring mechanisms in place to capture the latest developments in technology regulations and adapt their policies and procedures according to these changes. Therefore, intelligent IT governance is not just about compliance today, but also about being ready to adapt to the ever-changing regulatory environment.

## **CONCLUSION**

Governance plays an integral role in establishing and maintaining harmonization of communication channels within an organization. In the era of globalization and business complexity, the effectiveness of internal communication is the key to success, and IT governance is the foundation that ensures optimal organizational interactions. By harmonizing communication channels, organizations can achieve effective integration between various communication platforms, such as email, online collaboration platforms, and other communication tools. This creates a positive communication climate, improves coordination, and facilitates the rapid and accurate exchange of information. Additionally, good IT governance ensures that information security and privacy are maintained, creating a safe environment for organizational members to interact and share information freely. In the context of innovation, adaptive IT governance gives organizations the ability to respond quickly to changing communication needs. This flexibility supports the exploration and adoption of new communication technologies that can improve the harmonization and effectiveness of organizational interactions. Furthermore, careful IT governance also involves risk management, mitigating potential technology and communications-related risks such as system disruptions or

security breaches. Compliance with policies and regulations is an important aspect of IT governance, ensuring that the organization remains in accordance with applicable norms and rules. Thus, all aspects of IT governance support the sustainability of organizational communication channels, creating an environment that is adaptive, innovative, safe, and complies with applicable ethical and legal standards. In an effort to achieve organizational goals and success, harmonization of communication channels becomes a strong foundation, and IT governance becomes a catalyst that supports this achievement.

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