

Effectiveness of Business Communication in Improving Organizational Productivity in The Digital Era

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Abstrak

Komunikasi bisnis memegang peran sentral dalam mendukung produktivitas organisasi, terutama di era digital yang serba cepat dan kompetitif. Penelitian ini bertujuan untuk menganalisis bagaimana efektivitas komunikasi bisnis mempengaruhi produktivitas organisasi, dengan menyoroti peran teknologi digital, komunikasi internal, dan strategi komunikasi yang adaptif. Metode yang digunakan adalah studi kepustakaan dan pendekatan kualitatif deskriptif. Hasil menunjukkan bahwa komunikasi yang efektif, didukung oleh teknologi digital, meningkatkan kolaborasi, transparansi, serta pengambilan keputusan yang cepat, yang pada akhirnya berdampak positif pada produktivitas kerja. Rekomendasi disampaikan bagi organisasi untuk mengembangkan budaya komunikasi terbuka dan berinvestasi pada pelatihan keterampilan komunikasi digital.

Kata Kunci: *Komunikasi Bisnis, Produktivitas, Teknologi Digital, Komunikasi Internal, Organisasi*

Abstract

Business communication plays a central role in supporting organizational productivity, especially in today's fast-paced and competitive digital era. This study aims to analyze how effective business communication influences organizational productivity, with a focus on the role of digital technology, internal communication, and adaptive communication strategies. The method used is a literature review with a descriptive qualitative approach. The results show that effective communication, supported by digital technology, enhances collaboration, transparency, and faster decision-making, which ultimately has a positive impact on work productivity. Recommendations are offered for organizations to foster a culture of open communication and invest in training for digital communication skills.

Keywords: *Business Communication, Productivity, Digital Technology, Internal Communication, Organization*

Introduction

Communication is a fundamental aspect of organizational life. In the business context, communication is not just a process of conveying information, but a strategic tool that supports all organizational activities, from decision making, team coordination, to the implementation of operational and managerial strategies. The effectiveness of business communication is an important indicator in determining the extent to which the organization can carry out its functions optimally. According to Robbins and Judge (2019), effective communication helps organizations to align individual and team goals with the overall vision and mission of the company, thus supporting the achievement of organizational targets.

In today's digital era, the transformation of information and communication technology has had a significant impact on the way humans work and interact. The development of digital technologies such as social media, collaboration software, and internet-based communication systems has overhauled the traditional order of communication to be faster, more flexible, and cross geographical boundaries. It has also created opportunities for organizations to increase productivity through more effective and efficient communication. However, behind these opportunities, there are new challenges that arise, such as information overload, miscommunication due to media barriers, and the limited ability of human resources to adopt communication technology optimally (Afifah et al., 2024).

Organizational productivity, according to Drucker (2007), is not solely measured by the output produced, but also by the efficiency of the processes carried out and how the organization can optimize the inputs it possesses. In this context, communication becomes one of the crucial inputs that determine the quality of collaboration among employees, quick and accurate decision-making, and the creation of a conducive work environment. Poor communication can result in delayed information, misunderstandings between teams, low work morale, and even internal conflicts that hinder work processes. Research conducted by Luthans (2018) shows that open and participative communication within organizations can enhance employee engagement with their work and improve work efficiency. This is also supported by Gallup's findings

(2022) which show that companies with good internal communication systems have productivity up to 25% higher compared to companies with weak internal communication (Arifin, 2023).

As the need for flexibility and speed in business communication increases, many organizations are adopting digital communication technologies. Tools like Slack, Microsoft Teams, Zoom, and Google Workspace have become part of the daily work system that enables real-time collaboration without the constraints of space and time. However, the adoption of this technology does not automatically guarantee effective communication. Aspects such as organizational culture, employee communication skills, and internal communication policies remain the main determining factors in creating effective communication (Purwanto, 2020). Effective communication is also closely related to leadership and communication management within the organization. A leader must be able to convey the vision clearly, listen to the aspirations of team members, and serve as a liaison between collaborating departments. The inability of a leader to convey messages accurately can lead to a decline in productivity and work morale. Therefore, communication training, the development of a structured digital communication system, and monitoring communication effectiveness are important steps that organizations must undertake to address communication challenges in the digital era (Panggabean et al., 2023).

Various studies also show that the success of business communication is not only seen from the smoothness of information transfer but also from the extent to which the information is understood, accepted, and followed up by the recipient. This emphasizes the importance of communication quality, which includes message clarity, cultural context, and empathetic ability in conveying and receiving information (Gudykunst & Kim, 2017).

Basic Theoretical

1. Concept of Business Communication

Business communication is the process of exchanging information within an organizational context to achieve specific goals. According to Robbins and Judge (2019), business communication involves the sending and receiving of messages between individuals in the workplace, both vertically (supervisor-subordinate) and horizontally (between coworkers). Business communication is not only informative but also persuasive, educative, and instructive. Communication within an organization encompasses two main forms, namely internal and external communication (Safitri & Aravik, 2025). Internal communication occurs between individuals within the organization, including between management and employees, while external communication encompasses interactions with outside parties such as customers, business partners, and stakeholders (Bovee & Thill, 2016). Effective communication is characterized by message clarity, prompt feedback, openness between the communicator and the communicant, and appropriate communication media. The effectiveness of communication can be influenced by barriers such as cultural differences, perception, noise (interference), and technological limitations (Budianto, 2023).

2. Digital Era and Communication Transformation

The digital era is marked by the massive utilization of information technology in various aspects of life, including organizational communication. Technologies such as email, social media, communication applications (WhatsApp, Zoom, Slack), and collaborative management systems (Microsoft Teams, Trello, Asana) have significantly changed the way individuals and teams communicate. According to Daft and Lengel (1986), the selection of the appropriate communication media is very important in organizations. They introduced the Media Richness theory, which states that the effectiveness of communication media depends on its ability to convey complex information. Rich media such as video calls and face-to-face meetings are better for ambiguous or emotional messages, while poorer media like email are suitable for routine information. A study by Zorn (2010) adds that digital technology can accelerate work processes and increase productivity, but it also

creates new challenges such as information overload and ineffective multitasking. Therefore, organizations must design efficient digital communication systems and educate employees to use technology wisely (Bagaskara & Mulyana, 2023).

3. Organizational Productivity

Organizational productivity is a measure of the efficiency and effectiveness of resource use to achieve optimal work results. According to Drucker (2007), productivity is not only related to output but also to the work process and the performance of individuals and teams in achieving common goals. Factors that influence productivity include leadership, motivation, organizational culture, technology, and communication (Aji & Aravik, 2023). Ineffective communication can lead to miscommunication, task duplication, internal conflicts, and decreased work morale, which directly affect productivity (Luthans, 2018). Effective communication fosters the creation of teamwork, clear task distribution, and good coordination between departments. With open and two-way communication, employees feel more valued and engaged in the organizational process, which positively impacts their commitment and productivity (Tengku Darmansah et al., 2024).

4. The Relationship Between Communication and Productivity

Many studies have shown a positive correlation between communication effectiveness and increased work productivity. According to research by Clampitt and Downs (1993), companies with good internal communication demonstrate superior performance in terms of efficiency, job satisfaction, and employee retention. Gallup (2022) reported that companies with integrated communication strategies have employee engagement levels 20–25% higher, which impacts increased work productivity. Moreover, effective communication also plays a role

in supporting organizational change, reducing resistance to innovation, and accelerating strategic decision-making. Therefore, building an effective communication system in the digital era is not just about providing technology, but also creating a healthy communication culture, nurturing interpersonal communication skills, and facilitating efficient and transparent information flow (Sodikin, 2025).

Research Methods

This research uses a descriptive qualitative approach aimed at deeply understanding how the effectiveness of business communication impacts organizational productivity in the digital era. Data were collected through literature review and documentation, by examining scientific literature, journals, company annual reports, and publications from reputable institutions such as Gallup and Deloitte. The analysis technique used is thematic content analysis, which involves identifying and grouping the main themes related to communication and productivity. To ensure the validity of the data, source and theory triangulation were used, by comparing various references and perspectives of classical and modern communication. This approach is expected to provide a comprehensive understanding of the role of communication in improving organizational performance through the utilization of digital technology. (Budianto, 2023).

Results and Discussion

1. Transformation of Communication in Organizations in the Digital Era

The digital era has drastically changed the way organizations communicate. Literature review results show that the adoption of communication technologies such as email, collaborative platforms (Slack, Microsoft Teams), and internal company social media has facilitated the dissemination of information and accelerated coordination between departments. According to the Gallup report (2022), organizations that optimally utilize digital communication experience an efficiency increase of up to 25%. This finding aligns with the Media Richness

Theory by Daft and Lengel (1986), which states that interactive digital media can convey complex messages more effectively than conventional media. This transformation not only touches on technical aspects but also on work culture. Communication becomes more flexible, faster, and not tied to specific times and locations. This supports hybrid and remote work systems, which have become increasingly common post-COVID-19 pandemic. However, this change also demands the adaptability of all members of the organization so that communication remains effective and is not hindered by information overload or lack of face-to-face interaction (Azmi & Jaya, 2019). However, this change also demands the adaptability of all members of the organization so that communication remains effective and is not hindered by information overload or lack of face-to-face interaction (Azmi & Jaya, 2019).

2. Effectiveness of Digital Communication and Its Impact on Productivity

The effectiveness of communication is measured by how well the message can be understood, the presence of feedback, and the engagement of the message recipient. In the digital context, this effectiveness is greatly determined by the selection of appropriate communication media and the clarity of information delivery. A study by Clappitt and Downs (1993) shows that organizations with good internal communication systems tend to have higher productivity because they reduce miscommunication and work duplication.

Some indicators of effective digital communication include:

1. Clarity and consistency of the message.
2. Accessibility of information for all employees.
3. Openness of management in conveying policies.
4. Quick and targeted feedback.
5. Employee engagement through digital forums or online meetings.

If these indicators are met, then digital communication will become a highly strategic tool in driving both individual and team performance. In various cases, companies that implement open communication through digital technology show higher levels of job satisfaction and employee loyalty, which ultimately impacts the increase in organizational productivity (Ahmad et al., 2024).

3. Challenges in Digital Business Communication

Although it provides many conveniences, digital business communication also presents new challenges. One of the main challenges is information overload, which occurs when employees receive too many messages from various platforms, leading to confusion and decreased work focus (Zamzam & Aravik, 2020). Another challenge is the lack of social interaction, which can reduce the sense of togetherness and team collaboration. Additionally, not all employees have the same level of digital literacy, so regular training is needed for them to use communication media effectively. On the other hand, privacy and data security issues are also a major concern in digital communication, especially when important company information is stored or transmitted through online platforms (Panggabean et al., 2023).

4. Business Communication Strengthening Strategy in the Digital Era

Based on the results of the study, there are several strategies that organizations can implement to improve the effectiveness of digital business communication, including:

1. Providing digital communication training for all employees.
2. Establishing clear communication protocols (for example: types of messages delivered via email, chat, or meeting).
3. Integrating communication platforms to avoid information fragmentation.
4. Encouraging a culture of open and two-way communication.
5. Providing informal virtual spaces to maintain social relationships between employees.

By implementing these strategies, organizations not only improve communication effectiveness but also create a collaborative, responsive, and

productive work environment (Arifin, 2023).

Conclusion

Business communication plays a central role in determining the operational and strategic success of an organization, especially in the digital era that demands high speed, efficiency, and adaptability. Based on the results of the review and discussion, it can be concluded that the effectiveness of business communication supported by digital technology significantly contributes to increasing organizational productivity. Modern communication technology allows information to be delivered quickly, openly, and in a structured manner, thereby accelerating the decision-making process and coordination between work units. However, the effectiveness of digital communication cannot be achieved without the right strategy. Organizations need to pay attention to aspects of message clarity, information access, employee involvement, and the use of appropriate communication media. In addition, challenges such as information overload, digital literacy gaps, and data security issues must also be managed properly. Therefore, strengthening business communication requires support from internal policies, human resource training, and the development of an open and collaborative communication culture. Thus, effective business communication is not only a means of exchanging information, but also a foundation for building adaptive, productive, and highly competitive organizational performance in the digital era.

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