TOMAN JURNAL Topik Manajemen
P-ISSN 3032-4742
E-ISSN 3032-4734
Vol 3 No 2 Edisi Mei 2026

TOMAN: Jurnal Topik Manajemen Vol. 3, No. 2, Mei 2026, (Hal. 205-216)

From Internal to External: Integrating Corporate Communications in the Digital Age

Edwin Juniarta[1], Saprida[2], Fadilla[3], Havis Aravik[4], Ahmad Tohir[5]
[1,3,4] Prodi Perbankan Syariah Universitas Indo Global Mandiri
[2] Prodi Hukum Ekonomi Syariah Universitas Indo Global Mandiri
[5] Program Pascasarjana Universitas Indo Global Mandiri
Email: edwinjunior112@gmail.com, saprida@uigm.ac.id, fadilla @uigm.ac.id, havis_aravik@uigm.ac.id, ahmadtohir@uigm.ac.id

Abstrak

Dengan berkembangnya teknologi digital, pola komunikasi perusahaan telah berubah dari komunikasi internal dan eksternal yang terpisah menjadi komunikasi yang lebih terintegrasi. Ini diperlukan untuk meningkatkan hubungan dengan berbagai pemangku kepentingan dan menciptakan keselarasan informasi. Tujuan dari penelitian ini adalah untuk melihat bagaimana komunikasi korporat di era digital berintegrasi, dan menemukan peluang dan hambatan untuk melaksanakannya. Studi ini menggunakan pendekatan kualitatif dan menggunakan pendekatan penelitian kepustakaan untuk meneliti berbagai sumber yang relevan. Menurut hasil penelitian, komunikasi terpadu dapat meningkatkan koordinasi organisasi, menjaga pesan konsisten, memperkuat citra perusahaan, dan membangun hubungan yang lebih baik dengan publik dan pelanggan. Namun, perusahaan harus menghadapi tantangan karena kemajuan teknologi yang pesat dan tuntutan transparansi. Oleh karena itu, untuk mempertahankan daya saing dan keberlanjutan perusahaan di era digital, strategi komunikasi terpadu sangat penting.

Kata kunci: *Komunikasi Bisnis, Komunikasi Internal, Komunikasi Eksternal, Transformasi Digital, Komunikasi Integrasi*

Abstract

With the development of digital technology, corporate communication patterns have shifted from separate internal and external communications to more integrated communications. This is necessary to improve relationships with various stakeholders and create information alignment. The purpose of this study is to examine how integrated corporate communications are implemented in the digital era and identify opportunities and barriers to its implementation. This study employed a qualitative approach and utilized library research to examine various relevant sources. According to the research findings, integrated communications can improve organizational coordination, maintain message consistency, strengthen corporate image, and build better relationships with the public and customers. However, companies must face challenges due to rapid technological advances *and demands for transparency. Therefore, to maintain corporate competitiveness and sustainability in the digital era, an integrated communications strategy is crucial.*

Keywords: *Business Communications, Internal Communications, External Communications, Digital Transformation, Integrated Communications*

Introduction

Various organizational activities and the business world have changed significantly due to advances in information and communication technology. Digital transformation, demonstrated by the increased use of the internet, social media, and various technology-based communication platforms, has resulted in an increasingly competitive and dynamic business environment (JIIP, 2025). This situation encourages businesses to improve their products and services and their ability to communicate effectively. In such a situation, corporate communication is a strategic component that helps organizations achieve their goals and maintain harmonious relationships with their various stakeholders (Cornelissen, 2020).

To support this, a planned process for conveying corporate communication information is essential. Communication not only facilitates information exchange but also aids coordination, fosters shared perceptions, and strengthens corporate identity. In practice, corporate communication consists of two types: internal and external communication. Internal communication relates to coordination between organizational units and the relationship between leaders and employees. External communication encompasses the company's relationships with customers, investors, business partners, the government, the media, and the public. Both types of communication are interconnected and shape the company's overall image and reputation (Effendy, 2002; Mulyana, 2014).

Internal and external communications were typically managed separately before the development of digital technology. External communications focused on marketing, customer service, and public relations, while internal communications focused on information dissemination and organizational coordination (Ervanni, et.al, 2025). However, advances in digital technology have transformed these communication methods. The presence of digital platforms and social media has blurred the boundaries between internal and external communications. Information originating within an organization can quickly spread to the general public, and the way people hear it within the organization can also influence public response. These changes suggest a more nuanced approach to corporate communications to ensure the achievement of organizational messages and objectives (Cornelissen, 2011).

In today's rapidly changing business environment, the importance of corporate communications is becoming increasingly crucial. Companies are encouraged to establish consistent and responsive communications due to increased competition, changing consumer behavior, and increasing demands for transparency. To strengthen corporate identity and maintain stakeholder trust, internal and external communications must be aligned. Disorganized communication can lead to information discrepancies, which can harm a company's reputation in the eyes of the public. Therefore, effective communication is key to organizational sustainability in the age of computers and the internet.

With the development of the internet, there are numerous opportunities for businesses to improve their communications. Faster and more interactive information exchange can be achieved through the use of social media, collaboration applications, and various other communication technologies. Digital technology provides companies with the opportunity to build closer relationships with customers and the public in addition to supporting internal coordination (Aulia & Aravik, 2025). By obtaining direct feedback, companies can better understand the needs and desires of stakeholders. Therefore, digital technology not only helps individuals communicate but also helps companies build ongoing relationships with their environment (Ali & Santoso, 2025; Kusuma Wardana et al., n.d.).

Companies must embrace the advancement of digital technology. The rapid spread of information increases the risk of miscommunication and inaccurate messages across various communication channels. Furthermore, due to the increasing demand for information transparency, companies must respond to emerging issues quickly and appropriately. Companies risk losing their reputation and public trust if communications are not managed effectively (Nabila & Nasution, 2025).

Technology is not the only factor determining the success of corporate communications integration; organizational culture and leadership standards also play a role (Ruliana, 2014). A culture of open communication and strong coordination between departments are crucial for effective communication. To help companies adapt to an increasingly complex business environment, management must also assist in building a comprehensive communications system.

Research Method

This study uses a qualitative method with a library research approach to analyze the integration of internal and external corporate communications in the digital era. This approach was chosen because it allows researchers to gain a comprehensive understanding of the concept, development, and dynamics of corporate communications based on various relevant literature sources. A qualitative research approach is used to describe phenomena in depth through the interpretation of various relevant literature.

Secondary data from books, scientific articles, national and international journals, and various academic publications were used for this study. Sources were selected based on topic relevance, credibility, and relevance to the research objectives.

Data were collected through documentary research, which reviewed various literature relevant to the study. The collected data were then analyzed using qualitative descriptive analysis methods. The analysis process includes data collection, data reduction, information distribution according to discussion topics, and systematic conclusion drawing. This research is expected to provide a comprehensive overview of the role of corporate communications integration in supporting organizational performance and strengthening relationships with various stakeholders in the modern era.

Results and Discussion

Corporate Communications Changing in the Digital Era Due to advances in digital technology, corporate communications have undergone a significant transformation. Before the rapid development of the digital era, many organizations used conventional channels for one-way communication. These channels were limited in reach and speed. Businesses began utilizing various communication platforms due to the increasing use of the internet and digital media. This was done to accelerate data exchange and improve the efficiency of organizational coordination. With this transformation, the relationship between companies and their stakeholders has changed (JIIP, 2025; Mohammad & Haqqi, 2025).

Companies must build more open communication systems and adapt to the increasingly changing business environment. Information no longer flows solely from management to employees, but flows to many parties in both directions (Amin & Aravik, 2023). Digital platforms for collaboration, social media, and communication applications have enabled rapid and continuous interaction. Amidst increasingly fierce competition, corporate communications are crucial for success (Mohamad, 2020).

Digital change encourages businesses to be more responsive to changes in the external environment. Businesses can now use rapidly emerging information to make better decisions (Aji, et.al, 2026). Furthermore, digital technology simplifies information management and enables companies to understand the needs of various stakeholders and customers. Therefore, the transformation of corporate communications in the digital era focuses not only on the use of technology but also on the broader dynamics of how people interact and relate to one another.

Internal and External Communication: Both types of communication are interconnected, helping to achieve organizational goals. Internal communication facilitates coordination, enhances organizational culture, and creates shared perceptions among company members. Meanwhile, external communication helps build relationships with the media, investors, customers, business partners, and the general public (Aravik, 2024). In the digital era, the distinction between these two types of communication is increasingly blurred. Consequently, integration that can achieve information alignment is necessary (Agustini & Purnaningsih, 2018; Cornelissen, 2011).

By integrating communications, companies can deliver consistent messages to all stakeholders. Those who have a strong understanding of the company's goals and vision will find it easier to carry out their duties as external representatives of the company. In turn, public and customer comments can help companies evaluate policies and improve services.

Message consistency is an important aspect in communication integration. Differences in information conveyed through various communication channels can cause misunderstandings and damage public trust in the company. Therefore, companies need to build good coordination between various organizational units to ensure all communication activities run smoothly. With communication integration, companies can strengthen their organizational identity while improving the quality of relationships with various stakeholders (Dewi et al., 2022).

Integrated communications helps build a more open company culture in addition to increasing organizational productivity. Employee involvement in the communication process results in a more collaborative and innovative work environment. Therefore, integrated communication not only functions as a way to convey information, but is also an important tool to ensure that the organization continues to survive (Agustini & Purnaningsih, 2018).

Opportunities and Benefits of Integrating Communication in the Digital Era Digital transformation has opened up many opportunities for businesses to build more efficient communication systems (Ramadhan, et.al, 2026). Digital technology allows businesses to reach more people without being limited by time or space. Companies can build closer relationships with customers and get direct feedback through the presence of social media and internet-based communication platforms (Kusuma Wardana et al., n.d.).

Unified communication increases the effectiveness of organizational coordination,

TOMAN: Jurnal Topik Manajemen Vol. 3, No. 2, Mei 2026, (Hal. 205-216)

which is its main advantage. More effective decision making can be achieved with a faster supply of data. A strong reputation has a positive impact on customer trust and increases a company's competitiveness in the market, because integrated communications helps companies maintain consistent messages (Nabila & Nasution, 2025). Furthermore, communication integration provides opportunities for companies to create new services. Companies can leverage digital technology to understand customer needs and develop strategies that better align with changing consumer behavior. By engaging more actively with the public, they can obtain a variety of feedback that can be used to improve their products and services (Mohammad & Haqqi, 2025). Furthermore, integrated communication can help build stronger relationships with various stakeholders. Integrated communication is a crucial component in creating a sustainable competitive advantage because strong relationships with investors, business partners, customers, and the public will positively impact long-term business sustainability (Bovee & Thill, 2000; Mohamad, 2020).

Corporate Communication Challenges in the Digital Age: Despite its many benefits, advances in digital technology also bring challenges for businesses. One major issue is the speed with which information spreads, which increases the possibility of miscommunication. Inaccurate or inconsistent information can spread rapidly, harming a company's reputation (Cornelissen, 2020).

Due to the diversity of communication channels, maintaining a consistent message is not always easy. Companies must ensure that information is consistently conveyed across media to prevent differing perceptions among stakeholders. Furthermore, due to increasing public demand for transparency, companies must respond to issues quickly and appropriately.

Changing consumer behavior poses an additional challenge. Companies must understand evolving customer needs and adapt their communication strategies to technological advances. Public trust can be damaged if people fail to understand these changes. This can also reduce competitiveness.

In the digital age, information security is crucial. The increasing use of communication technology increases the possibility of data leaks and misuse, so companies must strengthen their security systems and raise awareness among all organizational members about the importance of maintaining information confidentiality (Nabila & Nasution, 2025).

Corporate Communication Development Strategy: Companies must employ flexible and integrated communication strategies to address these issues. An open and collaborative organizational culture must support the use of digital technology. Management support is crucial for building a communication system that balances internal and external interests (Laksana, 2008).

Improving human resource competency is a crucial part of effective corporate communication. Employees must be able to use digital technology and know how to communicate effectively. Competency development and training can be a way for organizations to improve communication (Ali & Santoso, 2025).

Furthermore, companies must establish a continuous evaluation mechanism for their various communication activities. This evaluation mechanism is necessary to determine an effective communication strategy and identify emerging problems. Continuous evaluation mechanisms enable companies to refine and improve relationships with their stakeholders.

Overall, research findings indicate that integrating internal and external corporate communications is crucial for helping organizations operate effectively in the computer and internet age. Integrated communications helps maintain a sustainable competitive advantage, strengthen the company's image, improve relationships with various stakeholders, and align information.

Conclusion

With the advancement of digital technology, the way business communicates has changed significantly. Internal and external communications can no longer be done separately. To strengthen relationships with various stakeholders, create alignment of information, and maintain consistent messages, communication integration has become an important requirement for companies. Companies can improve organizational coordination by using integrated communications, which also allows them to build a good image and reputation in an increasingly competitive and dynamic business environment.

The research results show that digital transformation provides companies with many opportunities to build faster, more interactive and responsive communication systems using modern communication technology and digital media. Internal and external communications can help improve relationships with employees, customers, investors, business partners and the community. Coordinated communication also increases a company's competitiveness and improves service quality.

However, various problems arise with the advancement of digital technology. These include increasing demands for transparency, changing consumer behavior, the possibility of information discrepancies, and the importance of information security. Therefore, companies must use an adaptive communication strategy that is supported by the use of appropriate technology, an open organizational culture, and increased human resource competency. Corporate communications integration is a strategic component that is critical to keeping a company alive and maintaining a competitive advantage in the digital era.

References

Agustini, A., & Purnaningsih, N. (2018). Pengaruh komunikasi internal dalam membangun budaya organisasi. *Jurnal Komunikasi Pembangunan*, *16*(1), 89–108.

Aji, R. H. S., Aravik, H., & Tohir, A. (2026). Muslimpreneurship In Indonesia's Digital Era: Opportunities, Challenges, And Strategies For Developing Islamic Value-Based Businesses. *Ekonomica Sharia: Jurnal Pemikiran dan Pengembangan Ekonomi Syariah*, *11*(2), 349-370.

Ali, Z., & Santoso, H. (2025). Optimalisasi Media Digital dalam Memperkuat Komunikasi Internal Departemen HCGA PT Pelita Air Service (PAS), Jakarta. *J-CEKI : Jurnal Cendekia Ilmiah*, *4*(4), 2099–2112. https://doi.org/10.56799/JCEKI.V4I4.9276

Amin, S. A., & Aravik, H. (2023). Perbandingan Kinerja Karyawan Sebelum dan Setelah Menggunakan Aplikasi SAP (System Application Product In Data Processing) di PT Pupuk Sriwidjaja Palembang. *Jurnal Bisnis Dan Manajemen (JURBISMAN)*, *1*(4), 945-960.

Aravik, H. (2024). Pengaruh Digital Banking Dan Kualitas Pelayanan Terhadap Kepuasan Nasabah Bank Syariah Indonesia KM 12. *Jurnal Ekonomi Bisnis, Manajemen dan Akuntansi*, *3*(3), 645-664.

Aulia, D., & Aravik, H. (2025). The Role of Communication In Building Successful Business Relationships. *Islamic Business Insight (ibis)*, *1*(1), 1-8.

Bovee, C. L., & Thill, J. V. (2000). *Business Communication Today*. Pearson.

Cornelissen, J. (2011). *Corporate Communication: A Guide to Theory and Practice* (3rd ed.). SAGE Publications.

Cornelissen, J. (2020). *Corporate Communication: A Guide to Theory and Practice* (6th ed.). SAGE Publications.

Dewi, P., & al., et. (2022). Integrated Corporate Brand Communication for Strategic Brand Management. *JOBMARK*.

Effendy, O. U. (2002). *Ilmu Komunikasi: Teori dan Praktek*. Remaja Rosdakarya.

Ervanni, O. W., Aravik, H., Choiriyah, C., Fadilla, F., & Noviani, D. (2025). Analysis of Internal Business Communication In Improving Work Motivation. *Jurnal Ekonomi Bisnis, Manajemen dan Akuntansi*, *4*(1), 129-138.

JIIP. (2025). Integrasi sistem komunikasi digital dalam manajemen perubahan organisasi di era transformasi digital. *JIIP*.

Kusuma Wardana, A., Handayani, D. S., Kaunang, R. R., & Parani, R. (n.d.). *Komunikasi Pemasaran Terpadu dalam Era Digital: Peran Teknologi dan Respons Masyarakat*. Retrieved June 23, 2026, from https://journal.ikopin.ac.id

Laksana, F. (2008). *Manajemen Komunikasi*. Graha Ilmu.

Mohamad, B. (2020). *Corporate Communication: Komunikasi Perusahaan: Teori, Aplikasi, dan Praktik Pengalaman Malaysia, Indonesia, dan Negara-Negara Lain*. CV Pustaka Setia.

TOMAN JURNAL Topik Manajemen
P-ISSN 3032-4742
E-ISSN 3032-4734
Vol 3 No 2 Edisi Mei 2026

Mohammad, A., & Haqqi, L. (2025). Integrasi Praktik Komunikasi Digital dan Corporate Branding di Lingkungan Industri Strategis PT PAL Indonesia. *Journal of Management, Education and Communication*, *3*(2), 106–120. https://doi.org/10.64685/JMEC.V3I2.52

Mulyana, D. (2014). *Ilmu Komunikasi: Suatu Pengantar* (19th ed.). PT Remaja Rosdakarya.

Nabila, N. A., & Nasution, M. I. P. (2025). Pengaruh Sistem Informasi Terintegrasi Terhadap Komunikasi Perusahaan. *Jurnal Rumpun Manajemen Dan Ekonomi*, *2*(1), 60–67. https://doi.org/10.61722/JRME.V2I1.3262

Ramadhan, M. F., Aravik, H., & Tohir, A. (2026). Adaptive Human Resource Management in Improving Employee Performance: A Literature Study. *Jurnal Bisnis dan Manajemen (JURBISMAN)*, *4*(1), 291-304.

Ruliana, P. (2014). *Komunikasi Organisasi: Teori dan Studi Kasus*. Rajawali Pers.