

Organizational Communication in the Digital Transformation Era

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Abstract: This article reviews Organizational Communication in the Digital Transformation era, highlighting its impacts on motivation, engagement and organizational culture. The digital transformation has brought significant advances, but also challenges related to the resistance to change, lack of empowerment and fragmentation of the message. By integrating concepts of internal and external communication, as well as the use of digital tools and the culture of feedback, it is demonstrated that strategic communication can act as a motor of corporate engagement. The research uses a qualitative approach with bibliographical analysis, using recent studies and practical cases. The results indicate that digital transformation, when accompanied by clear and participatory communication, boosts organizational development and employee satisfaction.

Keywords: *Organizational Communication; Digital Transformation; Corporate Engagement; Feedback Culture; Digital Strategies.*

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I. INTRODUCTION

Considering the fundamental concepts of Organizational Communication, Digital Transformation and Corporate Engagement, this review underlines that the constant pursuit of improvement and value production in corporations also requires a real shift with a focus on collaborative teams playing a role within the organization. Organizational Communication has always been in the process of change, and it is the current Digital Transformation stage that redefines the way to interact, whether within organizations, in communicating with customers or in

interpersonal relationships, modifying behaviors that create a new dynamism of communication, (Martins, 2024).

Faced with this picture, it can be seen that the countless advances brought about by the Digital Transformation present, at the same time, challenges and opportunities for corporate engagement.

The challenges, for example, are evidenced by the natural resistance to change, by the lack of training and by the lack of a clear definition in the planning of Digital Transformation. For the communication of these aspects,

internal messages are multiplying, often divergent; the missed opportunity to clearly plan the themes to be communicated; the difficulty of generating value for the public, as well as the absence of guidelines to guide and qualify the speech; in addition to the excessive focus on externalities that ignore the human aspect. (Gollner, 2024) by contrast, opportunities stem from the increasing number of digital possibilities, improved interactivity and the generation of conversations at various levels, which amplifies the flow of the eye; contributes to the training of athletes and the culture of feedback; enables better implementation of social media; and allows for the integration of internal and external communication and the enhancement of resources considered as a source.

II. FUNDAMENTAL CONCEPTS

Organizational Communication is a process that guides the exchange of information between an organization and its audiences. It is an indispensable decision-making process for management, a tool that integrates activities, strategies and levels of information, building consensus and fluidity (Lemos & Barbosa, 2021). External communication shall be directed at audiences outside the organization: customers, potential customers, suppliers, press, government, and others. Internal communication deals with the dissemination of the mission, vision, values and codes of conduct for employees, with a view to their engagement. Permanently interconnected, these two strands set up the organization style and business strategy, influencing employee performance.

Digital Transformation is the process of digital technology-driven changes in business processes, products, and organizations. It includes changes in the way companies are structured, the operation and delivery of value to customers, the products and services offered, the organizational culture and consumer experience. Corporate Engagement is the organization's ability to keep its employees motivated. Good internal communication is a necessary condition for engagement. This transformation accelerates the evolution of Organizational Communication and brings a series of challenges and opportunities for corporate engagement (Escanhoela, 2022).

➤ *Digital Transformation*

The digital transformation encompasses a number of changes that seriously and profoundly affects various aspects of society and, consequently, many business sectors. Although these changes arise from innovation and technology - factors that historically boosted the economy, in this specific context, the deficiencies and weaknesses of the discrete technological changes implemented in specific sectors at different moments become evident (Reis, Amorim, Melon, & Matos, 2018, p. 417).

The current scenario is the result of the accumulation and implementation of small but continuous technological innovations, leveraging both network effects and social expectations in a way that is almost irreversible, if it is reversible.

The main impact on communicative action - one that activates systems, guides decision-making, resolves real conflicts, and facilitates coordination - is organizational. The communicative action required to implement changes disrupts much of what the lenticular view of the present and the time-consistent partial hyperboles often describe as a discrepancy: the conflicting, multitemporal, fragmented and multisectoral nature underlying the present. The result of all this disparity tends to generate a communication structure for change that is heavily mired in its own contradictions. The communication system is closely linked to the organization of a structure, process and therefore a particular culture, from which resistance to future change arises. He seems unprepared to train and prepare people for future change.

III. THE EVOLUTION OF ORGANIZATIONAL COMMUNICATION IN THE DIGITAL TRANSFORMATION AGE

Organizational communication has been adapting itself to the different developments in society, passing through stages that vary from orality, with little registration, to writing, which formalized communications. The third stage is characterized by the use of electricity in communication and, finally, the current phase, which deals with the digital revolution (Moriham, 2023). The digital transformation is not only about the adoption of new technologies, but about how communication adapts to this new context (Aguiar, 2021). According to Caserta (2023), the technology itself does not guarantee digital transformation; it is the means to a process of change that has already begun.

The current moment, marked by industry 4.0, demands that organizational communication also adapt. It must be understood that new technologies (such as artificial intelligence, *blockchain* and the Internet of Things) are tools for optimizing the communication processes, but the central focus must remain on the human experience (Neto et al., 2024). According to research by Moura et al. (2024), most organizational communicators have already realized the potential of artificial intelligence to optimize internal and external communication processes. However, it is fundamental that the technology be used to improve communication planning, making it more integrated and cohesive (Silva, 2025).

Internal communication is one of the pillars of the management of human resources and a determining factor in the organizational climate, since it directly affects the perception of the collaborator about the organization (Grossi, 2022). Efficient, transparent, and bi-directional internal communication is essential to keep employees aligned and motivated, especially in a context of constant change. The organizational culture, in turn, acts as a guide in decision-making and removing barriers, influencing the way communication is perceived and used (Afonso, 2025).

➤ *Technology Changes*

Communication in the organizations is constantly evolving. Firstly, it was done through a reasonably fixed and structurally hierarchical set of rules. The scenario today calls

for agile communication, in a structure of a lower quantity of hierarchical levels and with varied and targeted forms of communication. Without conservative styles for communication, such as bureaucracy, centralization and the concentration of information, resistance to communication makes no sense. The messages need to be aligned with the company's culture, regardless of the medium chosen for communication (Silva, 2023).

The main causes of the resistance to communication are people themselves. Lack of training and information leads to doubt, and doubt to fear and resistance. Fear of digital transformation encounters barriers in the organizations' own communication and corporate culture. (Campos & Barral Júnior, 2023) The current social context generates a new dynamic, concentrated on the speed with which information reaches the population, transforming organizations and their collaborators. The level of public demand increases cumulatively. All companies - from the smallest to the largest - need to be ready to work effectively and agile on corporate engagement.

IV. COMMUNICATION CHALLENGES IN DIGITAL TRANSFORMATION

If viewed from the point of view of communication, it tends to generate in processes of digital transformation in the organization, it begins, among other factors, by the resistance of people, by the lack of technical training and of the scarcity of resources; it also conspires, in particular, against its effectiveness, to spread messages, to over-information and to the organization's tendency to look for synthetic and easy explanations for a complex process such as this (Casoti et al.2024).

However, as digital transformation is not restricted to communication, addressing the topic from the perspective of opportunities for corporate engagement brings a perspective that also contributes to overcoming them, because highlighting them helps in identifying strategies that should form part of the communication plan for digital transformation. To this end, the role of communication in the process of consolidating the digital culture should be highlighted.

➤ *Change Resistance*

For Costa (2018), in the face of the digital transformation movement, other challenges arise: followers' resistance to change, lack of empowerment, and poor innovation in talent and leadership. This resistance can prevent the proper use of new communication tools, jeopardizing their potential to expand recognition and commitment to the organization. In addition, organizational communication becomes fragmented.

The flow of scattered and simple, unstructured messages thickens the noise of information and makes it difficult for the public to segmentation. Without the necessary planning, internal communication may lose focus on what is meant to communicate. When internal communication is thought of and crystallized by the models of corporate communication,

it simply applies by slicing and removing internal communication from external communication.

Moraes et al. pointed out that developing the web's ability to interact and be interactive strengthens the positioning of the Web as a communication media capable of responding or asking and, in addition, of communicating among its own users by recovering the centrality of the feedback concept, thus helping to organize the corporate digital culture, (Silva & Silva, 2024).

In short, the advance in digital tools offers an unprecedented potential for developing closer relations between companies and their employees. The possibility that organizational communication can benefit from a greater capacity to generate greater engagement of people within these processes allows the relationship to be established at even deeper levels.

➤ *Lack of Qualification*

The lack of adequate training is manifested in three main areas. Firstly, companies refuse to adapt to existing digital vehicles. Organizations that refuse the update do not reach their audiences of interest adequately. Secondly, even if digital media is in use, it is common for the communication team not to have adequate training to direct the message, ensure its assertiveness, and determine the vehicles that are appropriate for its transmission. Finally, many companies need guidance for the development of materials for the different media: television, radio, print newspaper, digital newspaper, institutional magazine, folder, institutional website, e-mail marketing, social networks, blog?" (Silva and Baldissera, 2021)

Television, printed newspaper, radio and the brochure have important limitations in the area of digital transformation. Television and radio prevent interlocutors from talking, offering only one channel for one-way speech. Another aspect to be highlighted is the immediate situation. It cannot be guaranteed that the population will watch a particular broadcaster announcing the creation of a hospital, nor that they will hear a program with information on the availability of beds. The sale of newspaper editions in newsstands results in the same problem. In that case, one cannot guarantee that people will read the news they have selected.

➤ *Message Fragmentation*

The rapid evolution of corporate communication, due to digital tools, also brought new challenges. In many cases, the organization trains its audience to consume short and fast messages on Twitter, Instagram, LinkedIn and TikTok. This influence on all people, undermining the reading of long texts, which makes it difficult to understand less simple subjects.

With the spread of the Fake News, opinions gain weight in the decision-making process, to the detriment of facts and research. Too much information makes it increasingly difficult to discriminate against relevant or reliable content. To aggravate the situation, it reduces the capacity for

concentration, which damages the performance of intellectual work. These characteristics directly influence the quality of corporate communication, which in turn affects organizational outcomes (Nunes, 2025).

The fragmentation of the message resulting from the Digital Communication also has positive and negative aspects. One of the advantages is the possibility of segmenting the planning of internal communication and drawing up specific messages for different audiences, without burdening employees. In addition, specific channels are used for each theme, such as weekly newsletter, urgent warnings, blog and Facebook.

The culture of feedback, favored by the researches of the Organizational Climate, strengthens confidence in the information transmitted. As to the service, distinct channels are used for so-called urgent ones, general doubts and suggestions. All of these tools help employees gain access to the most relevant information (Sigaúque, 2025).

V. CORPORATE ENGAGEMENT

Engaging in the work is a psychological condition that seeks the involvement and connection of the collaborator with his function, with the team and with the organization as a whole (Teixeira & Santos, 2025). Engagement is a psychological construct that requires a multifaceted approach, involving not only motivation, but also commitment and satisfaction of the collaborator (Teixeira & Santos, 2025).

Internal communication plays a fundamental role in fostering this engagement. Through well-defined internal communication channels, the organization can inform, align, and empower collaborators (Grossi, 2022). When communication is clear and transparent, employees feel more valued and confident in their contributions to the company's objectives, which elevates motivation (Silva & Destefani, 2023). In an environment of digital transformation, communication agility becomes a critical factor for maintaining engagement.

➤ *Business Engagement Opportunities*

According to Alves (2024), digital tools strengthen organizational communication by creating a favorable environment by leveraging digital transformation and facilitating the role of communication in organizations. Technological development increases the volume of messages, making communication more interactive and allowing any user to respond to communicators. The growing presence of social media expands the participation of people and the spread of messages. On the other hand, the feedback culture contributes to the expansion of organizational communication, empowering people and stimulating the use of new technologies.

By integrating both external and internal communication, the feedback culture impacts organizational communication as a whole. Through language and corporate behavior, it transforms the organizational culture and

stimulates the engagement of the teams. The importance of communication in the corporate environment and in the way companies relate to their audiences is indisputable.

➤ *Digital Tools*

The concept of engagement implies taking an active role, showing enthusiasm and investing emotionally in relationships. To scale it within an organization, a comprehensive tripod is established: employees, engaging customers and stakeholders engaged. Communication, in essence, has always contributed to engagement, but in the current scenario of Digital Transformation, the paths to design an Engagement Journey have become more complex. This complex environment is made up of challenges and opportunities that impact this journey - the challenges include the construction of engagement and the opportunities expand the delivery possibilities (Da Silva et al, 2023). Within the context of establishing the pillars of engagement, being direct, objective and brief stands out as an effective approach to seizing opportunities and generating high rates of engagement.

There are two main pillars to maximize opportunities in using digital tools: planning and leading role. The greater the need, the more elaborate the journey built. In this sense, even if the majority of the returns concentrate on the internal segment, directing the internal public, opinion leaders and collaborators to engage them in the construction of corporate engagement significantly expands the opportunities coming from social media.

Large corporate carnivals, such as World Cups and thematic moments worldwide, serve to engage the employees and brand representatives. The less rigid and bolder the planning is, the more connected will be with what the citizen expects from that entity. This protagonism allows communication to be active and determined to show what it communicates, preparing the ground for the other pillars to reach with ease the best Engagement Journey (Cavalcante, 2024).

➤ *Increased Interactivity*

If on the one hand the same technology that brings people together helps to create barriers to communication, on the other hand, it's exactly this technology that can remove the traditional barriers to Organizational Communication, (Grossi, 2022).

As described above, Organizational Communication involves the exchange of information and knowledge through dialog between the various levels of the enterprise, in order to establish a common and unified culture. Meanwhile, in companies that do not adopt the new tools, employees continue to receive the information passively, not settling part of the organization, and not interacting around the information presented to them, thus limiting engagement.

Therefore, by using digital communication tools — such as social networks, blogs, forums, intranet - organizations stimulate conversation (a characteristic of the information society) and foster a sense of belonging around organizational

themes. These mechanisms, previously used in social and leisure environments, are now used by the collaborators to talk about work or about the organization itself.

The participation of the collaborator is no longer simply the "reading" of the message made public, but it starts commenting and interacting around what it receives. The dialog is created and maintains these collaborators umbilically linked to the company, thus generating engagement.

➤ *Feedback Culture*

The power of digital media in the instability of the response, which has also changed the dynamics of the consumer market for a long time, has gained new connotations in working relationships.

Research into engagement and the portals focused on people management indicate that the collaborators wish to participate, contribute and interact with the organization. Faced with corporate demands, the organizational culture is experiencing a gradual and continuous evolution towards a more democratic and participatory paradigm (Silva & Destefani, 2023).

In this context, the creation of bi-directional channels for the provision, also by the organization, of the answers to the questions raised is crucial. Communication of this nature, in the broad concept of a feedback culture, presents itself as a unique opportunity to strengthen strategic and operational processes, mainly on issues involving the digital transformation identified by organizational communication.

VI. EFFECTIVE COMMUNICATION STRATEGIES

Effective strategies can be implemented to take advantage of the opportunities offered by digital transformation. One of the essential elements is the prior preparation of planning for internal communication. The clear definition of the objectives, targets, public and channels to be used during the transformation process contributes to more coherent and objective communication.

In addition, social media, if well employed, can boost organizations' communication efforts. Increasing the use of these tools provides greater interactivity and speed in the communication process. Digital channels also help the integration of the internal public and of external communication, making it easier to monitor what happens inside and outside the company. Finally, the development of a feedback culture promotes greater openness to listen and share experiences with collaborators.

➤ *Social Media Usage*

Digital Transformation - mainly the 2020 crisis - has brought about an unprecedented cultural shift in the corporate world. Replanning the relationship between employees and companies becomes a necessity, whether it's to strengthen links or even increase productivity within the organization.

The shortage of talent gives professionals greater bargaining power, both to choose to remain and to achieve internal mobility, which puts in check the strategy of engagement and retention of collaborators. (Caserta, 2023) Corporate social media can therefore play an important role in improving the organizational climate and reducing the volatility of the business environment.

➤ *Internal and External Communication*

Improved planning allows the most appropriate channels for communication to be mapped, which demonstrates the need for a link between external and internal communication strategies. (Moriham, 2023) In addition, it assists in the professional's routine, who knows when and how to communicate and still facilitates obtaining a budget in advance for the strategies.

At present, the Social Networks are very helpful in the work of communication, as they are working together to communicate rapidly with stakeholders. The external communication work tool also helps the work of internal communication by releasing them to access them on-call. However, social media should be used moderately, as face-to-face contact is the best form and most objective means of communication in small and medium-sized enterprises.

In the light of what brings with it the opportunities for communication brought about by the digital transformation era, it has become possible to show how, despite the numerous obstacles, organizations have all the tools needed for efficient communication, and that it must follow the premises of clarity, conciseness, objectivity and credibility. With the advent of new technologies, organizations gain the chance to move closer to their stakeholders in order to create an increasingly sincere and lasting relationship. Pascom, et al. (2013) emphasize that, following the use of the SWOT analysis, communication highlights its strengths, including the use of digital tools to leverage the institution's marketing; the interaction and participation of staff; and the messages transmitted through Body Language and the feedback culture.

VII. CASE STUDIES

Digital transformation is vast and permeates all areas of organizations. In this process, the Communication plays a key role. Connected to people, it needs to act at various levels of the organizational structure, precisely to take to everyone the information that the company is investing in a new stage in the future. However, many companies have not yet realized that communication is also undergoing severe change. In spite of the quantity of digital tools currently in existence, the message is not transmitted effectively, thus boosting the disengagement of the collaborators.

In the Digital Transformation Age, case studies therefore indicate that managers need to be prepared to deal with the emerging challenges of the present and future of Communication. Perhaps even more important, they need to identify and exploit the potential opportunities that arise.

One of the main opportunities offered by Digital Organizational Communication is the potential to improve engagement (corporate). Firstly, it should be emphasized that there are numerous tools that allow the use of various media. By being exploited, they are able to better inform and, depending on their strategy, can make the collaborators involved active in the process. In addition, they can also contribute to the creation of a culture with constant feedback. In turn, this continued immersion in the digital world increases the expectation of engagement of the new workforce. Effective communication transforms the organizational culture, creating a virtuous circle - both internally and externally.

➤ *Leading Companies*

Throughout the digital transformation, some companies have managed to overcome the communication challenges of this new context by providing an effective model for exploiting the opportunities of contemporary communication. The focus on communication and its engagement of all human capital belonged to the DNA of such organizations.

Several factors helped them to stand out in the face of digital transformation. First, good global communication planning ensured aligned, cohesive and consistent messages, and, no less important, in synergy with the company's planned actions for the moment, the segment, audience needs, supporting the internal audience in its functions and acting with the external audience.

Second, the use of social and digital media - such as Facebook, Instagram, WhatsApp, YouTube, Twitter, LinkedIn, Zoom, Netflix, TikTok, Twitch, Telegram, among others - ensured the assertiveness, clarity and interactivity of communication.

Thirdly, the alignment and integration of the previously isolated areas of Internal Communication and External Communications have started to work together to ensure that the company's business and values are leveraged in an integrated manner, avoiding the dispersion and fragmentation of communication. Finally, the constant generation of content in various formats and languages, added to the implementation of the feedback culture, created an efficient communication cycle, which involved and awakened the organization's human capital.

VIII. IMPACT OF COMMUNICATION ON ORGANIZATIONAL CULTURE

Changes in organizational communication, driven by the adoption of digital technologies that make interactions faster, more direct, and more personalized, bring about visible effects on the organizational culture. From the positive point of view, the diversity of internal communication possibilities and the prevalence of social media create a new scenario, full of opportunities for corporate engagement. Organizations can use new technology tools to spread a culture of constant results orientation and encourage collaborators to express their opinions, promoting a strong commitment to the company's objectives, (Afonso, 2025).

The expansion of interactivity strengthens the culture of feedback, an essential element for engaging in a modern organization. In addition, new technologies increase the perception that professionals are valuable to the business. On the other hand, some organizations find it difficult to benefit from the transformative potential of these technologies, facing problems such as the resistance of the internal public to change, the lack of training of the communication team, and the difficulty in establishing presumably ideal strategies. The lack of planning and the non-recognition of the specific aspects of social media can generate fragmented communication and help to bring about unsatisfactory results.

➤ *Transformation of Culture*

Organizational communication is an integral part of the organizational culture, influencing and being influenced by its basic values and beliefs. In this way, the characteristics of organizational communication reflect the organizational culture, while the organization's internal procedures are influenced by the predominant forms of communication. In the context of Digital Transformation, the organizational culture is changing due to the change in organizational communication.

For (Chiavenato, 2014, p. 89) "the transformation of the organizational culture affects the level of engagement of collaborators, with an open culture called feedback culture that can enhance the level of engagement of collaborators".

Digital transformation has intensified the use of social channels to increase transparency, which has created an ecosystem to strengthen the "feedback culture" in all aspects of life. Social networks have become a platform for expressing emotions and opinions, providing criticism and speaking ideas. Business is affected by this process as customers expect a transformation from Chatbot to a human side to have a unique experience. As a consequence, a company's organizational culture needs to adapt to the needs of its collaborators for a differentiated experience. In a feedback culture, the level of engagement of the collaborator is much higher than in a conservative culture.

➤ *Artificial Intelligence in Communication*

Artificial Intelligence (AI) has the capacity to profoundly transform organizational communication. Their applications ensure that the optimal message is delivered to the right customer through the most effective channel and at the right time, (Silva, 2025). Furthermore, AI makes it possible to segment the public, personalize language and balance investments in the different communication channels. Overall, both the challenges and the opportunities provided by AI become significantly relevant to corporate engagement.

The IA ensures that the perfect message is delivered to the right customer, on the optimal channel and at the right time. It also makes segmentation feasible, authorizes the personalization of language and allows for a balanced distribution of the investments in the channels (Aguar, 2021).

In this way, the use of artificial intelligence is one of the central elements for understanding, in depth, the implications of digital transformation for organizational communication. In view of both the difficulties that it can bring and the advantages it offers, this subject deserves special attention when considering engagement in the context of digital transformation.

IX. METHODOLOGY

This study is characterized as an exploratory and descriptive survey based on a qualitative approach. A bibliographic and documentary analysis has been carried out based on books, scientific articles and reports that address the relationship between organizational communication, digital transformation and corporate engagement. According to Gil (2008), exploratory research has the objective of providing greater familiarity with the problem, while descriptive research seeks to expose characteristics of a given population or phenomenon.

Thus, the study used primary and secondary sources of national and international authors, such as Chiavenato (2014), Kunsch (2009), Escanhoela (2022), among others, in order to build a consistent theoretical framework. In addition, the methodology includes analyzing practical cases reported in companies that have implemented digital communication strategies, enabling opportunities and challenges to be identified.

The processing of the data followed an interpretative logic, prioritizing content analysis and triangulation between different sources to ensure the validity and reliability of the results.

X. CONCLUSION

Communication in organizations is transforming in the face of the digital technological revolution. A radical and structural change in traditional communication means that information and communication technology is advancing at an accelerated pace, encouraging the empowerment of individuals, who start to interact directly and horizontally with other organizations in the different areas of economic, political, social and cultural activity, (Reis, 2024).

However, the obstacles faced by some organizations seek guarantees and limitations in the new configuration of organizational communication, such as the lack of training and empowerment of managers, professionals, and contributors to the use of digital tools, the resilience of communication managers to implementing the Communications Plan, the lack of internal planning and alignment, the lack of monitoring of media communication activities, risks associated with content exposure, the inadequate integration of internal communication with corporate communication, and ineffective communication that generates noise and unsegmented communication with diverse and excessive messages.

These changes promote a new environment based on interactivity, the culture of feedback and cooperation between the message issuer and its receivers. Organizations can create opportunities to intensify corporate engagement with communication planning, making proper use of organizational communication tools, strengthening the feedback culture and promoting the interactivity of their target audiences on the different sites they create. These opportunities lay the foundations for spontaneous, dynamic, multidirectional and continuous interaction in the digital space of the Internet and social media, and this is the way to engagement.

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