

Communication Management Strategies in Improving Partnership Success in The Technology Industry

Farika Chandrasari^{1*}, Oriza Aditia², Oxy Hendro Prabowo³, Nur Saebah⁴

^{1,2,3,4}UNICIMI - Universitas Cendekia Mitra Indonesia, Yogyakarta, Indonesia

Emails: farikachandra00@gmail.com^{1*}, Orizaaditia@gmail.com², prabowooxy@gmail.com³, saebah47@gmail.com⁴

ABSTRACT:

The technology industry is a dynamic and competitive sector. Collaboration and partnerships between technology companies are crucial for enhancing innovation and new product development. The objective of this study is to identify effective communication management strategies to improve partnership success in the technology industry. This research employs qualitative research methods with data collection conducted through a literature review. The collected data is analyzed in three stages: data reduction, data presentation, and conclusion drawing. The results show that there are several effective communication management strategies to improve partnership success in the technology industry, including building open and transparent communication, fostering trust and mutual respect, setting clear goals and objectives, establishing effective communication channels, managing conflict effectively, and regularly reviewing and evaluating partnerships. Technology companies should develop effective communication management strategies to build and maintain successful partnerships, ultimately driving innovation and growth within the industry.

Keywords: Communication Management, Partnership, Technology Industry

INTRODUCTION

The technology industry is a dynamic and competitive industry, characterized by rapid change and continuous innovation. The development of new technologies, such as artificial intelligence, the internet of things, and blockchain, encourages companies to always adapt and innovate to stay relevant and compete in the market (Hartatik et al., 2023). In addition, competition in the industry is fierce, with many companies vying to be at the forefront of offering innovative products and services.

The Center for Economics and Development Studies (CEDs) at Padjadjaran University (UNPAD) concluded that the level of business competition in Indonesia in 2023 will experience a slight increase. This is shown by Indonesia's Business Competition Index (IPU), which increased

by 0.04 from the previous year, to 4.91. In 2022, the IPU will be 4.87. This increase shows that the level of business competition in Indonesia is at a slightly higher level. This change reflects the condition of the business competition climate in Indonesia as well as a slight increase in competitive performance, even in the midst of current global economic challenges (Ferdiansyah & Safitri, 2023).

The speed of change in the technology industry also means that companies must be able to respond quickly to market trends and evolving customer needs. Companies must always be ready to update business strategies, develop new products, and improve their internal processes (Qomariah, 2016). These dynamics make the technology industry one of the most exciting and challenging sectors, requiring companies to always be at the forefront of innovation and operational efficiency.

Collaboration and partnerships between technology companies are key to enhancing innovation and new product development (Suryadharma et al., 2023). In a rapidly evolving industry, not all companies have the necessary resources or expertise to lead in every aspect of technology. Therefore, entering into strategic partnerships allows companies to complement each other's shortcomings and capitalize on each other's strengths (Azzahra et al., 2024). However, building and maintaining successful partnerships requires effective communication management.

The term communication comes from the Latin word "Communis" which means creating or building togetherness between two or more people. Apart from that, communication also comes from the Latin word "Communico" which means to divide. According to the Big Indonesian Dictionary, communication is defined as sending and receiving messages or news between two or more people so that the message can be understood. Communication activities always occur in people's daily lives, whether they realize it or not. This is because in carrying out various activities, humans always focus on communication activities (Ismaya et al., 2022).

Communication management is a process that involves the integrated use of various communication resources through the stages of planning, organizing, implementing, and controlling communication elements to achieve predetermined goals (Hasmawati, 2020). In general, communication management has two main functions: as a tool to balance the views of all members of an organization or company, and as a tool to move members based on the information provided (Harahap, 2017).

Effective communication greatly influences the success in conveying the desired message. Organizations really need effective communication, because without it, good service cannot be provided. Effective communication occurs when it is planned and executed through good communication management (Dalton et al., 2020; Ratna, 2019). Communication is an important process for channeling information, ideas, explanations, feelings and questions from the communicator to the communicant. This is a key element in achieving communication goals (Aji et al., 2023).

The communication process will be effective when the communicator plays his role well. This leads to the creation of a satisfactory communication process, where ideas are shared and discussed jointly between the communicator and the communicant. This process allows understanding of the information or topic being discussed to be the main focus, with the aim of achieving agreement and consensus. In the context of the communication process, there are two types, namely active communication and passive communication (Alfikri, 2022; Kristina, 2020). Therefore, managers play an important role in instructing team members to work according to the necessary instructions with the ultimate goal of achieving organizational or company goals.

Previous research by Rejeki & Negoro (2022) found that the communication strategy of Tahija Foundation's organizational values to partners was in the form of visualizing the presence and adoption of Yogyakarta's local culture as a way to build common ground or identify collaboration partners. This strategy is supported by communication management by using values guardian and values champion as communicators and quality improvement workshops and values improvement as communication media.

Another study by Al-Razi (2023) MSMEs based on the principles of mutually beneficial interdependence, flexibility, relationship quality, and information sharing. The partnership is implemented through the Core-Plasma partnership model which includes training, socialization, guidance, bazaars, and recognition given to MSMEs. The benefits gained from this collaboration include increased value, quality, innovation, increased access to capital, and increased trust. Challenges faced include a lack of innovation, motivation, and educational resources among MSME partners.

This research can add theoretical insights into how different communication strategies can influence partnership success in the context of the technology industry. It can also serve as a basis for further, more in-depth research into specific aspects of communication management in partnerships, such as the role of digital technology or the dynamics of intercultural communication. The aim of this study is to identify effective communication management strategies to enhance partnership success in the technology industry.

RESEARCH METHODS

This research uses qualitative research methods. Qualitative research method is a research approach that emphasizes descriptive analysis. In the process, the subject's perspective becomes the main focus, and theory is used by the researcher as a guide to ensure that the research goes according to the facts found in the field. The purpose of this method is to explain the phenomenon in depth by collecting data thoroughly (Waruwu, 2023). The object of this research is communication management strategies and practices used in partnerships in the technology industry. The data collection technique in this research is a literature study obtained from Google Scholar with the publication period 2014-2024. Analysis of the data that has been collected is carried out in three stages, namely data reduction, data presentation, and drawing conclusions.

1. Data Reduction

This stage involves shrinking or filtering the data so that it can be processed more efficiently. The data reduction process can include simplifying the data, selecting relevant variables, and eliminating useless or duplicate data. The goal of this stage is to eliminate excess information and focus on the most important and relevant aspects of the data collected.

2. Data Presentation

Once the data has been reduced, the next step is to present the data in a more structured and understandable form. Data presentation can be done through tables, graphs, diagrams or narratives. The goal is to clarify patterns, trends, and relationships between variables in the data. Good data presentation will help researchers and readers to understand the information better.

3. Conclusion Drawing (Conclusion Drawing)

The final stage is drawing conclusions based on the data analysis that has been carried out. Here, the researcher evaluates the findings resulting from data analysis and identifies their implications and significance in the research context. Conclusions are a summary of the patterns or trends found and the practical implications of the findings. These conclusions are used to support or reject the research hypothesis, as well as provide direction for further research or practical action.

RESULTS AND DISCUSSION

In entering the dynamic business world, industrial development is the main goal of the company. Industry itself refers to activities or businesses to manage raw or semi-finished materials into finished products with added value, with the aim of making a profit. Processes such as assembly, component installation, and repair are also an integral part of the industry (Putri Wahyuni Arnold et al., 2020). Industrial products are not only limited to physical goods, but also include the provision of services. Without continuous development, industries can easily be left behind by competitors, especially in an era where technology is evolving at a rapid pace. Business development is key to ensuring that industries remain relevant and competitive in the market. Industrialization itself plays a crucial role in the industrial development process that is expected to improve people's lives, as rapid growth in the industrial sector will not only improve people's welfare, but also contribute to modernization (Rahayuningsih, 2017).

Business development is a strategic process undertaken to enlarge the scale of a company's operations. Industries that are able to grow can have a positive impact on companies, both new and established. For new industries or startups, business development often means trying to expand market share and enlarge the customer base. However, this also applies to established industries, as they need to continue to grow in order to remain competitive in the market (Putri

et al., 2024). The main focus in business development is usually to increase profitability or advance the business beyond its current stage of development.

Business development often faces various obstacles that the industry cannot overcome alone, but rather requires support from other parties. These barriers, such as rapid technological developments that require constant adjustments, significant financial resource limitations, and lack of certain HR expertise and skills, and other barriers may vary by industry. Overcoming these challenges requires collaboration with other business partners. Strategic partnerships and strong business networks are essential as they can provide access to new markets, cutting-edge technologies, and additional resources needed for business expansion and development.

Quoting an opinion from (Putri et al., 2024), business development involves a series of processes in which an organization seeks to improve its performance. These efforts include improving product and service features, developing new products or services, expanding into new markets, and forming partnerships with other parties. Based on this industry development concept, one important approach to business development that will be highlighted is the formation of partnerships with other parties. The formation of partnerships with other parties is a key aspect in business development because it opens up opportunities for access to additional resources, new markets, technology, or expertise that the industry may not have internally.

According to Supriadi as cited in Ghassani & Wardiyanto(2015), a business partnership is a form of cooperation between two parties that have equal rights and obligations, and are mutually beneficial. These partnerships involve cooperative interactions between stakeholders, who proceed with their respective interests in mind to achieve a common goal, governed through collaborative governance. Collaborative governance ensures that each party has a voice in decision-making and that the process is transparent and fair.

In addition, in Government Regulation No. 44/1997 on Partnerships, partnerships are explained as a form of business cooperation between small businesses and medium or large businesses, which also involves coaching and development by medium or large businesses. The principles of partnership are mutual need, mutual strengthening, and mutual benefit. The meaning of the article emphasizes that partnerships create a collaborative relationship between small businesses and larger businesses. Medium or large enterprises have the responsibility to help small enterprises grow through coaching and development. The principle of mutual need means that each party in the partnership needs the contribution and support of the other. Mutual reinforcement indicates that this collaboration helps each party become stronger and more competitive. Mutual benefit emphasizes that all parties benefit from the partnership, both in terms of increased capabilities, resources, and economic benefits.

Another opinion according to (Irawan, 2019), partnership is defined as a business strategy that involves two or more parties in cooperation over a certain period of time, with the aim of achieving mutual benefits. The main principles are mutual need and mutual strengthening, emphasizing the importance of cooperation and the contribution of each party to achieve the

success to be achieved. Since partnership is considered a business strategy, its success depends largely on the level of compliance between the parties involved in practicing business ethics.

Based on the aforementioned definitions, a partnership is a cooperation between two entities that contribute equally to the rights and responsibilities, while sharing the benefits together. Partners in a partnership can be diverse, such as factory agents, brokers, wholesalers, retailers, distributors, collectors, intermediary sellers, dealers, and others. The purpose of the partnership is to help the industry to penetrate the market or expand and expand product marketing to improve company performance (Azizah & Maftukhah, 2017). Industrial partnerships can take place naturally and sustainably, if built through business relationships based on the following business principles (Ghassani & Wardiyanto, 2015):

1. Mutual dependence and benefits for both parties.
2. Orientation towards improving the competitiveness of the industry as a whole.
3. Assurance that various aspects such as competitive pricing, guaranteed quality of products or services, availability of adequate quantities, and timely delivery are met.
4. Readiness of the large firm to provide guidance and support to the small business partner.

Partnerships have a positive impact on the industry due to their various roles, as summarized in (Sarwoko et al., 2021). Partnerships are an effective strategy for business development because they increase competitiveness and income. In addition, partnerships encourage skills transfer. Business groups will benefit in terms of capital, marketing and expertise for their business development. Partnership cooperation also reduces barriers caused by limited resources, as it builds a relationship of mutual need, mutual strengthening and mutual benefit. In addition, partnerships will optimize the production process.

The benefits of partnership activities in economic development can be seen from the perspective of achieving long-term development goals, where the partnership pattern is considered as the most profitable venture (maximum social benefit). This partnership pattern aims to realize a mutual cooperation economic system between partners who have strength in terms of capital, markets, and technology, with micro and small business actors who may be less experienced (Irawan, 2019). In line with the opinion of Clarke & Crane (2018), stating that one of the main factors driving partnerships is the need to address complex social and environmental issues that are difficult or too large to be handled by one organization or sector independently.

Various industries can apply the utilization of partnerships as a strategy to encourage development and prevent business bankruptcy, one of which is in the technology industry. The technology industry is an economic sector related to the research, development, and distribution of goods and services based on technology (Heyes et al., 2018). Typically, this industry includes businesses that focus on electronics manufacturing, software development, computer production, and information technology-related products and services. The technology industry provides a wide array of products and services to consumers and other businesses. Consumer

products such as personal computers, mobile devices, home appliances and televisions are constantly being innovated with the addition of new features and sold to consumers.

The technology industry can also rely on partnerships in an effort to grow its business. In collaborating with other industries, it is important for organizations to have good communication skills, because without effective communication, relationships between organizations will be difficult to establish well. Lack of communication can lead to misunderstandings that can disrupt cooperation. Communication is very important in social and professional interactions. The ability to communicate clearly and effectively helps individuals and organizations to carry out their tasks smoothly. Without adequate communication, it would be difficult for a person to connect with others and carry out activities together.

According to (Pohan & Fitria, 2021), in inter-industry partnerships, communication management plays an important role in ensuring that common goals can be achieved properly. Without effective management and communication, organizational goals will not be achieved. There is a close relationship between management and organization, where management can only be formed when the organization has clear goals that it wants to achieve and complete. The relationship between communication science and organizations highlights its focus on the interactions between individuals involved in achieving organizational goals. So when there is an inter-industry partnership, communication management becomes of key importance.

Communication is considered a very important element in social interaction since the beginning of human existence. Communication allows what a person wants to convey to be understood by others (Tutiasri, 2016). The term "communication" comes from the Latin "communicatus", which means sharing or belonging together. In general, communication is defined as the process of sharing information between the parties involved in the communication activity (Pohan & Fitria, 2021). According to another point of view, communication is a process in which two or more people interact to exchange information, which will ultimately result in a deep understanding between them (Sari et al., 2018). In this case, communication is understood as an active process that involves the exchange of information between individuals or groups with the aim of achieving a deeper understanding of each other.

Every communication actor performs four main actions: forming, conveying, receiving, and processing messages. These four actions usually occur sequentially. Forming a message means creating an idea or ideas that occur in a person's mind through the work of the nervous system. Once the message is formed, it is then conveyed to others, either directly or indirectly. After conveying the message, a person will receive the message conveyed by others. The received message is then processed by the nervous system and interpreted. Once interpreted, the message may cause a response or reaction from the recipient. If this happens, the receiver will then re-form and convey a new message. This process continues to repeat itself, creating a continuous cycle of communication (Pohan & Fitria, 2021).

Messages are the core element of communication. Messages consist of a series of meaningful symbols about objects, people, or events produced through interactions with other people. In an organizational context, messages can be classified based on several aspects, such as the language used, the intended recipient, the method of dissemination, and the direction in which the message is directed (Tatang, 2016). Communication always has certain goals that are in accordance with the wishes and interests of the perpetrators. The interpretation of information is subjective and contextual. Subjective means that each party has the capacity to understand and use the information disseminated or received based on their respective feelings, beliefs, and understandings, as well as based on the level of knowledge of both parties. Contextual means that the meaning is closely related to the conditions of time and place where the information is located and where both parties are located (Pohan & Fitria, 2021).

Communication activities can be done in two ways. First, directly through oral communication, which allows both parties to understand each other easily. Second, indirectly through certain media such as body language, writing, telephone, television, and others. In oral communication or it can also be called verbal communication, it refers to face-to-face interactions where information is conveyed directly using the mouth, such as when talking to coworkers in face-to-face meetings, meetings, or telephone conversations (Puspitasari & Putra Danaya, 2022). This verbal communication is important because it encourages a quick and clear exchange of information between individuals, especially in a professional context. In addition, oral communication can also help build closer relationships and deeper understanding between coworkers, due to direct contact and the ability to express emotions and nuances directly.

Meanwhile, indirect communication or nonverbal communication is communication in which messages are conveyed without the use of words. Nonverbal communication can also be interpreted as the delivery of messages that are intentional and interpreted according to their purpose, and have the possibility to get feedback from the recipient. Forms of nonverbal communication can be in the form of symbols such as body movements, colors, facial expressions, and others (Kusumawati, 2019). Nonverbal communication plays an important role in interaction. Often times verbal communication is ineffective because communicators do not use nonverbal communication well at the same time. Through nonverbal communication, people can infer various feelings such as pleasure, hate, affection, longing, and other feelings. In the business world, nonverbal communication helps to reinforce the message conveyed by the communicator and also helps to understand the reaction of the message receiver when receiving information.

Effective business communication encourages good cooperation between business actors, both at national and international levels, to be formed. Corporate communication management is considered a key element of managerial strategy because of its role in selecting messages relevant to the company's objectives, considering various points of view, and delivering them to the parties involved. Communicators, as experts in their field, must be able to manage complex

communication actions. Thus, to keep technology industry partnerships running smoothly and promote business development, it is important to optimize communication. This can be achieved by setting the right communication strategy. Communication strategy is a combination of communication planning and communication management to achieve predetermined goals (Sahputra, 2020).

For an institution, communication strategy has a very important role. Firstly, communication strategy is used because communication can contribute to the success of the organization, as well as increase trust and legitimacy which are crucial for organizational efficiency. Second, communication strategy is concerned with the importance of maintaining, changing, or strengthening the organization's reputation in the eyes of stakeholders. Third, organizations utilize communication strategies to establish, enhance, or change organizational identity among employees and within the organizational culture. Fourth, communication strategies support openness and transparency between organizational members, stakeholders, and the general public (Rejeki & Negoro, 2022).

There are several effective communication management strategies to increase the success of partnerships in the technology industry, as expressed in (Al-Razi et al., 2023), effective partnership communication management strategies include:

1. Dependability aspect

The dependency aspect of partnership communication strategy refers to the reciprocal relationship that exists between parties that need each other and provide benefits or contributions to each other. In this strategy, partnership is seen as a mutually beneficial relationship where each party has needs or interests that can be met by the other party, and vice versa. This means that there is an interdependence between the parties, and they contribute to each other to achieve a common goal or mutual benefit.

2. Flexibility aspect

The flexibility aspect of partnership communication planning emphasizes the importance of paying attention to various aspects that surround it, such as existing situations and conditions. This means that in building partnerships, companies must be able to adapt their communication strategies to various factors that can affect the dynamics of the partnership, such as market changes, policy changes, or changes in partner needs. This flexibility allows companies to respond quickly to changes in the environment and modify their communication approach accordingly.

3. Building a comfortable relationship

The partnership relationship is designed to create comfort among all parties involved. Industries are mindful of the situation and conditions, so they do not want to impose overly strict rules or dictate to their partners. Instead, they tend to carry out communication in a subtle and familial way, prioritizing collaborative cooperation and mutual respect within the partnership. Thus, with such an approach, it is expected that

the partnership relationship can develop positively, and each party feels comfortable and valued in carrying out their cooperation. Communication conducted in a subtle and familial manner can strengthen the partnership relationship and facilitate the achievement of common goals more effectively.

4. Relationship quality aspect

The aspect of relationship quality in partnerships, illustrated through the concept of Inti-Plasma partnerships, describes the role of large businesses as the core and small businesses as the plasma. The quality of the relationship between large industries and small industries is expected to achieve predetermined goals. These objectives include increasing the income of small businesses and communities, increasing added value for partnership actors, expanding equity and empowering communities and small businesses, promoting economic growth at various levels, and creating more employment opportunities. Thus, focusing on the quality of the relationship between large industries and small industries in the Inti-Plasma partnership, results in the achievement of goals that have a positive impact on economic growth and the welfare of society at large.

5. Information dissemination

Information dissemination efforts are an important part of the communication strategy between companies and partners in partnerships. In addition to using the direct meetings or communication forums described earlier, various modern media are also utilized. One of these is the establishment of a carefully designed WhatsApp group. This group aims to facilitate faster and more efficient communication between industry and industry partners. In addition, publications are made through various online platforms such as websites, monthly partner discourse magazines, Instagram, YouTube, and Twitter. Published content varies according to the platform used. Ensuring that information and messages reach industry partners quickly, efficiently, and in a variety of attractive formats. This can help strengthen the relationship between the industry and partners, as well as motivate and inspire the industry to achieve further success.

The aforementioned communication management strategies can be implemented by the technology industry to increase optimality in its partnership activities. First, the industry can build open and transparent communication, which is the foundation for building trust and fostering collaboration between stakeholders. Open and transparent communication can ensure that all parties involved in the decision-making process have equal access to information. This not only helps in aligning goals and interests, but also increases the sense of ownership and accountability among all parties involved (Sarjito, 2024).

Industry can implement this strategy by sharing information openly and honestly, including discussing goals, progress and possible obstacles. In addition, consistent communication, such as regular meetings and periodic updates, as well as quick responses to queries are also very important. Thus, through the implementation of this strategy, the

technology industry can strengthen its partnerships and improve the effectiveness of cooperation with other stakeholders.

Furthermore, the industry should be able to prioritize building trust and mutual respect in the course of its partnerships. One of the important markers of equality and balance in partnerships is mutual respect, appreciation and trust. This is a fundamental principle in a healthy partnership pattern, where mutual respect, appreciation, and trust become a strong foundation in building emotional bonds between the parties involved. As a concrete example, acts of respect can be reflected in respectful communication, both verbally and through concrete actions that provide added value (Daraba et al., 2020). Industry to achieve this, can be done by building personal relationships to better understand individuals in the partner team, respecting differences in culture, values, and work styles of partners, and demonstrating consistent commitment through upholding promises and behaviors that show appreciation for the partnership.

Meanwhile, industries must also ensure that they have clear goals and objectives, as the long-term goals set by a company, business or industry are important to provide direction in achieving the desired results. Such goals provide guidance for industries to coordinate their activities, so that they can adjust and deal with changes in an ever-changing environment. Clearly defined goals and objectives help in setting the vision desired by industrial companies as well as determining the type of organization to be run (Putri Wahyuni Arnold et al., 2020). To achieve clear goals, the industry must ensure that the goals meet industry criteria. This includes aligning the objectives with the overall business strategy, so that both are aligned in achieving the company's vision. It is also important to clearly communicate the objectives to all relevant parties, so that partnership members understand their role and contribution in achieving the objectives.

Furthermore, the industry needs to ensure effective communication channels are in place, both digitally and through in-person meetings, as these communication channels play an important role in maintaining an ongoing dialog and strengthening relationships between various stakeholders (Sarjito, 2024). The use of various communication channels such as email, face-to-face meetings, video conferencing and online collaboration tools is an important strategy. Email can be used for more formal communication and written documentation, while face-to-face meetings help in building trust and stronger personal relationships. Video conferencing enables effective remote meetings, saving time and travel costs. Online collaboration tools such as project management platforms help in task coordination and real-time information sharing, improving teamwork efficiency. By combining these various communication channels, the industry can ensure that all stakeholders remain engaged and information can be conveyed in the most effective way according to the situation.

Selection of appropriate communication channels is necessary, taking into account partner preferences and the type of information being shared. For example, urgent or complex

information may be better suited to face-to-face meetings, while routine or general information can be conveyed via email or online collaboration tools. Finally, the industry ensures that the communication is easily accessible to all parties involved. This can be done by creating a system that facilitates access to information and communication for all stakeholders, thus ensuring that the dialog is ongoing and information is properly conveyed.

The next point is that industries must also have the ability to manage conflict effectively. Traditional views often regard conflict as the result of communication breakdowns, lack of openness and trust between individuals, and lack of management responsiveness to employee needs and aspirations. Conflict is often perceived as negative and associated with violence, destruction, and irrationality, and is considered detrimental and should be avoided (Dalimunthe, 2016). In managing conflict, the first step is to identify it early, because the sooner the conflict is identified, the sooner it can be resolved. Next, a constructive approach is needed, where the focus is on solving the problem rather than blaming the other party. Next is communicating clearly and respectfully, through listening carefully to the partner's point of view and striving to find a solution that is beneficial to all parties involved.

After implementing the communication management strategy, the final stage involves the industry reviewing and evaluating the partnership on a regular basis. Such as conducting regular evaluations to monitor progress, identify areas that need improvement, and celebrate achievements. In addition, it is also important to solicit feedback from partners on how the communication and partnership is going, the feedback from partners is used as evaluation material to make necessary adjustments to strengthen the partnership. So by conducting regular reviews and evaluations, the industry can ensure that the partnership is running effectively and efficiently. Thus, it can assist the technology industry in optimizing successful partnerships, which in turn will have a positive impact on the development and growth of the industry's business. Therefore, an effective communication management strategy will be key in advancing the technology industry through sustainable partnerships.

CONCLUSION

The results show that several effective communication management strategies can enhance the success of partnerships in the technology industry. Key strategies include establishing open and transparent communication, which fosters honest and clear information sharing among parties. Building trust and mutual respect, achieved through consistency and integrity in every interaction, is also crucial. Setting clear goals and objectives helps all parties understand the partnership's direction and priorities. Utilizing modern communication technologies to establish effective communication channels can improve efficiency and responsiveness. Additionally, managing conflict effectively by recognizing and resolving issues before they escalate is important. Periodically reviewing and evaluating the partnership ensures

it remains on track and adaptable to changes. Thus, technology companies must develop effective communication management strategies to build and maintain successful partnerships.

For future researchers studying communication management strategies in enhancing partnerships in the technology industry, several areas are suggested for exploration. Conduct an in-depth analysis of the needs and challenges faced by the technology industry in managing partnerships, considering market dynamics, industry trends, and regulatory changes that may impact communication management strategies. Research case studies and best practices in partnership communication management in the technology industry to identify successful strategies used by other technology companies. Focus on interpersonal communication between partners and interorganizational communication between the technology company and its business partners, identifying barriers and opportunities. Investigate the use of current communication technologies, such as digital applications, collaboration platforms, and customer relationship management (CRM) software, in supporting partnerships. Lastly, examine the role of leadership and organizational culture in establishing effective partnership communications, considering how company values, strong leadership, and an open work culture influence communication quality.

BIBLIOGRAPHY

- Aji, R., Aji, S. R., Noorma, N., & Suratman, S. (2023). *Interpersonal communication*. Lambert Academic Publishin.
- Alfikri, M. (2022). THE EFFECTIVENESS OF COMMUNICATION AND INFORMATION SERVICE GROUP COMMUNICATION IN THE DISSEMINATION OF DEVELOPMENT INNOVATIONS IN NORTH SUMATRA PROVINCE. *International Journal of Islamic Education, Research and Multiculturalism (IJIERM)*, 3(3), 236–250. <https://doi.org/10.47006/ijierm.v3i3.126>
- Al-Razi, M. R., Jamaluddin, J., Suminar, J. R., & Aristi, N. (2023). Membangun Sinergi: Menelisik Strategi Komunikasi Dalam Kemitraan Bogasari-UMKM Kuliner. *Khazanah Multidisiplin*, 4(2), 372–396.
- Azizah, U., & Maftukhah, I. (2017). Pengaruh kemitraan dan orientasi pelanggan terhadap kinerja pemasaran melalui keunggulan bersaing. *Management Analysis Journal*, 6(2), 206–213.
- Azzahra, A., Savandha, S. D., & Olubisi, M. G. (2024). Effective Strategies for Corporate Governance and Risk Management in the Public Sector: Preventing Corruption and Abuse of Authority. *Asian Journal of Engineering, Social and Health*, 3(4), 911–919. <https://doi.org/10.46799/ajesh.v3i4.366>
- Clarke, A., & Crane, A. (2018). Cross-Sector Partnerships for Systemic Change: Systematized Literature Review and Agenda for Further Research. *Journal of Business Ethics*, 150(2), 303–313. <https://doi.org/10.1007/s10551-018-3922-2>
- Dalimunthe, S. F. (2016). Manajemen Konflik Dalam Organisasi. *Jurnal Bahas Unimed*, 27(1).

- Dalton, L., Rapa, E., & Stein, A. (2020). Protecting the psychological health of children through effective communication about COVID-19. *The Lancet Child & Adolescent Health*, 4(5), 346–347. [https://doi.org/10.1016/S2352-4642\(20\)30097-3](https://doi.org/10.1016/S2352-4642(20)30097-3)
- Daraba, D., Indah Murwani, S., Dione, F., & Salam, R. (2020). POLA PRINSIP KEMITRAAN DALAM PENGEMBANGAN PARIWISATA DI KABUPATEN PURBALINGGA PROVINSI JAWA TENGAH. *Profit*, 14(2), 56–62. <https://doi.org/10.21776/ub.profit.2020.014.02.7>
- Ferdiansyah, A., & Safitri, R. (2023). PENGARUH SELF EFFICACY DAN PERCEIVED ORGANIZATIONAL SUPPORT TERHADAP ORGANIZATIONAL CITIZENSHIP BEHAVIOR. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 7(2), 883–894. <https://doi.org/10.31955/mea.v7i2.3081>
- Ghassani, N., & Wardiyanto, B. (2015). Kemitraan Pengembangan UMKM. *Studi Deskriptif Tentang Kemitraan PT. PJB (Pembangkit Jawa Bali) Unit Gresik Pengembangan UMKM Kabupaten Gresik. Kebijakan Dan Manajemen Publik*, 3(2), 142–151.
- Harahap, S. (2017). Implementasi manajemen syariah dalam fungsi-fungsi manajemen. *AT-TAWASSUTH: Jurnal Ekonomi Islam*, 2(1), 211–234.
- Hartatik, H., Rukmana, A. Y., Efitra, E., Mukhlis, I. R., Aksenta, A., Ratnaningrum, L. P. R. A., & Efdison, Z. (2023). *TREN TECHNOPRENEURSHIP: Strategi & Inovasi Pengembangan Bisnis Kekinian dengan Teknologi Digital*. PT. Sonpedia Publishing Indonesia.
- Hasmawati, F. (2020). Manajemen dalam komunikasi. *Al-Idarah: Jurnal Pengkajian Dakwah Dan Manajemen*, 7(2), 1–11.
- Heyes, G., Sharmina, M., Mendoza, J. M. F., Gallego-Schmid, A., & Azapagic, A. (2018). Developing and implementing circular economy business models in service-oriented technology companies. *Journal of Cleaner Production*, 177, 621–632. <https://doi.org/10.1016/j.jclepro.2017.12.168>
- Irawan, D. (2019). Pengembangan Kemitraan Koperasi, Usaha Mikro Dan Kecil (KUMK) Dengan Usaha Menengah/Besar Untuk Komoditi Unggulan Lokal. *Coopetition : Jurnal Ilmiah Manajemen*, 9(1), 53–66. <https://doi.org/10.32670/coopetition.v9i1.52>
- Ismaya, I., Elihami, E., & Galib, A. A. C. (2022). Pendidikan Literasi Komunikasi: Membangun Karakter Anak Usia Dini Melalui Komunikasi yang Efektif. *Edumaspul: Jurnal Pendidikan*, 6(1), 1148–1153.
- Kristina. (2020). The Organizational Communication Perspective Theory. *Journal of Sosial Science*, 1(3), 61–74. <https://doi.org/10.46799/jsss.v1i3.37>
- Kusumawati, T. I. (2019). Komunikasi verbal dan nonverbal. *Al-Irsyad: Jurnal Pendidikan Dan Konseling*, 6(2).
- Pohan, D. D., & Fitria, U. S. (2021). Jenis Jenis Komunikasi. *Cybernetics: Journal Educational Research and Social Studies*, 29–37.
- Puspitasari, D., & Putra Danaya, B. (2022). PENTINGNYA PERANAN KOMUNIKASI DALAM ORGANISASI: LISAN, NON VERBAL, DAN TERTULIS (LITERATURE REVIEW MANAJEMEN).

- Jurnal Ekonomi Manajemen Sistem Informasi*, 3(3), 257–268.
<https://doi.org/10.31933/jemsi.v3i3.817>
- Putri, D., Dita, R. D., Rizkia, C. S., Hidayat, R., & Ikaningtiyas, M. (2024). Pemanfaatan Teknologi Digital dalam Pengembangan Bisnis: Tantangan dan Peluang. *WANARGI: Jurnal Manajemen Dan Akuntansi*, 1(3), 42–50.
- Putri Wahyuni Arnold, Pinondang Nainggolan, & Darwin Damanik. (2020). Analisis Kelayakan Usaha dan Strategi Pengembangan Industri Kecil Tempe di Kelurahan Setia Negara Kecamatan Siantar Sitalasari. *Jurnal Ekuilnomi*, 2(1), 29–39.
<https://doi.org/10.36985/ekuilnomi.v2i1.104>
- Qomariah, N. (2016). Marketing Adactive Strategy. *Jember: Cahaya Ilmu*.
- Rahayuningsih, Y. (2017). DAMPAK SOSIAL KEBERADAAN INDUSTRI TERHADAP MASYARAKAT SEKITAR KAWASAN INDUSTRI CILEGON. *Jurnal Kebijakan Pembangunan Daerah*, 1(1), 13–26. <https://doi.org/10.37950/jkpd.v1i1.2>
- Ratna, H. (2019). The Importance of Effective Communication in Healthcare Practice. *Harvard Public Health Review*, 23, 1–6. <https://www.jstor.org/stable/48546767>
- Rejeki, N. S., & Negoro, S. H. (2022). Collaborative Governance dan Strategi Komunikasi Nilai-Nilai Organisasi dalam Membangun Landasan Kemitraan. *Jurnal ILMU KOMUNIKASI*, 19(1), 69–86. <https://doi.org/10.24002/jik.v19i1.4616>
- Sahputra, D. (2020). Manajemen Komunikasi Suatu Pendekatan Komunikasi. *JURNAL SIMBOLIKA: Research and Learning in Communication Study*, 6(2), 152–162.
<https://doi.org/10.31289/simbollika.v6i2.4069>
- Sari, A. C., Hartina, R., Awalia, R., Irianti, H., & Ainun, N. (2018). Komunikasi dan media sosial. *Jurnal The Messenger*, 3(2), 69.
- Sarjito, A. (2024). MODEL EKOSISTEM PERTAHANAN NEGARA BERBASIS KOLABORASI PEMERINTAH, INDUSTRI DAN MASYARAKAT. *JISIP UNJA (Jurnal Ilmu Sosial Ilmu Politik Universitas Jambi)*, 32–44.
- Sarwoko, E., Nurfaida, I. N., & Ahsan, M. (2021). Membangun Strategi Kemitraan Untuk Meningkatkan Pendapatan Pengrajin Tusuk Sate di Kabupaten Malang. *Jurnal Karya Abdi Masyarakat*, 5(3), 407–414.
- Suryadharma, M., Asthiti, A. N. Q., Putro, A. N. S., Rukmana, A. Y., & Mesra, R. (2023). Strategi Kolaboratif dalam Mendorong Inovasi Bisnis di Industri Kreatif: Kajian Kualitatif pada Perusahaan Desain Grafis. *Sanskara Manajemen Dan Bisnis*, 1(03), 172–181.
<https://doi.org/10.58812/smb.v1i03.221>
- Tatang, S. (2016). *Dinamika Komunikasi/Tatang S.*
- Tutiasri, R. P. (2016). Komunikasi Dalam Komunikasi Kelompok. *CHANNEL: Jurnal Komunikasi*, 4(1), 81–90.

Waruwu, M. (2023). Pendekatan penelitian pendidikan: metode penelitian kualitatif, metode penelitian kuantitatif dan metode penelitian kombinasi (Mixed Method). *Jurnal Pendidikan Tambusai*, 7(1), 2896–2910.

Copyright holder:

Farika Chandrasari, Oriza Aditia, Oxy Hendro Prabowo, Nur Saebah (2024)

First publication right:

Asian Journal of Engineering, Social and Health (AJESH)

This article is licensed under:

