

Integrating Technology in Organizational Communication to Advance Progressive Islamic Values: Insights from Muhammadiyah

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Abstract

This study examines the role of organizational communication within Muhammadiyah in shaping and sustaining the discourse of Islam Berkemajuan, which emphasizes the values of moderation and progressiveness in Islamic teachings. The implementation of digital media usage is a key focus, particularly through the utilization of communication technologies to reach a broader audience, including the youth who are actively engaged in the digital learning ecosystem. Muhammadiyah integrates social media and other digital platforms as strategic tools to align vertical and horizontal communication. This digital communication not only provides access to educational resources based on progressive values but also facilitates two-way interactions that encourage active engagement. This qualitative study explores how communication shapes and sustains the structure and practices of the organization. Data was collected through in-depth interviews with Muhammadiyah leaders, observation of organizational activities, and analysis of related documents. A thematic analysis approach was used to identify communication patterns that support the dissemination and sustainability of Islam Berkemajuan. The findings indicate that the use of technology in Muhammadiyah's organizational communication strengthens the relevance and impact of Islam Berkemajuan values amid the challenges of the digital era. In conclusion, effective communication strategies through digital media are crucial for Muhammadiyah to re-main relevant in spreading progressive Islamic values. By adaptively integrating technology, Muhammadiyah has successfully strengthened its organizational identity while addressing contemporary social and cultural challenges. This study provides significant contributions to the development of organizational communication practices based on Islamic values.

Keywords: communication, digital, organization, progressive islam, technology.

INTRODUCTION

Muhammadiyah was founded by Kyai Haji Ahmad Dahlan, also known as Kyai Dahlan, as a socio-religious organization based on Islamic teachings [1]. Its primary goal is to strengthen the virtues and excellence of the Muslim community through a solid ideology and to promote the progress of the ummah [2]. This movement focus-es on religious aspects and social empowerment through da'wah, which is relevant to contemporary developments [3]. Muhammadiyah is committed to developing Muslims' potential to contribute to society positively. The organization believes that the advancement of the ummah can be achieved based on the principles of moderate and progressive Islam [4].

Muslims have faced challenges of progress, stagnation, and decline throughout history [5-6]. Misinterpretation of religious texts that do not align with the context of the times has been one of the primary causes of these disparities [7-9]. A narrow understanding of religious teachings hinders the community from adapting to social and cultural changes. Therefore, religious understanding must continuously evolve to meet the demands of the time and remain relevant. Muhammadiyah is crucial in encouraging Muslims to think progressively and avoid stagnation in religious understanding [10-11].

Muhammadiyah emphasizes its commitment to Progressive Islam to address these challenges. This concept was introduced at the 47th Congress in 2015 in Makassar to strengthen the spirit of progress among Muslims [3,12,13]. Progressive Islam encourages the ummah to think critically, be open to change, and actively participate in building a better society. This approach emphasizes religious moderation, which can adapt to the dynamics of the times without abandoning the fundamental values of Islam [14-15]. This commitment aims to ensure that Muslims can constructively face the challenges of the present era.

At the 48th Congress in 2022 in Solo, Muhammadiyah presented a detailed and applicative manifesto of Progressive Islam, emphasizing its relevance in addressing contemporary challenges [16]. The manifesto provides clear guidance for integrating the principles of Progressive Islam into everyday life, ensuring its teachings are understood and actionable [17]. This approach underscores Muhammadiyah's commitment to making moderate Islamic values a driving force in fostering social harmony and cultural resilience [15,18]. By aligning these principles with societal needs, Muhammadiyah aims to create a framework where religion actively contributes to positive and transformative societal change. Progressive Islam serves as a critical foundation in the effort to build a society that is not only progressive but also equitable and prosperous [19-20].

To achieve this vision, Muhammadiyah integrates technology into its organizational communication strategies, amplifying the reach and impact of its manifesto [21]. Digital platforms enable disseminating the manifesto's content to diverse audiences, ensuring the principles of Progressive Islam resonate with people from various backgrounds and regions [22-25]. Muhammadiyah fosters greater engagement and collaboration among its members and stakeholders through webinars, online discussions, and social media campaigns. This technology-enhanced communication accelerates the adoption of Progressive Islamic values while addressing contemporary social and cultural challenges [26-27]. By combining technological advancements with its ideological vision, Muhammadiyah strengthens its role as a transformative force in shaping a modern and inclusive society.

As part of its effort to strengthen the spirit of Progressive Islam, Muhammadiyah recognizes the importance of communication in spreading this ideology [28-29]. As times change, da'wah's methods and religious ideology's delivery must keep pace with the evolving social and technological dynamics [30-31]. The Communication Constitutes Organization (CCO) perspective views communication not merely as a tool for message delivery but as an active process that shapes, sustains, and transforms the organization itself [32-34]. In the context of Muhammadiyah, communication becomes a force that shapes how the community understands and practices Progressive Islam. This underscores that communication is essential in realizing a continuously evolving understanding of Islam.

Through this approach, Muhammadiyah does more than transfer knowledge. The organization creates spaces for its members to actively participate in forming a collective understanding of Progressive Islam. The CCO perspective portrays the organization as the result of dynamic communication interactions rather than a static entity [35-36]. Communication is at the core of the formation and transformation of shared understanding within Muhammadiyah. Member involvement in this process enables the development of a deeper and more applicable understanding of the teachings of Progressive Islam.

The focus on communication is crucial amidst the ever-evolving challenges of the times. The understanding and acceptance of Progressive Islam rely not only on religious texts but also on how the Muhammadiyah community interacts with one another. Open, dialogic communication based on moderation principles is key to spreading the ideology of Progressive Islam more widely [37]. Through the CCO framework, Muhammadiyah creates communication platforms that strengthen the organization's identity and deepen the community's understanding of Islamic values relevant to social and cultural developments [38-40].

The principle of continuous and inclusive communication poses a significant challenge for Muhammadiyah [41]. Communication conveys information and connects moderate Islamic values with the increasingly complex demands of the times. A dynamic communication approach allows Muhammadiyah to reach younger generations and the broader community more effectively. This ensures that the principles of Progressive Islam remain relevant and applicable while supporting Muhammadiyah's role as an agent of change in shaping the future of the Muslim community.

Implementing Progressive Islam in Muhammadiyah's educational institutions provides a tangible example of how the organization disseminates progressive Islamic values [42]. In these educational institutions, Progressive Islam is taught theoretically and integrated into daily activities, encouraging both students and educators to think critically and be open to change. By engaging religious teachings with the challenges of the times, Muhammadiyah creates a dynamic environment that enables students to understand Islam in a more relevant and applicable way. The communication process among various elements within the educational institutions plays a key role in shaping and sustaining Muhammadiyah's educational goals, which aim to produce a generation with broad perspectives who can contribute to society. The communication here not only ensures a profound understanding of Progressive Islam but also strengthens Muhammadiyah's identity in modernity.

Community empowerment through social services provided by Muhammadiyah also reflects the application of the principles of Progressive Islam in social life. The organization integrates moderate and progressive Islamic teachings into various social initiatives, as seen in the Muhammadiyah Disaster Management Center (MDMC) [43-45]. These humanitarian programs demonstrate how Muhammadiyah connects religious practices with the evolving social needs of society. With an open communication approach between various parties—from local branches to international partners—Muhammadiyah can address various social challenges, whether in disaster situations or in efforts to improve community welfare. The ongoing communication process not only distributes aid but also fosters an understanding of how progressive Islamic teachings can be applied to solve contemporary issues humanity faces.

Previous research has shown that communication serves as a link that shapes and sustains organizational practices [46-47]. Organizational communication studies have developed as an important approach to understanding the processes of forming organizational structures and practices [48-49]. The Communicative Constitution of Organizations (CCO) framework views communication as an active process that builds, influences, and maintains the organization [50-51]. The organizations are formed through dynamic communication interactions, not static entities [52]. Muhammadiyah utilizes communication as a key element that connects the values of Progressive Islam with organizational

practices. CCO serves as a relevant framework to explore the role of communication in shaping the identity and structure of Muhammadiyah's organization.

Progressive Islam emphasizes moderation, adaptation to change, and positive societal contributions. Bachtiar underscores Progressive Islam as a concept that responds to the stagnation of religious thought and social challenges [53]. This approach emphasizes religious practices relevant to the times' development. Communication plays a key role in disseminating collective understanding and encouraging the active involvement of organizational members in applying progressive values.

Digital technology has opened a new dimension in the study of religious-based organizational communication, offering opportunities to strengthen connectivity and organizational efficiency [54]. In the context of Muhammadiyah, this technology not only serves as a tool for disseminating messages but also as a strategic means to navigate the dynamics of social change. Social media, as one of the manifestations of digital development, is effectively utilized to expand the reach of da'wah and foster engagement with various segments of society, particularly the youth actively involved in the digital world. This approach enables the broader and faster dissemination of Islam Berkemajuan values, transcending geographical and demographic boundaries.

The implementation of digital communication technologies also facilitates inclusive horizontal dialogue within the organization. Through digital platforms, Muhammadiyah members at various levels can contribute to discussions and decision-making, creating a more democratic communication pattern [55]. On the other hand, vertical communication is maintained through this technology, allowing strategic messages from the central organization to be consistently communicated to branches in the regions. This combination of horizontal dialogue and vertical communication creates a balance that strengthens the organizational structure while promoting innovation in its practices.

Through an adaptive approach to digital developments, Muhammadiyah demonstrates how the values of Islam Berkemajuan can remain relevant in addressing the challenges of the modern era. Digital technology provides space for the organization to continue developing contextual, responsive, and value-based communication [56]. By harnessing the potential of digital media, Muhammadiyah has solidified its role as a progressive and innovative religious organization, ensuring the sustainability of its ideology amid increasingly complex social changes.

This study addresses two key questions that help uncover the role of Muhammadiyah's organizational communication in the formation and sustainability of the Islam Berkemajuan discourse. First, which elements of organizational communication contribute to the formation of the Islam Berkemajuan discourse within Muhammadiyah? This study aims to identify various communication practices, both formal and informal, used by Muhammadiyah in developing and disseminating the Islam Berkemajuan ideology. Second, how does the organizational communication structure of Muhammadiyah support the sustainability of the Islam Berkemajuan discourse in society through the implementation of digital technology that enables the widespread and adaptive dissemination of progressive values amid social development?

METHODOLOGY

This study employs a qualitative approach to explore the elements of organizational communication that contribute to the formation and sustainability of the Islam Berkemajuan discourse within

Muhammadiyah, with a focus on the implementation of digital technology [57]. This method allows the research to delve into the social interactions occurring within the organization, including the use of digital media as a means to convey the values of Islam Berkemajuan to a broader audience. Data will be collected through in-depth interviews with Muhammadiyah leaders at various levels, providing insights into the use of digital platforms in both internal and external communication. Observations of activities involving digital technology, such as webinars, social media, and the organization's websites, will be examined to understand how these programs support the dissemination of Islam Berkemajuan values.

Data analysis will be conducted using thematic analysis techniques to identify emerging communication patterns, including the use of digital media to support the formation and sustainability of the Islam Berkemajuan discourse [58]. This study also utilizes a case study approach to illustrate how Muhammadiyah's organizational communication structure utilizes digital technology in practice. Special attention will be given to the interaction between formal and informal communication integrated through digital technology to strengthen the understanding and practice of Islam Berkemajuan. Through this approach, the research aims to provide deeper insights into how Muhammadiyah uses digital technology as a strategic tool to support value-based religious communication and maintain the relevance of the progressive Islamic discourse in an increasingly digitally connected society.

RESULTS AND DISCUSSION

Technology-Enhanced Communication Elements in Progressive Islam's Organizational Discourse

Organizational communication elements play a crucial role in shaping and disseminating the discourse of Progressive Islam within Muhammadiyah [59]. Communication in Muhammadiyah is hierarchical and involves horizontal interactions that connect various levels of members and branches of the organization. This process facilitates dialogue between leaders and members, enabling the delivery of progressive ideas aligned with the challenges of the times. Vertical communication, flowing from the centre to the branches, strengthens a shared understanding of moderate Islamic teachings. In contrast, horizontal communication between members and branches across regions allows the distribution of Progressive Islam values more broadly and evenly.

Communication within Muhammadiyah also creates a space for religious understanding relevant to the evolving social and cultural context. Through preaching and open dialogue, Muhammadiyah seeks to present Islamic teachings that are theoretically understood and practically applied in everyday life. Educational and training programs and various social initiatives run by the organization play an essential role in raising awareness about the importance of moderation in religion [60]. Interactions among members within the organization foster an environment that supports critical and open-minded thinking, enabling Muhammadiyah to continue evolving by the dynamics of the times.

Communication also serves as a tool for transforming theory into concrete societal practice [61]. In this regard, Muhammadiyah utilizes various communication channels, including social media, seminars, and public discussions, to ensure that the values of Progressive Islam are accepted and understood by the broader public. This open and inclusive communication process allows Muhammadiyah to adapt to social and cultural changes without losing its identity as a moderate

religious organization. Through effective communication, Muhammadiyah ensures that progressive Islamic teachings remain relevant to society's needs and demands.

The Communicative Constitution of Organizations (CCO) theory explains that communication functions not only as a tool for transmitting messages but also as a primary force that shapes, sustains, and transforms the organization [62]. In the context of Muhammadiyah, the concepts introduced through organizational communication reflect the dynamics occurring within and between various layers of the organization. Muhammadiyah's success in disseminating the ideology of Progressive Islam illustrates how communication shapes the organization and the ideology itself, rather than merely transmitting messages from leaders to members. According to CCO theory, organizations do not exist without communication; instead, communication is the essence that forms the structure and practices of the organization [63].

Muhammadiyah demonstrates that effective communication management can create continuity in progressive ideologies, even amidst the changing challenges of the times. By utilizing communication as the primary means to disseminate messages, Muhammadiyah has managed conversations at various levels (both vertical and horizontal) within the organization, which, according to CCO theory, allows the organization to continue evolving and adapting. This process shows how communication reflects existing values and creates space for the interpretation and application of these values in new social contexts. In this sense, communication becomes an instrument that sustains the ideology and shapes it through the interactions occurring within and between organizations.

Technology integration in organizational communication has become essential in advancing Progressive Islamic values within Muhammadiyah. By leveraging technology, Muhammadiyah enhances vertical and horizontal communication, creating a more dynamic and interconnected network. Vertical communication, aided by digital platforms, strengthens the dissemination of moderate Islamic teachings from central leadership to grassroots levels, ensuring message consistency and alignment with the core principles of Progressive Islam. Meanwhile, horizontal communication through technology fosters collaboration and knowledge-sharing among members across diverse regions, enabling a broader exchange of ideas and contextual applications of Islamic values. This integration aligns with the Communicative Constitution of Organizations (CCO) theory, which views organizations as dynamic entities shaped and sustained through continuous communicative processes [64].

In this context, technology is a catalyst that amplifies Muhammadiyah's organizational efforts, making its communication systems more robust and effective. Tools such as social media, video conferencing, and collaborative platforms facilitate real-time interactions, reducing barriers of distance and time. These tools not only support the organization's operational needs but also contribute to the spread of Progressive Islam by enabling innovative approaches to outreach and education. Through technology-enhanced communication, Muhammadiyah can better adapt to contemporary challenges, ensuring its message remains relevant and impactful while maintaining the integrity of its organizational values and principles.

Muhammadiyah implements the principles of Progressive Islam by utilizing more dynamic and inclusive communication channels, such as social media and public forums. This reflects an important aspect of the CCO theory, which asserts that communication is not merely a tool for conveying

messages but also a process that shapes understanding and the organization's reality. Through open communication channels, Muhammadiyah can respond to social and cultural changes in alignment with the principles of communication that shape and transform the organization. Here, communication transmits messages vertically and facilitates interactions and dialogues that allow progressive ideas to develop in a broader social context.

The CCO theory emphasizes that communication is a process that connects and shapes practices within an organization [65]. Muhammadiyah demonstrates that success in disseminating the ideology of Progressive Islam does not merely lie in delivering religious texts but in its ability to manage communication effectively and dynamically. The organization proves that communication plays a central role in maintaining the relevance of Islamic teachings amidst evolving times, particularly in reaching a younger audience and engaging with the digital world. Through various communication channels, Muhammadiyah has successfully maintained the continuity of its ideology through interactions that continuously evolve both within and outside the organization.

The application of the CCO theory to Muhammadiyah illustrates how the organization relies on communication as a fundamental element in developing and applying an ideology relevant to the social demands of the times. According to CCO, organizations are influenced by communication and formed through ongoing communication [66]. Muhammadiyah with its effective and inclusive communication approach, has successfully maintained and introduced Progressive Islam's teachings in resonant and contextual ways, facilitating the growth and development of a dynamic ideology within society.

Table 1. Technology-Enhanced Communication in Progressive Islam.

Communication Elements	Description	Relationship with Progressive Islam
Vertical Communication	Communication from central leadership to branches, ensuring message consistency and moderate ideology.	Reinforces shared understanding of moderate Islamic teachings, sustaining Progressive Islam values.
Horizontal Communication	Interactions between members and branches that broaden the distribution of Progressive Islam values.	Promotes inclusive dissemination of Progressive Islam ideology and fosters open dialogue within the organization.
Use of Communication Technology	Utilizes social media and digital platforms to convey messages and engage a wider, especially younger, audience.	Adapts Progressive Islam teachings to social and technological changes, facilitating two-way interactions.
Preaching and Open Dialogue	Preaching and open dialogues to present applicable Islamic teachings in daily life.	Connects Progressive Islam teachings with social and cultural contexts, enabling real-world application.
Communication as Organizational Formation Process	Communication as a key element shaping and transforming organizational structure and practices, not merely conveying messages.	It shapes organizational identity and ideology, introducing and maintaining the continuity of Progressive Islam amid social and cultural changes.

Communication Elements	Description	Relationship with Progressive Islam
CCO Principles in Communication	Emphasizes that organizations are formed through ongoing communication, where communication shapes organizational practices, not just delivering messages.	Applies CCO principles to maintain the relevance and continuity of Progressive Islam ideology, creating space for its development through open and inclusive communication
Adaptation to Social and Cultural Changes	Effectively managing communication to respond to social and cultural changes through dynamic and inclusive channels.	Muhammadiyah adapts Progressive Islam teachings to contemporary challenges, using communication to maintain relevance in a constantly changing society.

Utilization of Digital Technology in Progressive Islamic Communication

Communication within Muhammadiyah plays a vital role in spreading Islam Berkemajuan, which emphasizes moderation and tolerance. The organization lever-ages digital technology as part of its communication structure, enabling the broad and adaptive dissemination of progressive values. The use of social media platforms, such as Twitter, Facebook, and Instagram, allows Muhammadiyah to reach a wider audience, particularly the youth who are active in the digital world [67]. Social media serves not only as an informational tool but also as a space for two-way interaction, enabling open discussions on contemporary issues in Islam. This inclusive dialogue enriches understanding and broadens the dissemination of moderate Islamic values relevant to current developments.

Muhammadiyah uses digital technology to deliver educational and da'wah pro-grams based on Islam Berkemajuan. Webinars, podcasts, and online learning plat-forms are employed to educate the public about the concept of Islam Berkemajuan in an applicable and contextual manner. These programs focus on spreading a deep-er understanding of moderate Islamic teachings that align with social, cultural, and technological challenges. A clear communication structure ensures that these materials and programs are channeled from the central level to branches across Indonesia, guaranteeing that the message is well received and effectively implemented at the local level [68].

The use of digital platforms strengthens social awareness and community empowerment [69]. Muhammadiyah campaigns on social issues in line with the values of Islam Berkemajuan, such as interfaith tolerance and social justice, through digital channels. Muhammadiyah plays not only the role of a religious messenger but also as an agent of social change, introducing progressive Islamic thought on a global scale. Digital technology serves as a means to integrate organiza-tional communica-tion with the ever-evolving social challenges, expanding Muhammadiyah's capacity to shape and sustain the Islam Berkemajuan discourse.

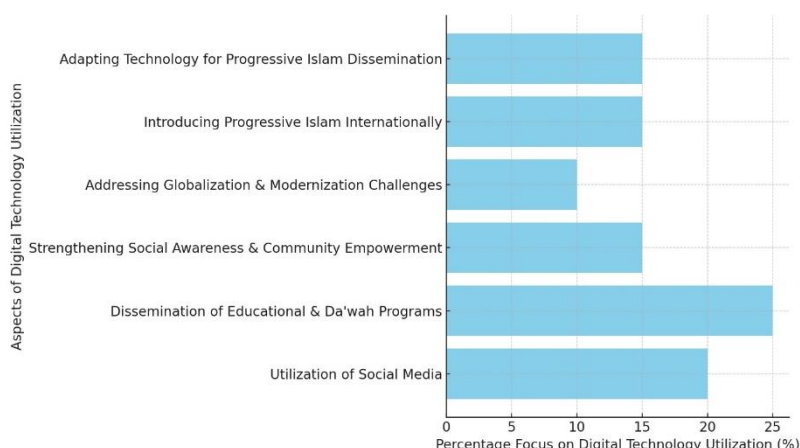
The utilization of digital technology enables Muhammadiyah to address the challenges of globalization and modernization in spreading Islam Berkemajuan values. Technology facilitates faster, more efficient, and targeted communication, allowing Muhammadiyah to respond to social dynamics in society. The use of instant messaging apps, such as WhatsApp and Telegram, accelerates information distribution, enabling members in various regions to stay connected and update their knowledge and

ongoing programs [70]. This overcomes geographical limitations that previously existed, creating a broader and more responsive network.

Digital technology also provides an opportunity for Muhammadiyah to introduce a more contextual and relevant approach to Islam Berkemajuan among international audiences. Through platforms like YouTube and blogs, Muhammadiyah can share in-depth scholarly studies and religious thoughts with the general public [71]. This approach opens opportunities for cross-cultural and international interactions, supporting Muhammadiyah's role in introducing moderate and progressive Islam globally. Thus, digital technology not only functions as a tool for spreading religious teachings but also extends Muhammadiyah's social and intellectual impact on the global stage.

The application of digital technology in Muhammadiyah's organizational communication demonstrates how adapting to technological advancements can strengthen the organization's goal of effectively spreading Islam Berkemajuan. By utilizing various digital platforms, Muhammadiyah can reach a broader audience, reinforce the message of moderation, and create an open dialogue that enriches religious understanding [72] [73]. This innovation in communication showcases how religious organizations can harness digital technology to adapt to the times and expand their reach in promoting progressive Islamic values.

Table 2. Utilization of Digital Technology in Progressive Islamic Communication



CONCLUSION

The communication in Muhammadiyah serves more than just information distribution; it functions as a key element in shaping and spreading the ideology of Islam Berkemajuan. A clear communication structure between the central office and branches allows the organization to align moderate Islamic messages with the evolving social, cultural, and technological dynamics. The integrated use of vertical and horizontal communication ensures the widespread dissemination of progressive Islamic values while creating spaces for open dialogue that supports understanding and the implementation of moderate Islamic teachings. Here, communication acts as a bridge between theory and practice, enriching public awareness of progressive religious values.

The utilization of digital technology in communication by Muhammadiyah has proven effective in reaching a wider audience, particularly the younger generation. Social media and digital platforms serve as spaces for two-way interaction that enrich the discourse of Islam Berkemajuan, ensuring

Muhammadiyah remains relevant in the midst of societal changes. The Communicative Constitution of Organizations (CCO) theory emphasizes that communication is not only about delivering messages but also about shaping the structure and practices of an organization. In this context, effective communication in Muhammadiyah not only supports the dissemination of religious teachings but also acts as a catalyst for social change. This enables Muhammadiyah to continuously evolve, adjust its ideology, and respond to the dynamic social needs of a changing society.

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DISCLOSURE OF INTERESTS

The authors declare no competing interests related to the content, data, or findings presented in this article. All efforts were made to ensure objectivity and accuracy throughout the research process, with no external influence affecting the study's outcomes or interpretations. Furthermore, the research received no specific funding from any organization or institution, and no financial or personal relationships exist that could have appeared to influence the work reported in this manuscript.

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