

Exploring the Role of Digital Communication Tools in Shaping Organisational Culture and Enhancing Internal Communication

Alla Poltoratska^{1,*}, Olena Garmash², Iryna Marchenko³, Olena Garmatiuk⁴, Volodymyr Stefinin⁵

¹PhD in Philology, Associate Professor, English Philology and Translation Department, Interregional Academy of Personnel Management, Kyiv, Ukraine

²Doctor of Philological Sciences, Professor, Department of Translation, Faculty of Social-Humanitarian Science, Pryazovskyi State Technical University (PSTU), Dnipro, Ukraine

³PhD, Candidate of Technical Sciences, Associate Professor, Department of Informatics, Faculty of Information Technologies, Dean of the Social and Humanities Faculty, Priazovskyi State Technical University, Dnipro, Ukraine

⁴PhD, Senior Lecturer, Department of Marketing, Management and Business Management, Institute of Economy and Business Education, Pavlo Tychyna Uman State Pedagogical University, Uman, Ukraine

⁵Candidate of Economic Sciences, Associate Professor, Department of Entrepreneurship, Trade and Applied Economics, Faculty of Economics, Vasyl Stefanyk Precarpathian National University, Ivano-Frankivsk, Ukraine

* Corresponding Author: apoltoratska@gmail.com

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ABSTRACT

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Introduction: The issue of optimising the organisational culture of enterprises and improving the communication space within companies is becoming increasingly relevant. Currently, the effectiveness of personnel policy and implementing an employee motivation system play a significant role in management processes.

Objectives: The study aims to provide an extended analysis of the functionality of modern digital tools in the context of the development of communication and the organisational culture of companies.

Methods: In the process, a set of complementary research methods was used: analysis method, synthesis method, comparison method, induction and deduction method, historical and logical method and method of scientific abstraction, prognostic method, generalisation method.

Results: The priority directions of digital transformation of organisational and communication culture are identified. The innovative conceptual model of organisational culture and communication space has been based on strategic management and the defined goals of enterprise development. The importance of introducing the concept of continuous self-development of personnel and continuous improvement of communication skills, with the use of innovative digital tools, is proved, which helps to increase the level of trust, respect and mutual understanding in the team, stimulates employees to perform their duties responsibly.

Conclusions: Thus, the research establishes the apparent need to transform the organisational culture of modern companies in the direction of critical thinking, teamwork, adaptability, creativity and mobility, which will allow the most efficient integration of digital processes into the management environment with minimal risks. It has been proven that a high level of corporate culture ensures the prestige and competitiveness of an enterprise.

Keywords: transformation, organisational culture, barriers, assessment, management strategy, modernisation, digital technologies, communication.

INTRODUCTION

An organisational culture is a powerful tool for management and strategic development, allowing employees to set the vector for achieving common goals, stimulating initiative, productive interaction and personal effectiveness. By influencing all significant differentiated areas of the organisation's activities, the system of organisational culture and communication interaction provides practical regulation of the employees' activities, forming a sense of commitment

to the organisation and its purpose, which as a result, raises the quality of functioning to a significantly higher level and helps to optimise competitiveness indicators in general.

Resistance to digital optimisation of management processes within modern enterprises is due to the lack of synergy between team efforts to achieve the company's strategic goals, lack of motivation, and a shortage of employees with digital skills.

Several contemporary scholars in the domestic space have studied certain aspects of the problem [1, 2, 3, 4]. Some authors focus on the functionality of the communication system in organisations [5, 6, 7], while others focus on the relationship between the level of organisational culture and its financial performance [8, 9].

It is worth noting that a review characterises the developments. Therefore, further research is needed to improve the efficiency of an enterprise's communication and organisational culture against the background of the general digitalisation of society, which is positioned as a stimulant for development in an integrated economic environment.

LITERATURE REVIEW

Several publications by modern scholars analyse the structural components of the system of digital optimisation of organisational culture and the introduction of innovative information and communication technologies [10, 11], consider the peculiarities of forming digital competence skills [12], and study the specifics of communicative interaction [13, 14].

Among the recent scientific results on the topic under study, it is necessary to highlight the publications of the authors [15, 8], who promote the potential of digital tools in management within companies as a basis for effective improvement. This will ensure that staff skills complement the requirements of social dynamics. Moşteanu [15] assesses the stages of organisational culture development and their correlation with companies' financial performance.

The conceptual foundations of the studied issues are expanded in the publications of the authors [16, 17], who focus on the individualisation of the process of digitalisation of the organisational culture of companies and the creation of a single communication space, the development of a virtual environment, project and interactive ways of interaction, as well as various forms of information and communication synergy in the management field. According to Proksch et al. [16], innovative directions of using digital technologies to form an effective organisational and communication system within the company's activities are concentrated in the formats of interactive and portal technologies and electronic document management.

Despite the significant development of the studied issues in the modern scientific field, the issues of compliance of the level of development of organisational culture and communication interaction with the modern requirements of intensive innovation development remain insufficiently researched, which actualises the subject of analysis within the framework of this article.

The study aims to provide an extended analysis of the functionality of modern digital tools in the context of the development of communication and the organisational culture of companies.

METHODS

In the process, a set of complementary research methods was used:

- analysis method – analysis of existing approaches to define concepts and definitions. Systemic and structural-functional analysis is used at all stages of the study, especially when identifying the main problems and shortcomings of the existing organisational culture. This method made it possible to consider and reveal various approaches to digitalisation and upgrade of organisational culture and communication tools, studying their characteristics and interrelationships through a detailed analysis of scientific literature and information sources;
- synthesis method – used to combine and systematise data on various components of the process of digital optimisation of organisational culture and communication effectiveness of companies;
- comparison method – allowed to analyse the differences and standard features of different approaches to the formation of organisational culture of institutions and organisations;

- induction and deduction method – inductive analysis allowed to draw general conclusions from specific facts and data, while deductive analysis allowed us to apply general principles to specific situations on the topic under study;
- historical and logical method and method of scientific abstraction – used in the study of theoretical aspects of the concept of organisational culture, identification of factors and elements of its formation;
- prognostic method – used to develop forecasts of the effectiveness of implementing recommendations for the transfer of digital solutions;
- generalisation method – used to draw conclusions and formulate general principles.

Publications, materials from scientific and practical conferences, and Internet sources inform research on management and organisational theory.

RESULTS

Companies' effective functioning and productivity growth require the urgent transfer of innovative solutions to improve competitiveness and ensure compatibility with the requirements of a digitised society. The organisational culture of an institution or enterprise and an effective communication field have a functionality that is difficult to overestimate (Figure 1).

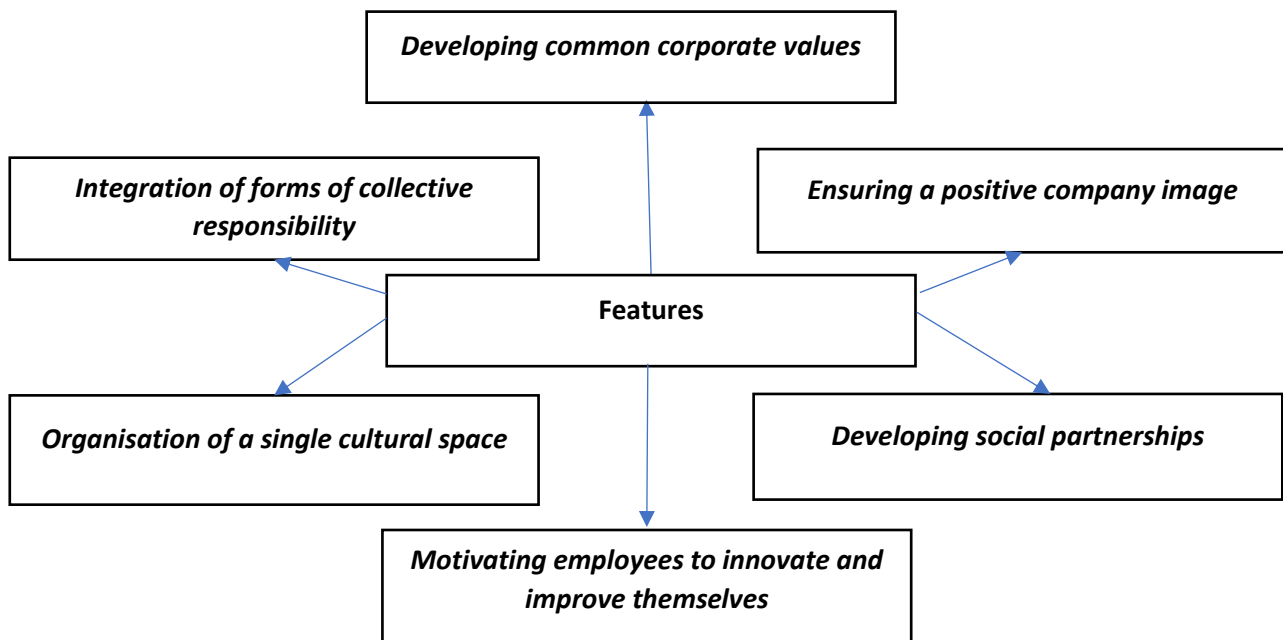


Figure 1. Functions of organisational culture and communication interaction in a company

Thus, it is difficult to overestimate the importance of organisational culture in implementing an organisation's long-term development strategy. It is positioned as an effective tool of management action, one of the progressive methods of team management that forms organisational unity and actualises the organisation's corporate identity. However, in order to improve and increase efficiency, organisational culture and its elements require the development of specific tools for its implementation in organisational aspects.

An analysis of the basic principles of digitalisation of organisational culture and communication interaction shows no single algorithm [18]. The digital optimisation process's general structure involves using artificial intelligence and tools like chatbots, mobile applications, digital archives, and personalisation. The main principles of digitalisation should be emphasised: strategic direction, continuous development, adaptability, and the ability to work with large amounts of information. The general structure of the process of digital optimisation of internal corporate communication and organisational culture is shown in Figure 2.

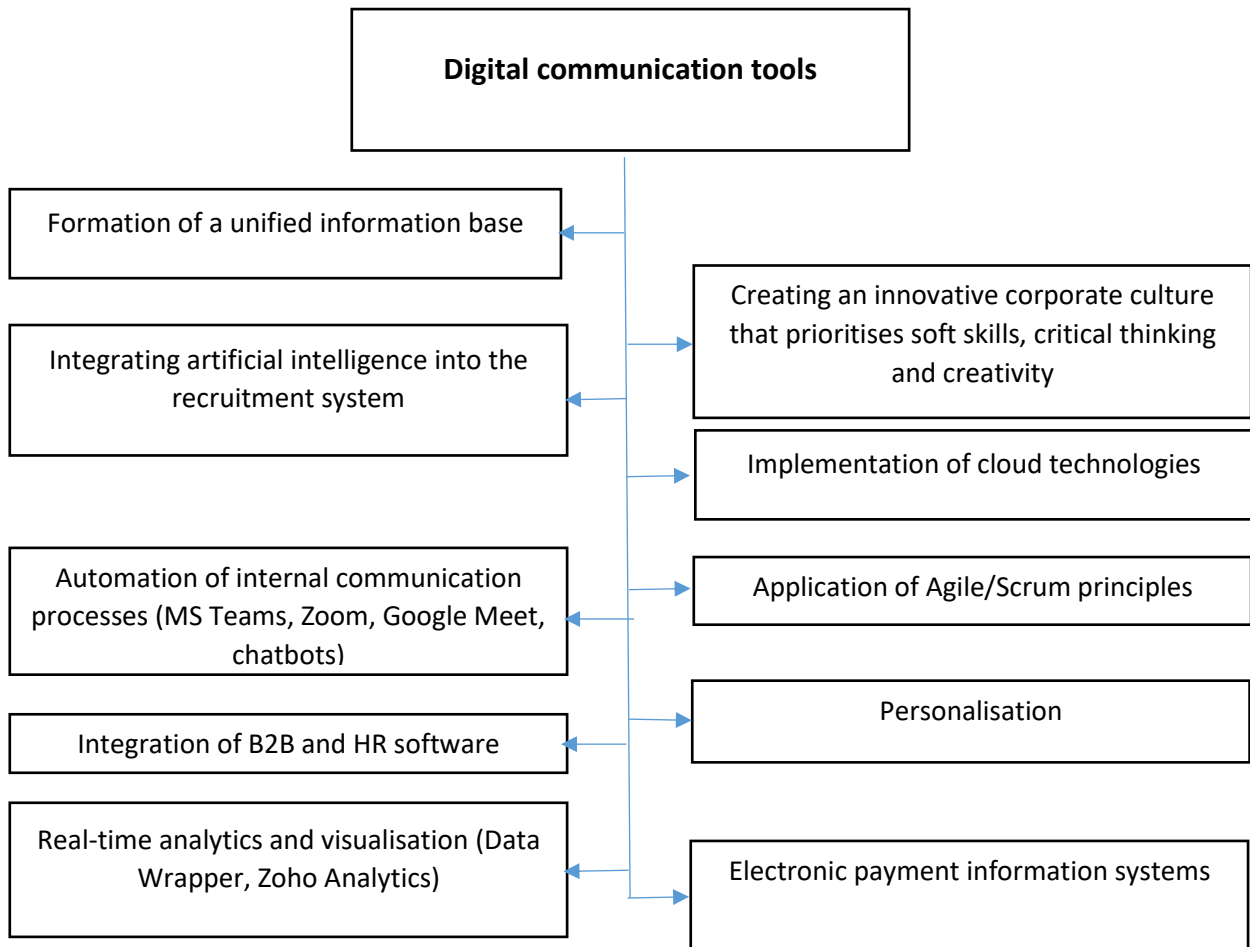


Figure 2. Digital communication tools to influence the organisational culture of a company

Source: author's development

The main functions of the digital tools shown in Figure 2 are as follows:

- intensification of information processing speed;
- analytics of large amounts of information and its statistical processing;
- the transformation of organisational culture in the vectors of mobility and creativity;
- flexible approach;
- a team-based system of work;
- improving the efficiency of information and economic interaction.

Optimisation of the company's organisational culture involves improving the existing system of corporate interaction, strengthening integration processes, and adequate risk assessment. The main obstacles include an imperfect organisational structure; lack of strategic goals, mission and management support; low staff motivation; inability to make the necessary adjustments to the organisational culture; insufficient funding; inadequate awareness of digital trends; lack of specialists with digital competences; lack of necessary databases and poorly developed IT infrastructure.

It is important to emphasise the importance of introducing innovative technologies and approaches to risk management, in particular, the use of digital tools for monitoring and analysing risks and the development of an organisational culture focused on preventive risk management. At the same time, risk management should have its

own strategy and tactics, which should be systematically coordinated with a number of other systemic characteristics and economic criteria for the effective functioning of the enterprise.

Risk management activities are essential for achieving the goals and objectives of digitalising companies' organisational culture and communication space. These activities should be part of the daily, ongoing management decision-making process, i.e., part of the culture and management tools of the institution, integrated into every process performed in it. From a practical point of view, risk management activities should not be considered as a separate process that exists independently and separately from the mechanism of management, decision-making, resource allocation, and the establishment of powers and responsibilities of its employees; it should be carried out at all levels in the institution; it cannot be carried out only by some structural units of the institution. The absence of a unified, well-established risk management system is one of the important factors that affect the negative results of the institution's activities or the failure to achieve its goals and failure to fulfil plans.

At the same time, it is worth highlighting the main areas of digitalisation of the communication environment of companies and their organisational culture in the current conditions of socio-economic development:

- 1) integration of a digital operating model for the company's strategic development, which includes processes, principles and design elements, as well as performance indicators (customer experience, offer, ecosystems, control and approval mechanisms);
- 2) digital communication tools for effective intra-organisational interaction and identification of responsibility boundaries;
- 3) digital human capital management (centralised collection of analytical data and its visualisation, corporate business applications and services, remote work and staff mobility).

If the above strategic digital communication solutions are implemented effectively and comprehensively, we can expect to achieve a significant positive effect through:

- minimising HR management costs;
- determining the need for targeted investment in the context of self-development;
- automation of HR processes and successful personnel management;
- continuous self-improvement of employees;
- increasing the overall level of competitiveness of the enterprise;
- digitalisation of management processes.

Electronic optimisation of organisational culture management allows automating routine processes of collecting, accumulating, processing and transmitting information and reports. In addition, digitalisation tools increase the accuracy and speed of communication operations and facilitate corporate interaction processes.

DISCUSSION

The issue under study is of scientific interest to several contemporary scholars [19, 20]. They study the contribution of digital communication tools to the organisational efficiency of companies.

The main positive consequences are minimising the risk of unauthorised use of data or its loss and saving time. Some scholars [21] argue that the transformation of the labour market requires the digitalisation of recruitment and management processes.

Ziaei Nafchi and Mohelská [22] analyse the impact of digital communication tools on company productivity dynamics. They emphasise the functionality of cloud services, digital recruitment, and artificial intelligence. In continuation, Ribeiro-Navarrete et al. [23] identify two ways of digital transformation: offensive (aggressive) and defensive (slow). The former involves the rapid integration of digital resources through portfolio investments, while the latter is determined by the growth of the company's existing digital capabilities over time.

Scientists in current research areas [24, 25], based on the experience of joint investments, identify the most important factors in the upgrade of organisational culture, including information arrays, financial capabilities and the level of available intellectual resources of the company. Some researchers [26, 27] position digital applications and portal

solutions as priority factors influencing the formation of the company's organisational and personnel structure in the context of productivity. Such services create options for the effective use of several programmes and applications without any costs for their acquisition, which fundamentally changes approaches to the organisation of the corporate environment.

Kawiana et al. [28] identify the prerequisites for digitalising company organisational cultures. These include the availability of a resource base and the willingness of process participants to transfer innovations. At the same time, the issues of practical integrating digital communication tools into the organisational culture of modern companies in times of crisis and uncertainty remain fragmented.

CONCLUSION

The modern development of information technology, artificial intelligence, and digitalisation tools requires transforming companies' organisational culture and upgrading their internal communication systems. Digitalisation tools enable the automation of information processing systems and ensure communication operations' speed, accuracy and reliability. All of this helps to free up significant resource potential and increase the efficiency of the company's operations.

The main functions of digital tools are as follows: intensification of information processing speed; analytics of large amounts of information and its statistical processing; transformation of organisational culture in the vectors of mobility and creativity; flexible approach; teamwork system; increase in the efficiency of information and economic interaction.

The main areas of digitalisation of companies' communication environments and organisational cultures in the current socio-economic development conditions include the integration of a digital operating model for the company's strategic development, digital communication tools for effective intra-organisational interaction and identification of responsibility boundaries, and digital human capital management.

In the case of effective integrated implementation of the above strategic digital communication solutions, we can expect to achieve a significant positive effect by minimising HR management costs; identifying the need for targeted investment in terms of self-development; automating HR processes and successful HR management; continuous self-improvement of employees; increasing the overall level of competitiveness of the enterprise; and digitalising management processes.

Prospects for further research include advanced analytics of cybersecurity systems to protect confidential data as part of upgrading modern companies' organisational culture and communication environment.

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