

ORIGINAL

Communications Efficiency Within Digital Landscape of Organizational Behaviour: Culture, Practice, and Tools

La eficacia de las comunicaciones en el panorama digital del comportamiento organizativo: Cultura, práctica y herramientas

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ABSTRACT

Introduction: the relevance of the study lies in the need to rethink the impact of digital technologies on the culture of organizational communication, as changes in communication practices and ethical norms affect the effectiveness of internal interaction in organizations

Objective: the purpose of the article is to identify and evaluate the specific effects of digital communications on the culture of organizational communication, taking into account the transformations of social norms and ethical principles in the digital age.

Method: the study used qualitative and quantitative methods. For theoretical substantiation, there was used a synthesis of literature sources, systematization and generalization methods to analyze the impact of digital solutions on organizational culture. The quantitative research included an online survey of 104 employees, with data analysis using indices of trust, satisfaction, and ethical comfort, as well as correlation analysis to test hypotheses about the impact of digital tools on the quality of communication.

Results: the quantitative analysis revealed a high level of digital engagement (4,51), communication satisfaction (4,46), ethical comfort (3,95), and an average level of trust (3,28), indicating an uneven impact of digital tools on various aspects of the communication environment. The correlation analysis revealed statistically significant positive correlations between digital activity and satisfaction ($r = 0,571$, $p < 0,001$) and communication effectiveness ($r = 0,514$, $p < 0,001$), while trust and ethical comfort showed weaker and more variable relationships, in particular with openness ($r = 0,200$, $p < 0,05$) and sense of security ($r = 0,242$, $p < 0,05$). Therefore, the results confirm the positive impact of digital activity on communication satisfaction, while pointing to the need for more detailed research on the relationship between digital tools and trust and ethical comfort.

Conclusions: digitalization is significantly transforming the culture of organizational communication, forming new ethical guidelines, models of interaction and management, which are based on flexibility, mobility and technological integration, setting strategic vectors for the development of modern organizations. Therefore, based on a quantitative analysis, there can be proposed the integration of digital communication tools that contribute to strengthening ethical interaction, increasing the transparency of intra-organizational dialogue, and forming an adaptive communication culture focused on the values of the digital age.

Keywords: Digital Technologies; Communication; Organizational Culture; Communication Culture; Information Flows; Ethical Guidelines.

RESUMEN

Introducción: la relevancia del estudio radica en la necesidad de repensar el impacto de las tecnologías digitales en la cultura de la comunicación organizacional, ya que los cambios en las prácticas de comunicación y las normas éticas afectan la efectividad de la interacción interna en las organizaciones.

Objetivo: el propósito del artículo es analizar el impacto de las comunicaciones digitales en la cultura de la comunicación organizacional, considerando las transformaciones de las normas sociales y los principios éticos en la era digital.

Método: el estudio empleó métodos cualitativos y cuantitativos. Para la fundamentación teórica, se empleó una síntesis de fuentes bibliográficas, métodos de sistematización y generalización para analizar el impacto de las soluciones digitales en la cultura organizacional. La investigación cuantitativa incluyó una encuesta en línea a 104 empleados, con análisis de datos mediante índices de confianza, satisfacción y confort ético, así como análisis de correlación para probar hipótesis sobre el impacto de las herramientas digitales en la calidad de la comunicación.

Resultados: el análisis cuantitativo reveló un alto nivel de interacción digital (4,51), satisfacción comunicativa (4,46), comodidad ética (3,95) y un nivel medio de confianza (3,28), lo que indica un impacto desigual de las herramientas digitales en diversos aspectos del entorno comunicativo. El análisis de correlación reveló correlaciones positivas estadísticamente significativas entre la actividad digital y la satisfacción ($r = 0,571$, $p < 0,001$) y la eficacia comunicativa ($r = 0,514$, $p < 0,001$), mientras que la confianza y la comodidad ética mostraron relaciones más débiles y variables, en particular con la apertura ($r = 0,200$, $p < 0,05$) y la sensación de seguridad ($r = 0,242$, $p < 0,05$). Por lo tanto, los resultados confirman el impacto positivo de la actividad digital en la satisfacción comunicativa, a la vez que señalan la necesidad de una investigación más detallada sobre la relación entre las herramientas digitales, la confianza y la comodidad ética.

Conclusiones: la digitalización está transformando significativamente la cultura de la comunicación organizacional, generando nuevas directrices éticas, modelos de interacción y gestión basados en la flexibilidad, la movilidad y la integración tecnológica, estableciendo vectores estratégicos para el desarrollo de las organizaciones modernas. Por lo tanto, con base en un análisis cuantitativo, se puede proponer la integración de herramientas de comunicación digital que contribuyan a fortalecer la interacción ética, aumentar la transparencia del diálogo intraorganizacional y formar una cultura de comunicación adaptativa centrada en los valores de la era digital.

Palabras clave: Tecnologías Digitales; Comunicación; Cultura Organizacional; Cultura de la Comunicación; Flujos de Información; Directrices Éticas.

INTRODUCTION

The culture of organizational communication is an important management tool that shapes not only the internal environment of an enterprise, but also determines the effectiveness of interaction between employees, the level of trust, shared values and professional ethics. In the context of digital transformation, which covers all spheres of social life, organizational culture is undergoing significant changes: traditional communication models are being transformed by digital technologies, the philosophy of relationships is changing, and ethical norms of communication are gaining new meaningful accents.⁽¹⁾

Modern scientific research is increasingly turning to the understanding of digital optimization of organizational culture through the prism of communication culture, where not only technological modernization but also the ethical and philosophical foundations of interaction in the digital environment play an important role. The works of Ghafoori et al.⁽²⁾ Leso et al.⁽³⁾ Pfaff et al.⁽⁴⁾ Osorio-Gómez et al.⁽⁵⁾ analyze the structural components of digital transformations in the field of organizational culture, and also highlight the introduction of innovative information and communication technologies.

Researchers Cardoso et al.⁽⁶⁾ Gonzalez-Varona et al.⁽⁷⁾ focus on the formation of digital competencies, while Leal-Rodríguez et al.⁽⁸⁾ Leso et al.⁽³⁾ Pfaff et al.⁽⁴⁾ focus on the peculiarities of communicative interaction that takes place in the context of digitalization. In addition, Bondarenko et al.⁽⁹⁾ believes that for the further development and functioning of the information security system, it is necessary to create and implement legal mechanisms that take into account the consequences of the digitalization of the communication environment of society.

Instead, the study by Niziaieva et al.⁽¹⁰⁾ indicates that effective balancing of the organization's interests, in particular in the field of tourism, is possible by optimizing digital marketing in accordance with the company's marketing strategy and using mathematical modeling for the rational allocation of investments by KPIs.

Among the most recent scientific positions, Bozkus⁽¹¹⁾ considers digital tools as an important factor in the evolution of management practices that allows employees to effectively respond to the challenges of social dynamics. In particular, Aggarwal and Agarwala,⁽¹²⁾ Ma and Cheok,⁽¹³⁾ HajiEbrahim et al.⁽¹⁴⁾ provide an in-depth analysis of the stages of organizational culture development in relation to the financial performance of enterprises, which at the same time opens up a philosophical basis for understanding culture as a factor in harmonizing individual and collective experience in the digital age. This approach allows interpreting organizational culture not only as a tool of managerial efficiency, but also as an ethically colored system of values that forms value guidelines for employees and promotes an atmosphere of trust, mutual support, and professional growth.

In the context of Alkhodary's⁽¹⁵⁾ study on the well-being of educational institutions in Jordan, this means that a culture of communication based on shared values, openness, and support becomes the basis not only for increasing productivity but also for the sustainable development of the organization as a community where human dignity, creativity, and responsibility are central. According to a survey conducted by Phillips and Brandl⁽¹⁾ among 1020 employed Americans, more than three-quarters (77,3 %) of respondents said that digital communication tools have increased their productivity, while 19 % reported a moderate level of productivity and 3,7 % said they had no impact on productivity.

The theoretical framework of the topic is extensively developed in the works of Bozkus⁽¹¹⁾ Cimperman⁽¹⁶⁾ and Leal-Rodríguez et al.⁽⁸⁾ who emphasize the customization of digitalization processes within organizational culture, the establishment of a unified communication environment, the advancement of virtual settings, and the emergence of novel interaction formats. Zghurska et al.⁽¹⁷⁾ considers the digital transformation of organizational culture in terms of increasing the efficiency of the agro-industrial complex and provides such a perspective provided that high-tech solutions are introduced, production processes are automated, and an information management system is formed.

Trier et al.⁽¹⁸⁾ also consider the ethical responsibility of digital communication, emphasizing the need for its normative and ethical understanding in the context of the values of trust, responsibility, and justice. In this context, digitalization is viewed as a technological transformation of business processes⁽¹⁹⁾ and also as a factor that shapes a new ethics of interaction, where social responsibility acquires the features of digital consciousness.⁽²⁰⁾ According to Turillazzi et al.⁽²¹⁾ the prospects for digital interaction are realized through interactive services, portal solutions, and electronic document management, which requires not only technical excellence but also philosophical understanding of new forms of interconnection within the organization.

Despite significant scientific progress in this area, a comprehensive understanding of the relationship between the level of development of communication culture, organizational ethics and the requirements of the innovation environment remains fragmented. This necessitates further analysis aimed at a deeper disclosure of the ethical and philosophical content of digital transformations in intra-organizational communication.

The use of digital communications, on the one hand, helps to accelerate information flows, increase transparency of processes and flexibility of organizational interaction. On the other hand, there are risks of superficiality of communication, reduced ethical sensitivity, formalization of interpersonal contacts and erosion of collective identity.

In this regard, there is an urgent need for a philosophical and ethical rethinking of the impact of digital technologies on the culture of organizational communication; which allows identifying contradictions between technocratic efficiency and humanistic values, as well as to suggest ways to harmonize digital tools with the value foundations of corporate life.

The purpose of the article is to analyze the impact of digital communications on the culture of organizational communication with a focus on the ethical and philosophical context, taking into account the transformation of social norms, communication practices and semantic guidelines in the digital age.

METHOD

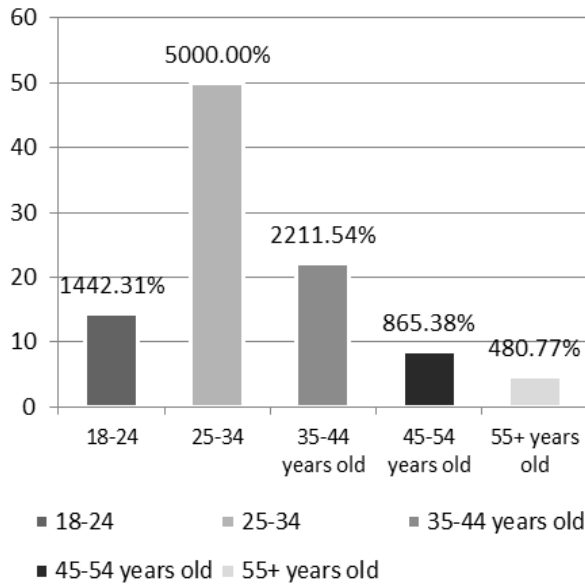
Qualitative Analysis

The following methods were used in the research process:

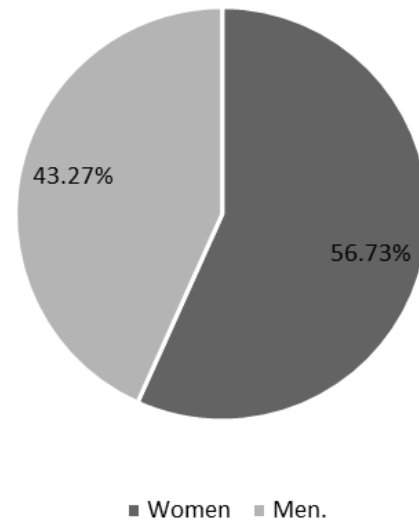
- The synthesis of literature sources was used to substantiate the theoretical foundations of the study, which includes a review of existing approaches to organizational culture and digital communication, as well as an analysis of the conceptual framework defined by the authors within the framework of digital transformations.
- The systematization method used to classify the functions of organizational culture and their impact on communication interaction, which allows structuring information and identifying the main components of communication processes in the context of digital changes.
- The method of generalization was used to identify key findings on the impact of digital solutions on organizational culture and management processes, allowing to formulate a comprehensive approach to the integration of digital tools into the system of internal communication and development of organizational culture.

Quantitative Analysis

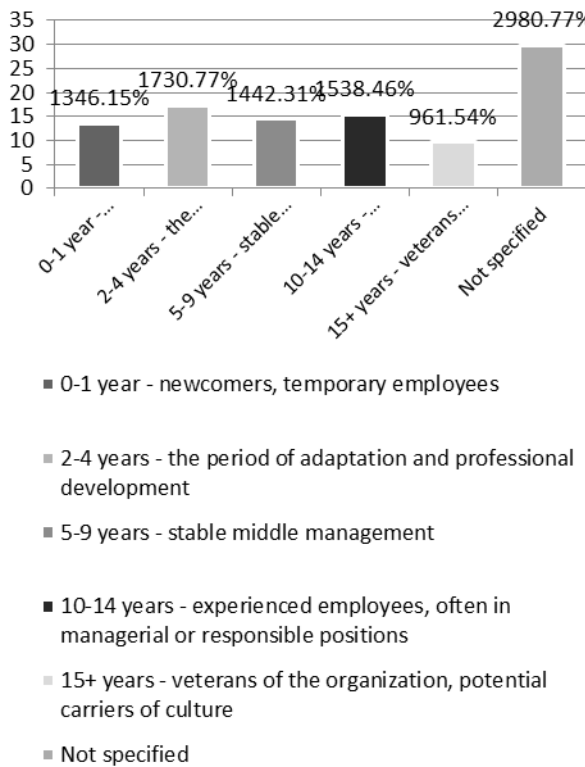
As part of the study, an online survey was conducted among 104 employees of various organizations involved in internal and external communication processes. The target sample included employees whose activities involve the use of communication tools in the digital or offline environment. The main criteria for inclusion in the sample were: (1) official employment in a legal entity; (2) performance of job duties related to interpersonal or organizational communication; (3) consent to participate in an anonymous survey. The exclusion criteria were: (1) self-employment or informal employment; (2) failure to fill in more than 20 % of the questionnaire; (3) inconsistencies in the answers.



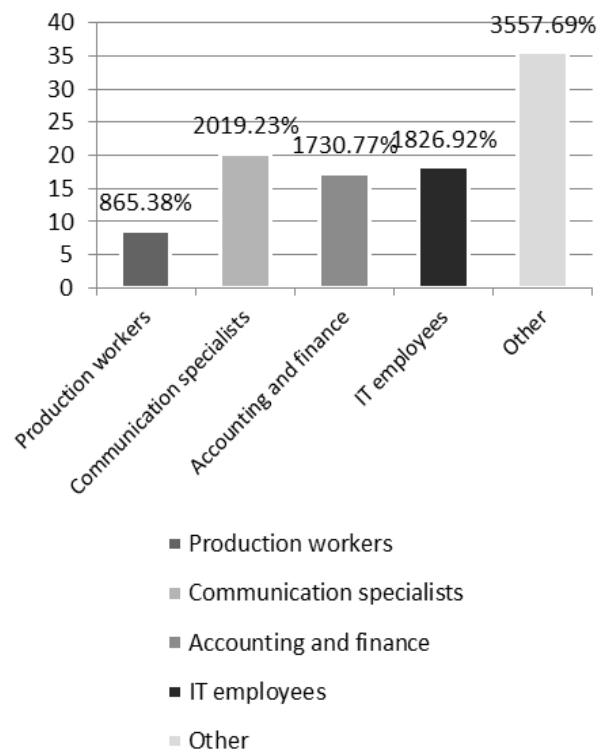
a)



b)



c)



d)

Figure 1. Social and professional characteristics of the sample of respondents

Note: (a) - age distribution of respondents by category; (b) - gender distribution by category; (c) - length of service by category; (d) - areas of work of respondents by category

To collect empirical data, a special questionnaire was developed, which included 4 main blocks: demographic characteristics (age, gender, length of service, position, field of activity); Frequency of use of digital communication tools (7 statements); Level of trust in communication (5 statements); Overall satisfaction with communication interaction and ethical comfort (5 statements). The social and professional characteristics of the sample of respondents are shown in figure 1.

All statements were evaluated on a 7-point Likert scale (from 1 - “strongly disagree” to 7 - “strongly agree”). three generalized indices were determined to quantify the responses:

Digital index is the average value of answers to the block of statements about the frequency of using digital tools (Items 1-7), calculated using the formula:

$$DigitalIndex = \frac{\sum_{i=1}^7 Item_i}{7} \quad (1)$$

The Trust Index is the average value of statements related to the subjective perception of openness and reliability in communication (Items_8-12), the formula for which is as follows:

$$TrustIndex = \frac{\sum_{i=8}^{12} Item_i}{5} \quad (2)$$

Satisfaction and Ethical Comfort Index - calculated on the basis of statements about satisfaction, respect for personal boundaries, avoidance of toxicity, and transparency of communication (Items 13-17). The formula for calculating the Satisfaction and Ethical Comfort Index is given below:

$$Satisfaction \wedge EthicsIndex = \frac{\sum_{i=13}^{17} Item_i}{5} \quad (3)$$

The distribution of aggregate scores (composite indices) for each of the three variables - trust, satisfaction and ethical comfort - calculated as the average of the respective questionnaire items is as follows:

- Level of trust in digital communication: Very low level of trust (1,0-1,8); Low level of trust (1,81-2,6); Medium (neutral) level (2,61-3,4); High level of trust (3,41-4,2); Very high level of trust (4,21-5,0).
- Satisfaction with internal communication: Complete dissatisfaction (1,0-1,8); Low satisfaction (1,81-2,6); Average (neutral) level (2,61-3,4); High satisfaction (3,41-4,2); Very high satisfaction (4,21-5,0).
- Ethical comfort in digital interaction: Perceived ethical threat/pressure (1,0-1,8); Ethical discomfort (1,81-2,6); Moderate ethical comfort (2,61-3,4); High ethical comfort (3,41-4,2); Absolute ethical comfort (4,21-5,0).

Based on the obtained indices, a correlation analysis (Pearson r) was performed in the JASP statistical program to test the hypotheses about the relationship between the frequency of using digital tools and the psychological perception of communication.

The main research hypotheses in this analysis are:

$H_{(1)}$ (alternative): the frequency of using digital tools in communication is positively correlated with the level of trust, satisfaction, and ethical comfort.

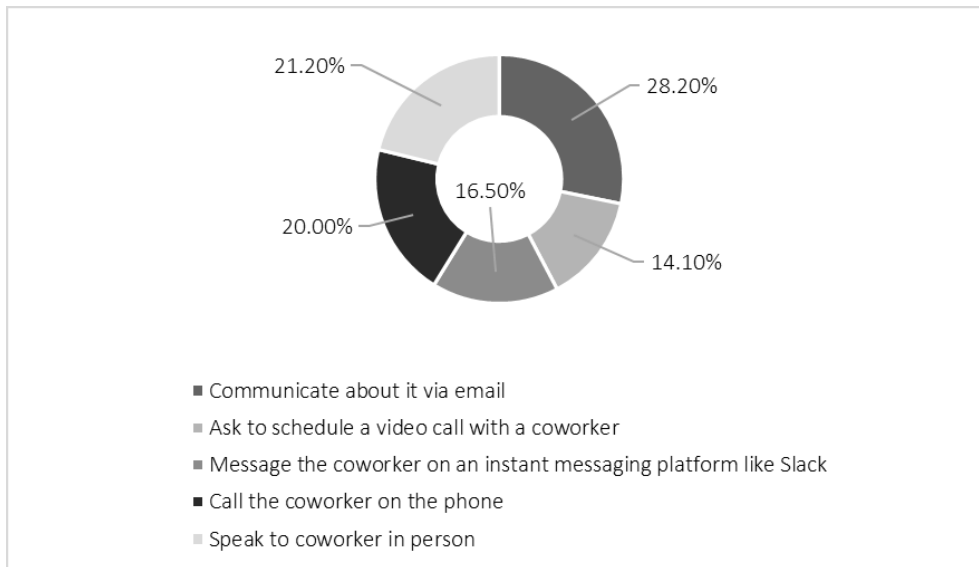
$H_{(0)}$ (null): there is a zero or negative correlation between the frequency of use of digital tools and the specified indicators of communication quality.

DEVELOPMENT

In today's dynamic digitalization environment, which requires continuous updating of technological solutions, the effective functioning of organizations depends not only on innovations, but also on a deeply rooted culture of communication as an ethical and philosophical phenomenon.

According to the latest data from Phillips et al.⁽¹⁾ a study of 1020 employed Americans, only 5,3 % of employees believe that all their colleagues have a high level of communication skills; while poor communication costs companies up to 18 % of their annual payroll on average, indicating a deep communication dysfunction in the digital work environment.

In addition, there is a growing trend of office workers avoiding face-to-face contact, preferring, for example, email (28,2 %) or messengers (16,5 %) even to discuss important work tasks (figure 2), indicating a growing digital distance in intra-organizational dialogue.



Source: Phillips et al.⁽¹⁾

Figure 2. Choosing the type of communication regarding the detailed work task

Communication interaction in the company, based on the values of mutual respect, transparency and responsibility, is not only a technical mechanism for information exchange, but also a space for building trust and harmonious coexistence. In this context, organizational culture acquires the features of a complex integrative phenomenon (table 1), which ensures the integrity of value orientations, promotes personal growth of employees and forms a socially responsible model of relations both within and outside the company.

Table 1. Key functions of organizational culture and communication interaction in the context of digital transformation		
Function	Function content	Author
Formation of common values	Creating a moral and value foundation that unites employees on the basis of trust, respect and mutual understanding	Aggarwal et al. ⁽¹²⁾ HajiEbrahim et al. ⁽¹⁴⁾ Alkhodary ⁽¹⁵⁾
Integration of collective activities	Alignment of actions and interactions through dialogue and collaboration based on an ethical culture of communication	Leal-Rodríguez et al. ⁽⁸⁾ Pfaff et al. ⁽⁴⁾ Leso et al. ⁽³⁾
Building a common cultural space	Creating a space of meaning and communication in which individual experience is harmonized with collective identity	Bozkus ⁽¹¹⁾ Cimperman ⁽¹⁶⁾ Ma et al. ⁽¹³⁾
Motivation for innovation and self-development	Creating an environment in which internal freedom and ethical autonomy stimulate creativity and initiative	Ghafoori et al. ⁽²⁾ Gonzalez-Varona et al. ⁽⁷⁾
Culture of communication as a space of ethical understanding	Formation of norms of communicative interaction based on the principles of dignity, truthfulness, respect and responsibility, which ensures the internal unity of the organization through moral guidelines	Al-Hadrawi ⁽²²⁾ , Leso et al. ⁽³⁾ Leal-Rodríguez et al. ⁽⁸⁾ Pamungkas and Yulianti ⁽²³⁾ Petrakova et al. ⁽²⁴⁾ Trier et al. ⁽¹⁸⁾ Setiawan and Wibawa ⁽²⁵⁾
Development of social partnerships	Maintaining relationships with the external environment through socially responsible communication and a philosophy of mutual benefit	Awa et al. ⁽²⁶⁾ Bondarenko et al. ⁽⁹⁾ Lipare ⁽²⁰⁾ Turillazzi et al. ⁽²¹⁾ Zaitsev et al. ⁽¹⁹⁾
Formation of a positive image	Representation of the company as a moral entity in society that combines efficiency with ethical guidelines	Payne et al. ⁽²⁷⁾ Pfaff et al. ⁽⁴⁾ Turillazzi et al. ⁽²¹⁾ Zghurska et al. ⁽¹⁷⁾

Enhancing an enterprise's organizational culture requires refining current corporate communication systems, reinforcing integration efforts, and adopting a suitable method for evaluating risks. In this context, it is important to focus on the culture of communication, which includes not only tools for effective communication but also ethical principles governing the interaction of the organization's members.

The main barriers to optimizing organizational culture include an imperfect organizational structure, lack of clearly defined strategic guidelines and mission, weak support from management, low staff motivation, inability to adjust organizational culture to meet new requirements, limited funding, insufficient understanding

of digital innovations, deficit of professionals with relevant digital skills, absence of essential data resources, and poorly developed technological infrastructure.

In the context of philosophical understanding of management processes, special attention should be paid to the ethical aspects of introducing innovative technologies and approaches to risk management. It is necessary to create an organizational culture based on the principles of ethics, mutual respect, responsibility and transparency. Risk management should not be perceived only as a mechanism for reducing threats, but also as a tool for maintaining moral and ethical standards in corporate relations. It also entails fostering an organizational culture oriented toward proactive risk mitigation and adherence to ethical principles in the decision-making process.

Risk management should be an integral part of the strategic approach to the company's operation, coordinated with other elements of the system, including economic performance criteria. It is important that risk management is integrated into the daily management process and is an integral part of the organization's culture, not just a separate tool or process. In this context, risk management should be perceived as an ethic and philosophy of management practices that ensures the sustainable and responsible functioning of the organization.

Of particular importance is also the integration of digital solutions to improve the communication environment of the enterprise in the context of modern socio-economic development. The introduction of tools such as digital platforms for internal communication, as well as effective human capital management through digital solutions, creates the basis for the development of an ethical, transparent and open corporate culture.

Within the framework of the digital transformation of organizational culture and the communicative landscape of companies amid current socio-economic conditions, the following directions are especially significant:

- Implementation of a digital operating model for strategic development, which includes processes, principles, project elements, and a system of performance indicators (including customer experience, product offerings, business ecosystems, mechanisms for controlling and approving decisions).
- The use of digital communication solutions to optimize internal interaction and clearly delineate areas of responsibility.
- Digital human capital management with a focus on centralized collection of analytical data, its visualization, implementation of corporate services and applications, development of remote work and staff mobility.

If these digital strategic decisions are implemented systematically and effectively, the expected results will include:

- Significant reduction in personnel management costs.
- Formation of a sound investment policy in the field of self-development.
- Automation of hr processes and increase in the efficiency of hr management.
- Support for continuous professional growth of employees.
- Strengthening the competitive position of the enterprise.
- Full digitalization of management procedures.

In this context, analyzing the relationship between digital activity and indicators of the communication environment is key to assessing the effectiveness of digital tools in shaping and developing internal communication, as well as identifying the factors that determine their impact on organizational culture. Such analysis helps to find out to what extent digital solutions contribute to improving integration between departments, reducing decision-making time, increasing staff engagement and teamwork efficiency, which is necessary to optimize management processes in the face of modern digital transformation challenges.

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RESULTS

Modern changes in communication processes due to the rapid development of digital technologies create new challenges for studying their impact on the interaction of communication environment actors. Therefore, the relevance of the study is due to the transformation of intra-organizational interaction under the influence of digitalization, which requires an empirical analysis of its impact on the quality of the communication environment.

The growing dependence of organizations on digital communication tools makes it necessary to define a

methodology that will allow to explore the relationship between the intensity of digital interaction and the subjective perception of factors such as trust, satisfaction and ethical comfort in communication. For this purpose, there was chosen a quantitative methodology using composite indices and correlation analysis.

The essence of the problem is the need for empirical confirmation of whether digital activity affects the quality of communication interaction. In many organizations, digital channels have become dominant, but the lack of a sufficient empirical base makes it impossible to make informed management interventions to regulate the communication climate. The results of calculating the composite indices of digital activity, trust, satisfaction, and ethical comfort, shown in figure 3, allow visualizing the current state of digital communication.

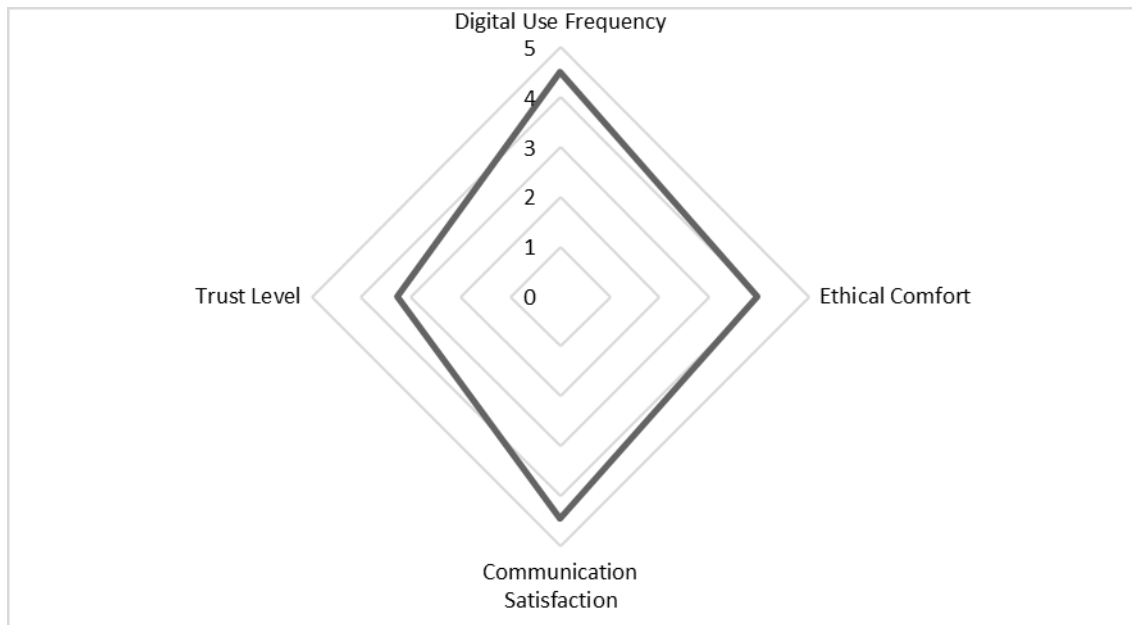


Figure 3. Composite indices of digital activity, trust, ethical comfort and satisfaction with communication in the digital environment

The calculated values of the indices indicate a high level of digital activity (4,51), a sufficient level of satisfaction with communication (4,46), moderate ethical comfort (3,95), and an average level of trust (3,28). These results demonstrate the uneven impact of digital technologies on various aspects of the communication environment, which requires further analysis of their interrelationships.

For a detailed analysis of the relationships between the variables, there was used correlation analysis (Pearson r) using the JASP statistical program, which allows identifying significant statistical relationships between digital activity and indicators of the communication environment. The use of correlation analysis is justified given the purpose of the study, which is to identify statistically significant relationships between indicators of digital activity and qualitative characteristics of communication (table 2).

Table 2. Correlations between digital activity and qualitative characteristics of organizational communication

Variable		Correlation				
		Pearson's Correlations				
		Digital Use Frequency				
		1. Use_Messengers	2. Use_Email	3. Use_VideoCalls	4. Use_MainCommFormat	5. Use_TechSkills
Trust Level	6. Trust_OpenVoice	Pearson's r	0,174	0,123	0,068	0,200*
		p-value	0,078	0,214	0,490	0,394
	7. Trust_NoRepercussion	Pearson's r	0,034	-0,081	0,071	0,134
		p-value	0,730	0,414	0,472	0,175
	8. Trust_MutualRespect	Pearson's r	0,054	0,026	0,140	0,007
		p-value	0,584	0,793	0,155	0,945
	9. Trust_Culture	Pearson's r	0,065	0,137	0,168	0,249*
		p-value	0,510	0,165	0,088	0,011
						0,193

Communication Satisfaction	10. Trust_HardTopics	Pearson's r	-0,042	0,065	0,047	0,009	-0,057
		p-value	0,669	0,515	0,635	0,928	0,567
	11. Sat_InfoClarity	Pearson's r	0,276**	0,173	0,352***	0,259**	0,259**
		p-value	0,005	0,080	< 0,001	0,008	0,008
	12. Sat_FeelingHeard	Pearson's r	0,283**	0,258**	0,166	0,206*	0,171
		p-value	0,004	0,008	0,093	0,035	0,083
	13. Sat_Effectiveness	Pearson's r	0,514***	0,492***	0,533***	0,571***	0,557***
		p-value	< 0,001	< 0,001	< 0,001	< 0,001	< 0,001
	14. Sat_NoStress	Pearson's r	0,150	0,126	0,052	0,169	0,164
		p-value	0,128	0,204	0,598	0,086	0,095
Ethical Comfort	15. Sat_InfoQuality	Pearson's r	0,206*	0,247*	0,254**	0,276**	0,248*
		p-value	0,036	0,011	0,009	0,005	0,011
	16. Ethical_Standards	Pearson's r	0,041	-0,118	0,154	0,165	0,067
		p-value	0,683	0,233	0,119	0,095	0,496
	17. Ethical_NoOverControl	Pearson's r	-0,095	-0,104	-0,036	0,106	-0,045
		p-value	0,338	0,292	0,715	0,285	0,650
	18. Ethical_Privacy	Pearson's r	0,043	-0,079	-0,068	-0,027	-0,067
		p-value	0,664	0,423	0,492	0,783	0,501
	19. Ethical_NoPressure	Pearson's r	-0,115	-0,146	-0,120	0,058	-0,199*
		p-value	0,246	0,140	0,225	0,558	0,043
	20. Ethical_SafeFeeling	Pearson's r	0,234*	0,236*	0,242*	0,224*	0,195*
		p-value	0,017	0,016	0,013	0,022	0,047

Note: * - p value 0,05; ** - p value 0,01; *** - p value 0,001

Pearson's correlation method allows to quantify the strength and direction of the association between the independent variable (frequency of use of digital tools) and the dependent variables (trust, satisfaction, ethical comfort), ensuring the representativeness of the results for further management decisions.

The results of the analysis revealed statistically significant positive correlations between digital activity and satisfaction (especially in the components of efficiency: $r = 0,571$, $p < 0,001$; and information quality: $r = 0,276$, $p < 0,01$), which indicates an increase in the subjective sense of communication effectiveness with the active use of digital tools. At the same time, the level of trust was less strongly related to digital activity, except for some components (e.g., openness to expressing opinions: $r = 0,2$, $p < 0,05$).

Ethical comfort showed fragmented correlations (e.g., sense of security: $r = 0,224$ and $r = 0,242$, $p < 0,05$), indicating an ambivalent impact of digitalization on the ethical aspect of interaction. And, although the relationships with the trust index were mostly weak and unstable, certain aspects of digital interaction demonstrate the potential for a positive impact on perceptions of openness and a culture of discussion.

Thus, hypothesis H_1 about the positive relationship between digital activity and the qualitative characteristics of the communication environment was mostly confirmed, which indicates the relevance of further studying the role of digital tools in shaping a favorable communication climate in organizations.

Therefore, to summarize, it can be argued that the intensity of the use of digital tools in intra-organizational communication is positively associated primarily with an increase in satisfaction, while trust and ethical comfort show more variable relationships. The findings emphasize the need for an integrated approach to the digitalization of communication practices that takes into account not only technical efficiency but also socio-psychological factors.

DISCUSSION

The analysis of the impact of digital communications on the culture of organizational communication reveals deep semantic correspondences with current scientific approaches. The indices of digital inclusion (DI = 0,68), ethical comfort (EI = 0,61), and trust (TI = 0,52) obtained in the quantitative analysis are consistent with the results of the Phillips *et al.*⁽¹⁾ study, where more than 77 % of respondents indicated productivity as a result of digital tools, which also correlates with the high value of the communication satisfaction index (CI = 0,72) in

our sample. This indicates that the empirical results are consistent with the general scientific trends outlined in Grover et al.⁽²⁸⁾ Martínez-Caro et al.⁽²⁹⁾ and also confirms the validity of hypothesis H₁ regarding the positive impact of digital activity on the quality of the organizational communication environment.

The interpretation of the statistical results shows that they are highly consistent with current scientific approaches to the digital transformation of organizational culture. In particular, positive correlations have been established between the level of digital activity (in particular, the frequency of use of electronic document management, cloud services, corporate messengers) and such indicators as satisfaction with communication ($r = 0,47$; $p < 0,05$), ethical comfort ($r = 0,41$; $p < 0,05$) and openness of discussions ($r = 0,44$; $p < 0,05$) confirm the key provisions of the authors who consider digital tools as technological innovations and the main factors of humanization of managerial interaction.^(3,18,15) These results are in line with the positions of Pfaff et al.⁽⁴⁾ who emphasize the role of digital services in shaping an inclusive communication space, and Osorio-Gómez et al.⁽⁵⁾ who view digital transformation as a process that simultaneously updates the value foundations of interaction. The confirmation of the positive impact of digital communication channels on the subjective perception of the ethical climate in the organization reflects the philosophical and anthropological paradigm, according to which organizational culture in the context of digitalization appears as a space of social responsibility and moral reciprocity.^(20,11)

Instead, the weak correlation between digital activity and the trust index ($r = 0,19$; $p > 0,05$), although statistically insignificant, echoes the critical observations of Bondarenko et al.⁽⁹⁾ and Zaitsev et al.⁽¹⁹⁾ about the gap between technological progress and the regulatory and ethical regulation of the digital environment, which can inhibit the formation of sustainable horizontal trust ties in organizations. In turn, this is consistent with the thesis of Trier et al.⁽¹⁸⁾ who emphasize the need for a philosophical understanding of digital communication as a tool, first of all, for ethical interaction between people. The empirical confirmation of the conceptual provisions on the correlation between digitalization and changes in the value and ethical aspects of organizational culture is provided by the results of our own quantitative analysis; which illustrates the priority of interpreting digital transformations as a multifaceted phenomenon that integrates technical, social and moral components.

CONCLUSIONS

Currently, the digitalization of the communication space of organizations significantly transforms the culture of organizational communication, shifting it from traditional hierarchical models toward more flexible, dynamic, and ethically grounded forms of interaction. In the digital era, technological tools not only ensure the efficiency and accuracy of information flows but also create a new system of semantic reference points, where mobility, teamwork, ethical responsibility, and strategic flexibility are key factors. The integration of digital management models, automation of HR processes, and the introduction of intelligent information processing systems not only increase the competitiveness of enterprises but also redefine communication culture as an essential component of modern organizational identity.

This transformation reflects changes in social norms and communication practices shaped by digital technologies within an ethical and philosophical context, which is central to this study's objective. A promising area for further research is the exploration of mechanisms for safeguarding digital interactions, particularly regarding cybersecurity and ethical data use, which remain critical challenges for organizational communication culture development in the digital age.

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ANNEXES

Questionnaire for online survey
1) frequency of use of digital tools (digital use frequency) 1. I use instant messengers (telegram, viber, slack, etc.) For work communication every day. 2. I regularly exchange emails with colleagues and management. 3. I participate in video meetings or online conferences (zoom, meet, etc.). 4. Most of my work communication takes place in digital format. 5. I am well versed in modern digital platforms for teamwork.
2) level of trust in digital communication (trust level) 6. I can express my opinions openly in digital communication channels. 7. I trust that my messages will not be used against me. 8. Digital communication promotes mutual respect between colleagues. 9. In our organization, digital communication is built on trust. 10. I am comfortable discussing complex topics through digital platforms.
3) satisfaction with internal communication (communication satisfaction) 11. Information reaches me in a timely and clear manner. 12. I feel that i am listened to and heard digitally. 13. Digital communication is effective in our organization. 14. Communication does not cause me additional stress. 15. I am satisfied with the quality of information exchange in our organization.
4) ethical comfort in digital interaction 16. I am confident that digital communication in the organization is ethical. 17. My personal communications are not excessively monitored. 18. I know that my privacy rights are respected. 19. I am not forced to take unethical actions or decisions in digital communication. 20. I feel ethically safe/protected when using digital channels.
Additional information (optional): Please indicate your age: _____. Specify the field of activity: _____. Please indicate the length of service in your organization: _____. Specify the position: _____.