SOCIAL AND COMMUNICATION SUPPORT OF THE ORGANIZATION: THEORETICAL FOUNDATIONS, APPROACHES AND STRATEGIC IMPORTANCE IN THE CONTEXT OF DIGITAL TRANSFORMATION

СОЦІАЛЬНО-КОМУНІКАЦІЙНЕ ЗАБЕЗПЕЧЕННЯ ОРГАНІЗАЦІЇ: ТЕОРЕТИЧНІ ЗАСАДИ, ПІДХОДИ ТА СТРАТЕГІЧНЕ ЗНАЧЕННЯ В УМОВАХ ЦИФРОВОЇ ТРАНСФОРМАЦІЇ

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The article examines the theoretical foundations of the social and communication support (SCS) of an organization as a multi-component and multi-level system that combines social, managerial, informational and technical aspects of managing communication processes. Various approaches to understanding social communication are investigated: Ukrainian, Western, Asian and sociological. Particular attention is paid to the analysis of social communication models, functional roles of communication processes and classification dimensions. Among the key functions of social communication, the information and organizational, identification, influence and crisis (stabilization) functions are identified. Four main criteria for classifying communications are identified: by the number of participants, direction, formality and method of transmission. A multidimensional classification of social communication is proposed, which takes into account modern trends in digitalization, multiculturalism and internationalization of business. Four main subsystems of SCS are analyzed in detail: social, informational, technical and managerial. An integrated approach to the formation of the SCS is justified, which involves combining the best practices of Ukrainian, Western, Asian and sociological schools of scientific thought. This approach allows you to create a holistic communications system that meets the modern requirements of the information society and the needs of the digital economy.

Keywords: social communication support, social communication, communication strategy, digital transformation, corporate culture, information flows, communication management.

У статті розглянуто теоретичні засади соціально-комунікаційного забезпечення (СКЗ) організації як багатокомпонентної та багаторівневої системи, яка поєднує соціальні, управлінські, інформаційні та технічні аспекти управління комунікаційними процесами. Проведено комплексний аналіз дефініцій поняття «соціальна комунікація», в якому акцент зроблено на її багатовимірній природі. Досліджено різні підходи до розуміння соціальної комунікації: український, західний, азійський та соціологічний. Особливу увагу приділено аналізу моделей соціальної комунікації, функціональних ролей комунікаційних процесів та класифікаційних вимірів. Серед ключових функцій соціальної комунікації визначено інформаційно-організаційну, ідентифікаційну,

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функцію впливу та кризову (стабілізаційну). Це дозволяє розуміти соціальну комунікацію як інструмент не лише інформування, а й управління поведінкою, мотивацією та ціннісними орієнтирами колективу. Визначено чотири основні критерії класифікації комунікацій: за кількістю учасників, спрямованістю, формальністю та способом передачі. Запропоновано багатовимірну класифікацію соціальної комунікації, яка враховує сучасні тенденції цифровізації, мультикультурності та інтернаціоналізації бізнесу. Детально проаналізовано чотири основні підсистеми СКЗ: соціальну, інформаційну, технічну та управлінську. Обґрунтовано інтегрований підхід до формування СКЗ, який передбачає поєднання найкращих практик української, західної, азійської та соціологічної шкіл наукової думки. Такий підхід дозволяє створити цілісну систему комунікацій, що відповідає сучасним вимогам інформаційного суспільства і потребам цифрової економіки. В умовах цифрової трансформації особлива увага приділяється впровадженню багатоканальних комунікаційних стратегій, використанню соціальних мереж, мобільних платформ, корпоративних чат-ботів, віртуальних спільнот. Це значно розширює можливості організації щодо побудови двосторонніх, інтерактивних комунікацій зі всіма групами стейкхолдерів, підвищує рівень довіри, лояльності та залученості. Важливим аспектом СКЗ є управління кризовими ситуаціями та запобігання інформаційним ризикам. СКЗ, побудоване на принципах прозорості, відкритості та взаємної відповідальності, дозволяє своєчасно реагувати на зовнішні та внутрішні загрози, підтримувати стабільність функціонування організації та зберігати позитивний імідж навіть у складних умовах. Стратегічне значення СКЗ проявляється у здатності забезпечувати організаційну гнучкість, адаптивність до ринкових змін, посилювати інноваційний потенціал і підтримувати конкурентоспроможність у довгостроковій перспективі.

Ключові слова: соціально-комунікаційне забезпечення, соціальна комунікація, комунікаційна стратегія, цифрова трансформація, корпоративна культура, інформаційні потоки, управління комунікаціями.

Problem statement. Social and communication support (SCS) of an organization is one of the key components of modern management activities, which largely determines the effectiveness of the organization's functioning in conditions of constant change and high competition. This term reflects a set of measures, tools and strategies aimed at building sustainable relationships between all participants in organizational interaction - employees, management, external partners, the public and other stakeholders. SCS is becoming increasingly important in the context of digital transformation, when the use of Internet technologies and social media opens up new communication channels and changes the nature of relationships with internal and external stakeholders. In such conditions, the social and communication function of an organization becomes a strategic resource for increasing its adaptability, innovation and competitiveness.

Analysis of recent research and publications. The relevance of the study of the SCC is due to the need to form a holistic communication environment that ensures information exchange, coordination of actions, support of corporate culture and trust. Existing scientific approaches interpret the SCS as a functional subsystem of management that combines the content, institutional and technological components of social interaction. Ukrainian researchers, such as V. Rizun [14], I. Shpektorenko [15], A. Bosak [4] and others. emphasize the role of the SCC in the formation of trust, positive image and corporate culture, emphasizing the principles of transparency,

openness, inclusiveness and orientation towards stakeholders. Western scientists – S. Littlejohn and K. Foss [11], P. Clampitt [6] and others consider the SCC as a strategic resource for ensuring sustainable development and innovation, focusing on ethics and social responsibility in communication policy. Thus, there is a need for a comprehensive study of the SCS, which would integrate various theoretical approaches and take into account the modern challenges of the digital age.

Different scientific schools focus on individual aspects of the SCS. Thus, in the Ukrainian research tradition [3; 4; 9; 10; 14; 16] the SCS is considered as a mechanism for building trust, staff cohesion and corporate social responsibility, based on the principles of transparency and stakeholder orientation. Asian scientists, e.g., L. Chen, X. Chen, J. Meindl [5]; Men L. R., Tsai W. H. [12]; Yin J., Zhan W. [17] emphasize the role of the SCC in harmonizing internal and external relations, collectivist values and hierarchy as the basis of a stable social structure. In the European and American approaches of scientists P. Clampitt [6], R. Hamel [7], J. Littlejohn K. Foss [11], W. Johansen [8] and others. Emphasis is placed on the strategic function of the SCS in ensuring the organization's innovativeness and competitive advantages, forming its positive image and reputation through effective communication with the public.

And on this we conclude that social and communication support can be generally defined as a holistic system of management actions and communication technologies aimed at supporting and developing effective

interaction of the organization with the internal and external environment. SSC combines classical communication functions (informing, coordinating, motivating) with modern requirements of inclusiveness, ethics and use of digital technologies. As a result, a safe, inclusive and sustainable communication environment is formed, which increases the flexibility and resilience of the organization to the challenges of the external environment.

Highlighting previously unresolved parts of the overall problem. The study identified several important but under-researched aspects of social communication support (SCS). First, although individual Ukrainian, Western and Asian models are considered, there is no systematic methodology for their integration in a specific organizational context. Second, despite the mention of digital platforms, there are no clear recommendations for their implementation: there are no criteria for prioritization, effectiveness assessment and cybersecurity. Third, specific indicators for measuring the effectiveness of SCS are not defined – there are no KPIs or other metric tools. Fourth, practical strategies and algorithms for real-time response in the field of crisis communication management are lacking. Fifth, although general skills of HR professionals are outlined, professional standards, educational programs or roles necessary for effective SCS management have not been developed. Sixth, the mechanisms of culturally adaptive communication are unclear – how to combine different approaches taking into account the local context. Finally, the unresolved problem of overcoming resistance to change is important: the article does not offer tools for training employees or forming new value orientations in the process of transformation. These issues require further research and practical development.

Formation of the objectives of the article (task statement). The purpose of the article is to generalize the theoretical foundations of the social and communication support of the organization, systematize the models, functions and classifications of social communication, analyze the structural components of the SCS and substantiate an integrated approach to building an effective SCS in the conditions of digital transformation. To achieve this goal, the following tasks are solved: to reveal the essence of the concept of SCS and its place in the management system; to analyze the institutional, informational, technical and managerial components of the SCS of the organization; to propose an integrated approach to the formation of SCS taking into account strategic priorities and digital trends; to summarize the conclusions regarding the importance of SCS for the effective development of the organization.

Summary of the main research material. Scientists define the social and communication support of an organization as a complex management category that reflects the synergistic interaction between the organizational structure, communication policy and social responsibility. The SCS acts as an integrator of the content (semantic), institutional and technological aspects of communication, forming a single communication space of the organization. Its essence lies in creating an integrated communication environment capable of ensuring both internal coordination of processes and effective interaction with the external environment.

Within the framework of modern management, the SCS can be considered as a separate functional subsystem designed to support the sustainable functioning of the social system of the organization [4; 11; 16]. On the one hand, the SCS provides continuous information exchange, feedback, coordination of actions and support for corporate culture; on the other hand, it serves as a tool for forming a positive image, reputational capital and trust from society. Thus, the SCS performs a dual role: internal (organizational) – through the establishment of communication processes between employees and departments, and external – through the management of relationships with customers, partners, and the public.

To reveal the content of the SCS, it is necessary to first explore the concept of social communication, since it is communication processes that underlie social interaction in an organization. Social communication is considered not simply as the transfer of information, but as a multi-component social phenomenon that includes the goals and intentions of communicants, the nature of social relations, organizational mechanisms and existing institutional norms. According to the definition of the American scientist A. Bandura [9], the essence of communication lies in the movement of social meaning: the transfer of meanings occurs in social time and space and has a multi-level impact on the behavior and consciousness of community members.

Analysis of research definitions confirms that the concept of «social communication» is multidimensional and multicomponent. Common to different approaches is the interpretation

of communication as a complex process of social interaction, which includes not only the exchange of information, but also the transfer of meanings, emotions, social roles and cultural codes. Ukrainian researchers emphasize the social conditioning of communication, its role as a connecting link between the individual and society and its influence on the formation of personality. Asian academic sources emphasize the collectivist orientation, the priority of harmony and hierarchy, considering communication as a tool for achieving corporate goals and maintaining organizational culture. European and American approaches emphasize the strategic and functional role of communication in management, its ability to form an image, maintain loyalty and stimulate the development of the organization.

The effectiveness of social communication depends on the consistency between communicators, the quality of messages, the adequacy of the choice of channels and the availability of feedback [3; 8]. The main structural elements of the communication process include: communicator and recipient (at least two participants in the exchange of information); message (coded information that has social significance); means of communication (channels and platforms for transmission – language, images, technical means, art, etc.); feedback (a reaction that ensures the two-way process). In addition, social communication is characterized by the complex nature of interaction within organizational, cultural and social systems. It includes social meanings, cultural codes and institutional contexts, going beyond the framework of purely information exchange. The main characteristics of social communication reflect the specifics of the content, organization and functions of communication processes and create the prerequisites for the formation of an

effective communication environment inside and outside the organization. Such characteristics include: social significance of information; institutionalization and multi-subjectivity of communication; diversity of media and channels; encoding and decoding of content; availability of feedback [10].

To understand the structure of the organization's SCS, it is important to distinguish its main components or subsystems. Based on the systems approach, four interrelated subsystems of the SCS are distinguished: social, informational, technical and managerial. Each subsystem is responsible for a certain aspect of the communication process, and together they form a holistic system of the organization's social and communication activities (Fig. 1).

Fig. 2 shows the organization's SCS system as a holistic multi-component complex. At the center of the scheme is the social and communication support itself, which is divided into the four mentioned subsystems – social, informational, technical and managerial. Each of them is connected both with the central core (SCS) and with each other, forming a single communication space. Such a scheme demonstrates the relationship between formal institutional channels and informal communications, the combination of verbal and non-verbal means, the integration of traditional and new (digital) media within the organization's communication system. The system approach emphasizes that only the coordinated functioning of all subsystems of the SCS ensures the stability and effectiveness of the organization's communication policy. The division of the SCC into subsystems is conditional, but analytically useful, since it allows you to see the contribution of each component to the overall communication capacity of the organization. Thus, the weakness of the technical infrastructure can
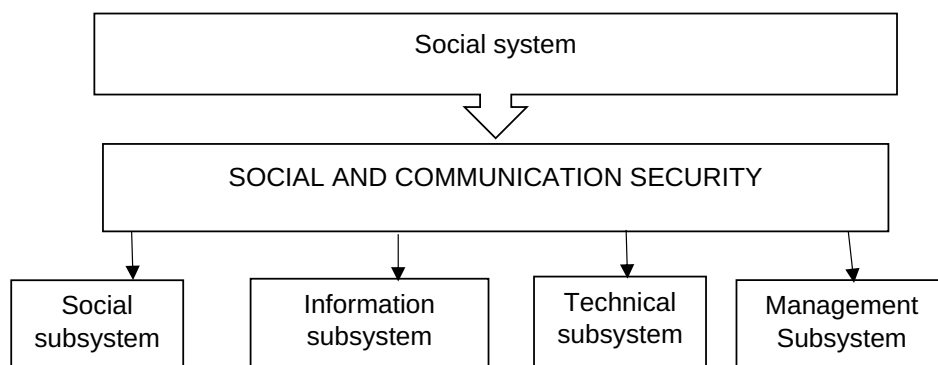

Figure 1. Systemic nature of social communication in an organization

Source: generated by the authors [7; 10; 11]

nullify efforts to establish social interaction, and ineffective communication management can cause information chaos despite modern means of communication. Therefore, only a holistic approach to the development of all components of the SCS will ensure its effectiveness. It should be noted that approaches to the implementation of the SCS may differ depending on the cultural and national context. For example, in Chinese companies, the values of harmony, hierarchy and collectivism are traditionally emphasized when building a communication system; Western approaches emphasize transparency, flexibility and brand communications; the Ukrainian scientific school seeks to balance

social responsibility, innovation and efficiency. A generalized scheme for analyzing the concept of SCS is presented in Fig. 2, and a comparison of different approaches is presented in Table 1.

Table 1 summarizes key approaches to understanding the SCS, their definitions, and emphases. Based on them, it is possible to form a holistic idea of what the social and communication support of a modern organization should be.

As we can see, an integrated approach to the SCM is based on understanding it as a holistic system that not only combines various communication channels and technologies, but also forms a culture of interaction, trust and shared
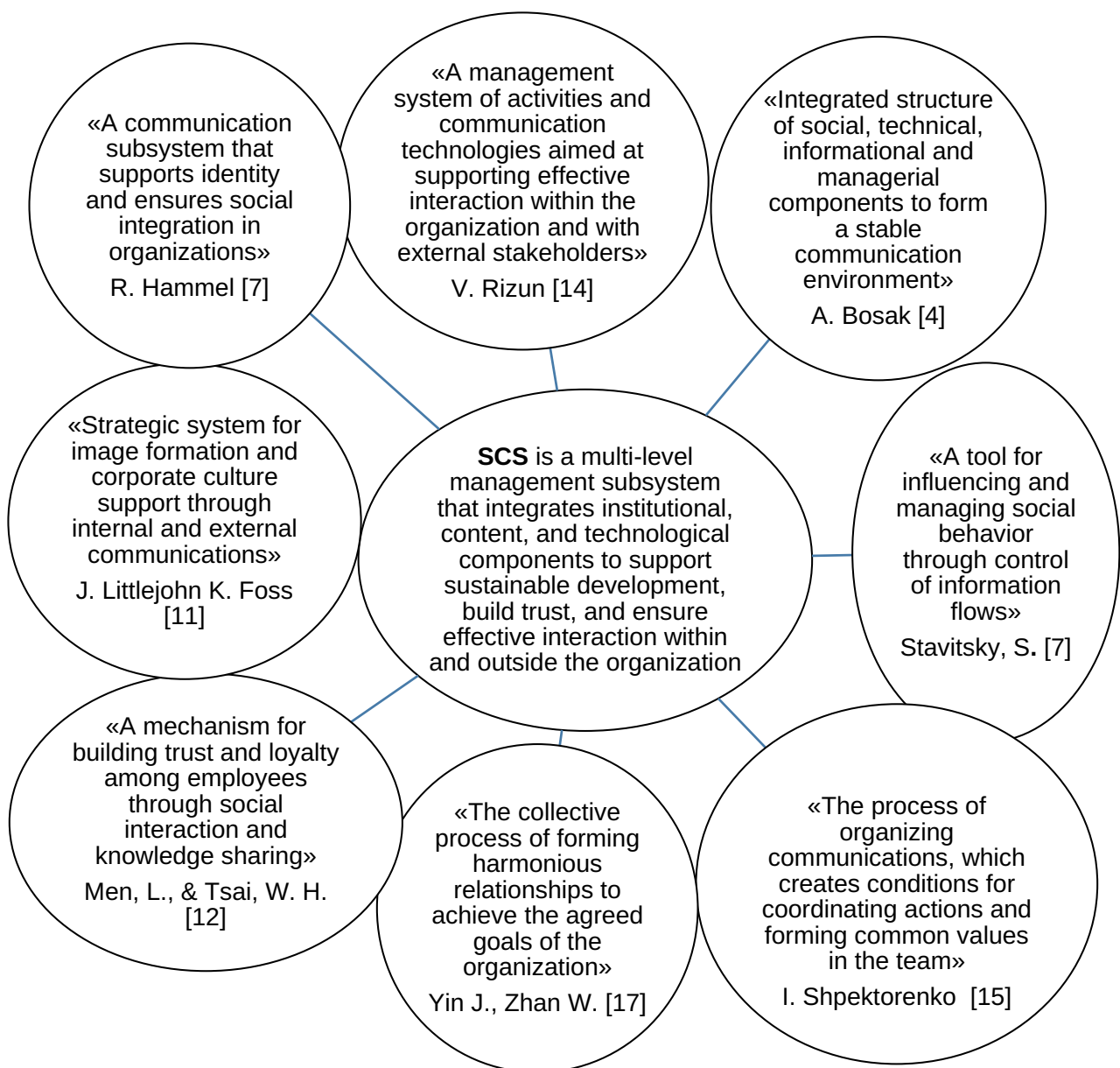

Figure 2. Scheme of analysis of the essence of the concept of «social and communication security»

Source: generated by the authors [4; 7; 11; 12; 14; 15; 17]

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Table 1

Approaches to understanding the concept of «social and communication security»

Approach	Definition of the concept	Main characteristics / emphases
Ukrainian approach [3; 4; 9; 10; 14; 16]	A system of management measures and communication technologies aimed at ensuring effective interaction inside and outside the organization	Focus on social responsibility, reputation, inclusion, innovation; interaction between employees, management, external stakeholders
Asian approach [5; 12; 17]	A comprehensive process of knowledge exchange and organizational culture formation aimed at aligning the goals of employees and the company	Emphasis on collectivist values, harmony, hierarchy; the impact of communications on staff loyalty and motivation
European and American approaches [6; 7; 8; 11]	An integrated strategic communications system that creates a positive image, increases staff engagement, and supports the sustainable development of the organization	Priority on efficiency, transparency, adaptability; emphasis on brand identity and corporate culture
Sociological approach (Altalang, ASHA, NU) [1; 2; 13]	A set of social skills and technologies for maintaining and developing social connections within the organization and externally	Reciprocity, two-way communication, sensitivity to cultural context; balance between verbal and non-verbal communication channels
Integrated approach (author's position)	A functional subsystem of modern management that combines institutional, content and technological components to form a safe, inclusive, sustainable communication environment	Integrity, multi-level, use of digital technologies, innovation, strategic orientation

Source: generated by the authors

responsibility in the organization. This approach corresponds to modern trends in management development, which require organizations to be transparent, socially responsible and focused on long-term relationships with stakeholders. Integrated SCM increases the flexibility, innovation and sustainability of organizational structures, allowing them to effectively respond to external challenges.

Conclusions. Social and communication support of an organization is a multifaceted category that combines the content, institutional and technological components of communication management. Based on the research conducted, the following conclusions can be drawn: SCS as a functional subsystem of management. SCS integrates various aspects of social interaction – information flows, communication technologies and management practices – into a single subsystem designed to ensure effective internal and external communication of the organization. It forms a safe, inclusive and sustainable communication environment, which is a prerequisite for the stable development of the organization. Multidimensionality of social communication. Analysis of definitions of social communication by various authors showed that communication is a complex multilevel process that includes the exchange of information, meanings, emotions, the formation of collective meanings and the maintenance of social ties. Classification of social communication according to various criteria (audience, channels, forms, environment) allows you to better understand and plan communication processes in an organization, taking into account the specifics of goals and audiences.

Structure of the organization's SCS it is advisable to consider social and communication support through the prism of four interconnected subsystems: social, information, technical and managerial. Each of them makes its contribution to the overall effectiveness of communications: social – through the human factor and culture of communication, information – through the content and availability of data, technical – through infrastructure and technology, managerial – through coordination and regulation of processes. Only the balanced development of all components ensures the effectiveness of the SCS.

Integrated approach and strategic significance. The integration of various scientific approaches has allowed the formation of

a holistic vision of the SCS as a strategically important system. In the context of digital transformation, the SCS acquires special significance: the use of social networks, online platforms, mobile communications expands the organization's capabilities in interaction with stakeholders and society. Effective SCS strengthens reputational capital, promotes innovation, increases the flexibility of business processes and staff loyalty. Thus, the SCS becomes an important competitive advantage and a factor in the sustainable development of the organization in modern conditions.

Thus, the social and communication support of the organization should be considered as an integral part of strategic management. The formation of an integrated VCS system, covering all levels and areas of communication, will allow the organization to successfully adapt to the challenges of the information society, maintain effective interaction with all stakeholders and ensure its development in the long term.

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