

The Digitalization of Organizational Communication

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Abstract: *The new communication technologies implemented in the organizations has challenge the workplaces and had an impact on the organizational communication. However virtual and mediated communication is need it to increase the economy and at the same time to sustain a business on the market, during this Covid 19 pandemic situation. Therefore, there is a change in the employees' organizational cultural behaviour as it needs an adaptation to the digital transformation to fulfil the need for real time communication that has not changed. The emergence of new digital concepts and applications offers employees new methods of communication, optimises ways for work processes but at the same time increases the demand for new skills and digital abilities. These new technologies change the way employee collaborate and communicate and at the same time facilitates the creation of digital revenue, standardizes organizations to integrate new services that can be managed more efficiently, securely and provides an easier way for individuals to collaborate to access the road to digital business transformation. The new communication technologies allow organizations to offer employees new ways of working on standardize platforms and efficient communication tools however these will depend on employee's continuous skills development and motivation. The aim of this study is to identify some essential elements of the impact that digital transformation has on organizational communication. Every person in the organization could be efficient but for overall employee's communication to be effective, the organization needs to adapt quickly to the new wave of accelerated digitalization change. The company needs to identify the sections that are adapting more slowly to the new system. In this paperwork, we are bringing into discussion several elements, in order to observe the impact of digitalization on the organizational culture, identifying preferences for the type of communication and the new technologies and the employees' level of digital skills and abilities.*

Keywords: *organizational communication, digitalization, digital skills, digital abilities, digitization.*

1. Introduction

The main objective of the study is to highlight the impact of the digitalisation process on organizational communication, some elements that bring changes in the organizational culture and at the same time to emphasize few elements that promote cooperation between employees. As a result the organization can identify some elements that decrease the efficiency of digitalization withing the company.

2. Methodology

To fulfill the objectiv of this analysis, a case study is performed on a number of 65 respondents where we use the study panel as the method in colecting data. To reach to some conclusions, we consider few methodological aspects:

1. Choosing the subject
2. Identifying the area of interest
3. Reviewing the bibliography
4. Choosing the search method
5. Evaluating, colecting and procesing data
6. Interpreting the rezults
7. Drafting the research report

2.1. Objective

The aim of the research is to observe the impact of new tehnologies on organizational communication, employees' digital skills, abilities and social media preferences in order to reach to an answer in regards to the aspects of interest.

Therefore, in order to better understand the phenomenom we consider the use of quantitative and qualitative methods.

For the qualitative method interview guide, with 9 questions based on the chosen bibliography, was elaborated

and 3 individuals were interviewed; all of the employees work at the same organization.

For the quantitative research we compiled a questionnaire with 23 questions to which the respondents answered :

- Employment position,
- Preferences for communication,
- Choices of technologies used,
- Preferences for social media,
- Employees' digital skills and abilities evaluation
- Interest and trust in the new technologies

In order to highlight the impact of digitalization on organizational communication where the above mentioned factors will be considered, a case study will be performed.

The interpretation of the results will give an objective overview on the impact of the process of digital transformation on organizational communication.

2.2. Results and Discussions

2.2.1. Education level - Job level Crosstabulation

Ranking of education level was performed using the job levels within the organization (see Fig.1). Employees with university degree remain at top positions, 56.9%, followed by employees with college degree, with 20%, then by employees with highschool degree, 13.8% and, only 9.2% has post university degree.

These results show that the majority of employees have university degree which means there is a higher level of education within the organization and the employees possess more hard and soft skills for a competitive environment.

Fig. 1 Crosstabulation - Level of education based on job position

1) Educational level		2) Job level		Total
		Executive	Subordinate	
Highschool	Count	1	8	9
	% within 1) Level of education	11.1%	88.9%	100.0%
	% within 2) Position in the organization	12.5%	14.0%	13.8%
College	Count	1	12	13
	% within 1) Level of education	7.7%	92.3%	100.0%
	% within 2) Position in the organization	12.5%	21.1%	20.0%
University	Count	3	34	37
	% within 1) Level of education	8.1%	91.9%	100.0%
	% within 2) Position in the organization	37.5%	59.6%	56.9%
Post University	Count	3	3	6
	% within 1) Level of education	50.0%	50.0%	100.0%
	% within 2) Position in the organization	37.5%	5.3%	9.2%
Total	Count	8	57	65
	% within 1) Level of education	12.3%	87.7%	100.0%
	% within 2) Position in the organization	100.0%	100.0%	100.0%

Fig. 2 Level of education based on job position – Grafic representation
Job position level - Education level

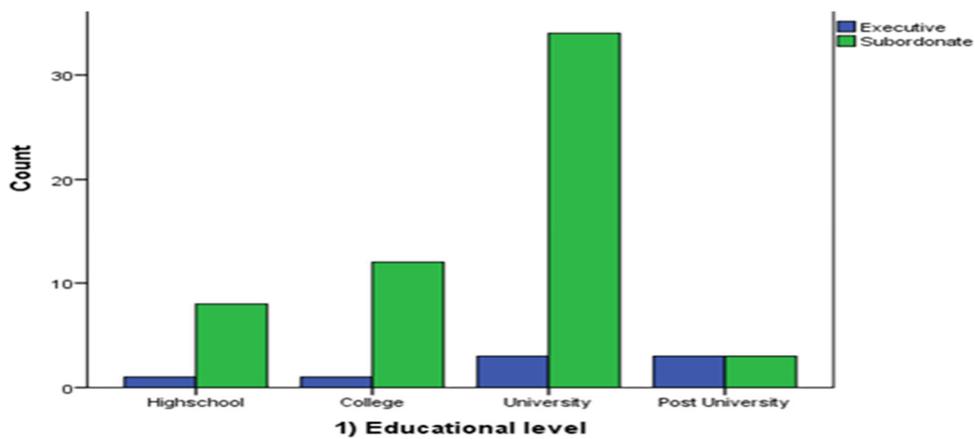


Figure 2 shows the score of employees' positions within the organization. Majority of employees with executive positions have

university degree or post university degree, ranking equally at 37.5% , followed by employees with executive position who have college or highschool degree, ranking equally at 12.5%. These results show that a structured company which has leaders can influence the employees' efficiency and the working processes.

2.2.2. Communication efficiency

Employees' preferences for the most efficient communication was performed using the questionnaire results. Figure 2 indicates that the majority of respondents, 30%, consider Face to face communication as the most efficient type of communication within the organization, followed by Direct communication with colleagues, 21%, Email/intranet mediated communication, 19%, Telephone mediated communication, 17%, and video calls, 13%. Employees feel the need to return to the previous way of working. They tend to turn to direct interpersonal communication when there is a sense of urgency or crisis, same the pandemic situation. There is approximately 3% difference between electronic devices mediated communication and interpersonal communication therefore employees are aware of the new technology's advantages but for some reason they need more support with the new change.

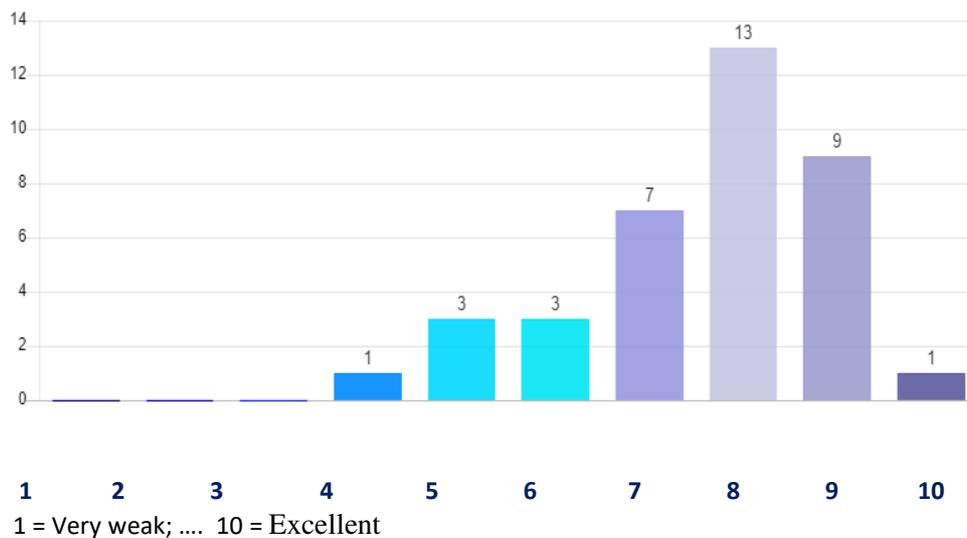
Fig. 2 Preferences for the most efficient communication



2.2.3. Employees' digital knowledge

According to the ranking in Figure 3, the level of Digital knowledge of employees within the company is above average, 8 points and it is represented by the majority, 13%, followed by 9% with 9 points and 7% with 7 points, which shows that majority of employees are above average. However there are few employees with minimal digital knowledge, 1,2 or 3 points but at the same time there are employees with excellent digital knowledge, 10 points. These results show that only some departments are using the digital system; only some members are good digitally literates and ready for digitalized work environment and have the necessary skills to achieve the company's goals.

Fig. 3 Employees' digital knowledge

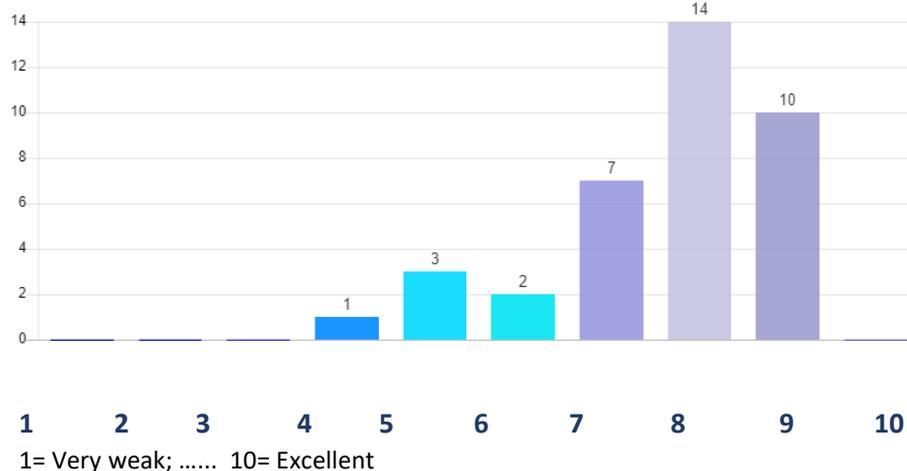


2.2.4. Employees Digital Competencies

From the figure 3, the rankings show the Employees' Digital competencies that are above average on majority of employees, 14%, have 8 out of 10 points; 10% of them have 9 out of 10 points; 7% have 7

out of 10 but there are few that score below average points. These results indicate the fact that some of the employees are initiated in the informational system, can create digital content, communicate and collaborate with the use of technologies and at the same time to follow instructions within the cyberspace. However there are few employees that rank below average which means that some areas within the company required more support in learning the new technologies in order to progress evenly.

Fig. 4 Employee Digital Competencies



Conclusion

This analysis contributes to a better understanding of the impact of digitalization on organizational communication. The findings emphasize the fact that the digitalization process is a long term project and the organizational digital culture is highlighted and influenced by the information, technologies and the digital skills and abilities of employees. These enhance communication and cooperation between employees and departments and include new forms of digital services that transform the way business is conducted.

As workplaces become increasingly dependent on digital technology and communications, companies expect their employees to be

digitally literate, to have digital skills and abilities that can help businesses transition successfully to an e-commerce world.

The focus of the digital transformation is on adding the new technologies and having digital skilled and competent employees. There is certainly a need in acquiring new communication technologies but at the same time information needs to be accessed in the shortest time. This means that digitalized organizations has leaders that lead and control people in a dynamic way, encourage them to use the digital technologies and learn more new things and at the same time create less fear and economical instability .

With the use of new technologies, organizational communication changes in the way of carrying out profesional activities but also in the relationships between employees that generate income. Internal communication has become a top priority for many organizations so they are willing to invest in keeping their employees connected. Even thogh digital communication empowers employees with faster, efficient communication, getting everyone to adopt it can be chalenging. Based on our analysis we can say that, this can be from various reason, from lack of urgency or managerial guidance in getting comfortable with technologies or just employees who do not like changes. Employees who are not prepare for a new vision, for new limits, they are aware that in addition to success, innovation, agility and ambition, they have to be prepared to act, a continuous interaction with the world where the consumer is the point of interest and colaboration. When they think about the future of the organization, they look with optimism but they are aware that this change can be volatile even it has multiple opportunities. However they have to adopt and use different new technologies and applications and concepts even though they have some doubts about the robotization and they need more encouragement.

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