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The Relationship Between Digital Communication and Organizational Cohesion in Economic Institutions.

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***Abstract*—**This study examines the relationship between digital communication and organizational cohesion in economic institutions. It highlights the importance of digital communication tools, such as email, instant messaging, video conferencing, and collaborative platforms, in facilitating information exchange, improving coordination, and strengthening cooperation among employees. Furthermore, the study explains how digital communication contributes to organizational cohesion through stronger professional relationships, mutual trust, employee belonging, and collaboration. However, excessive use of digital technologies may lead to digital fatigue, social isolation, and reduced face-to-face interaction. The study emphasizes that effective digital communication plays an important role in building a cohesive digital organizational culture based on four main dimensions: **digital trust, digital belonging, digital coordination, and digital collaboration.**

Ultimately, digital communication represents an important factor in strengthening organizational cohesion, improving teamwork, and achieving organizational goals within economic institutions.

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***Keywords*—Relationship Between Digital Communication**

Introduction

The rapid development of technology has significantly transformed the way economic institutions operate, making digital communication an essential tool in modern organizational environments. Through digital tools such as emails, instant messaging applications, video conferencing, and collaborative platforms, organizations can facilitate information exchange, improve coordination, overcome geographical barriers, and enhance work efficiency.

Beyond its role in facilitating communication, digital communication also influences relationships among employees and contributes to organizational cohesion, which reflects the strength of social bonds, cooperation, mutual understanding, and employees' sense of belonging within the organization. Effective digital communication can strengthen professional relationships, encourage participation, and improve collaboration among organizational members.

However, excessive reliance on digital tools and the reduction of face-to-face interaction may lead to digital fatigue, isolation, and weakened social relationships, potentially affecting organizational cohesion.

Therefore, studying the relationship between digital communication and organizational cohesion is important to understand how digital tools contribute to strengthening relationships, cooperation, and a sense of belonging among employees within the economic institution, while considering the challenges associated with their us

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Significance of the Study

The significance of this study stems from the importance of digital communication and its role in enhancing organizational cohesion within the economic institution. It can be highlighted through the following points:

1. **Scientific Significance:** The study contributes to enriching scientific knowledge related to digital communication and organizational cohesion by clarifying the nature of the relationship between these two variables.
2. **Organizational Significance:** It highlights the role of digital communication in improving information flow and facilitating coordination and cooperation among employees within the institution.
3. **Social Significance:** It emphasizes the contribution of digital communication to strengthening professional relationships, reinforcing social bonds, and developing employees' sense of belonging.
4. **Practical Significance:** The study helps economic institutions understand how to use digital tools effectively to improve communication and enhance organizational cohesion.
5. **Technological Significance:** It highlights the need for economic institutions to adapt to digital transformations and benefit from them in improving the work environment and achieving harmony among employees.

1/Meaning and concepts

1-1/ Digital communication

Is a form of interaction that utilizes technology to communicate without direct physical presence. This involves the use of digital tools such as computers or smartphones with varios applications or social media platforms such as facebook , Instagram, and Whats App. With digital communication, individuals can connect with other people without having to meet in person, overcoming the barrier of geographic distance. Social media and instant messaging applications facilitate the exchang of information, updates and social interactions through text: images and videos.

“This definition means that the digital communication is the shift from traditional face-to-face communication to technology-based communication through electronic media, with the aim of facilitating interaction and information exchange among individuals. in addition it’s not merely indicates (physical tools) or technological devices , rather, it represents a modern approach to interaction in virtual environment”.

***Digital communication** essentially refers to the use of digital devices to send information electronically. It is the way in which people communicate through a digital medium. It is a means of communicating in the digital age. It involves the use of online tools like email, text messaging or social media to share a message with others. Most organizations today use a variety of digital communication channels to connect employees, customers, and other stakeholders. The digital communications field is ever-expanding with new career opportunities. The constant development of digital tools leads to opportunities for digital communication specialists. This paper provides an overview on digital communications. Digital communication includes the communications that take place via [3]: Email , Instant messaging , Online productivity tools , Company intranets Employee discussion forums , Intranet apps ,Videoconferencing software ,Digital whiteboard tools , Social media It has been estimated that Americans spend around 23 hours a week engaging in digital communication. The number will only continue to increase

.(Matthew, September-October, 2022).

1-2/ organizational cohesion:

Cohesion is now generally described as group members’ inclinations to forge social bonds, resulting in members sticking together and remaining united(Milly.2009,p224).

1-3/Digital Organizational Cohesion

" Digital organizational cohesion is a set of digital elements and values that shape the modern digital organizational environment. These values include trust, belonging, coordination, and collaboration, which constitute a digital culture within the economic organization."

2/Types of digital communication tools

There are various types of digital communication tools employed by organizations, each serving different purposes. Email remains one of the most widely used tools, providing a formal, efficient way for individuals and

teams to share information and documents. Instant messaging apps, such as Slack, Microsoft Teams, and WhatsApp, have become essential for real-time communication, enabling employees to quickly share updates, ask questions, and collaborate on projects . Video conferencing tools such as Zoom, Microsoft Teams, and Google Meet have become essential in today's work culture, particularly with the rise of remote work . These platforms allow employees to interact face-to-face, even when physically separated, creating a more engaging and effective communication experience. Social media platforms like LinkedIn, Twitter, and Facebook Workplace are increasingly being used for both internal communication and brand promotion, enabling organizations to engage with employees, customers, and stakeholders . Additionally, cloud-based collaborative tools like Google Drive and Dropbox have revolutionised the sharing and storage of documents, allowing teams to work on projects simultaneously and access information from any location.(Chinedu.2026,p24).

In addition to the different digital communication tools, digital communication environments support three main types of organizational communication:

1/ one-on-one interpersonal communication between employees;

2/ collaborative groupwork possibilities and tools for team meetings; and

3/ organization-wide communication possibilities that inform users about their coworkers' expertise and networks. By unpacking these different forms of workplace communication, employees can make better-informed decisions about what possibilities for social interaction the various parts of a digital communication platform can provide. In this way, employees can also become aware of the potential challenges of using these environments in day-to-day communication.(Sivunen& all,2020, p6)

3/the importance of digital communication in organazations

The development of technology and information, especially in the digital realm, is progressing rapidly every day, becoming the main driver in the transformation of society today. The digital era has become the main force that helps people overcome various difficulties in carrying out daily tasks. Digital is not just a method, but a complex and flexible system that is at the core of human life Nowadays, digital presence not only provides solutions for individuals in completing routine tasks, but also becomes an important tool in speeding up and simplifying organizational communications. Through digital media, or what is familiarly known as digital communication, organizations can easily and quickly convey information to the public, creating efficiency and effectiveness in disseminating important messages that support organizational goals.(Harjono Padmono,2023,p62)

The trend toward the digitalization of workplaces has turned out to be a significant feature of the contemporary organizations because of the various factors, including globalization, accelerated technological changes, and the increased popularity of the remote working turnout. The need to have smooth and effective communication has risen as businesses continue to spread across geographical borders. Digital technologies and especially cloud computing, mobile devices, and high-speed internet have helped companies to work outside the traditional office areas and embrace more flexible work patterns. Such transformation enables employees to work anywhere and still stay connected and productive, thus favoring the emergence of distributed and hybrid work settings. The growing use of digital communication tools as a way of sustaining the continuity of the workflow is one of the major factors that have led to this change. Email, instant messaging, video conferencing and collaborative software are platforms that are now critical in the coordination of tasks, information sharing as well as real-time meetings. The tools assist organizations in breaking the physical barriers and also make sure that workers can cooperate with each other despite their physical location. Consequently, companies can continue to perform effectively even when they cannot interact physically, including being affected by global shocks or evolving labor requirements. In addition, online working environments provide greater flexibility and autonomy to employees to control their schedules and work-life balance. Such flexibility in many cases can result in a higher level of job satisfaction and performance. Nonetheless, the shift also demands organizations to reconsider the conventional approaches to management and implement new methods of communication, performance measurement, and involvement of teams. Such issues like the digital fatigue, lack of communication, and necessity of technological infrastructure should also be discussed to achieve the success in the long run.(Languish,2019,p03)

ased on the previous ideas, digital communication has become an essential element in modern organizations. The rapid development of technology has changed traditional ways of communication and made information exchange faster and easier. Organizations now use digital tools such as email, instant messaging, and video conferencing to facilitate communication between employees, even when they are in different locations.

Moreover, digital communication helps organizations save time, improve teamwork, increase productivity, and provide greater flexibility through remote and hybrid work. However, it also presents some challenges, such as digital fatigue, lack of direct communication, and the need for appropriate technological infrastructure.

Therefore, digital communication plays an important role in improving organizational performance and achieving organizational goals, provided that its challenges are properly managed

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

Digital communication tools

Formation of a unified information base

Creating an innovative corporate culture that prioritises soft skills, critical thinking and creativity

Integrating artificial intelligence into the recruitment system

Implementation of cloud technologies

Automation of internal communication processes (MS Teams, Zoom, Google Meet, chatbots)

Application of Agile/Scrum principles

Integration of B2B and HR software

Real-time analytics and visualisation (Data Wrapper, Zoho Analytics)

Personalisation

Electronic payment information systems

Source: Poltoratska& others,2025,p370.

4/The relation between digital communication and Cohesion Among Organizational Members.

3-1/Relationships among employees:

For management, digital communication technologies offer opportunities to strengthen team coordination, monitor performance, and make faster decisions through real-time data. Managers can establish closer relationships with their teams through more frequent and transparent communication. However, management also faces the challenge of maintaining corporate culture and team spirit in the digital age, as well as ensuring that communication remains effective in different types of digital media Changes in communication patterns also have social and psychological implications. The increased use of technology in communication can lead to digital fatigue or burnout. Employees may feel pressurised to be available, which disrupts their work-life balance and personal life. In addition, the loss of face-to-face interaction can cause a sense of alienation among employees.(Al-Amin,2025,p266)

Figure: Interaction within Virtual environnement

Relationships among Employees

Interaction within Virtual environnement

Negative Effects

Positive Effects

1. Team Coordination

Digital Fatigue

Transparent Communication

Pressure to Be Available

Closer Relationships

Work-Life Imbalance

Faster Decisions

Alienation

Source brepared by researchers.

3-2/T he Changing Nature of Cohesion and Belonging in Work

Cohesion and belonging constitute the relational foundations of the Digital Visibility-Belonging Paradox. Establishing these foundations requires explaining, first, how the two concepts are closely linked yet analytically distinct, and second, how their relationship is reconfigured under digitally visible and algorithmically mediated

work. Cohesion reflects the collective strength of relational bonds within a group, whereas belonging captures an individual's felt sense of acceptance, value, and connection within that collective In traditional settings, visibility was largely embedded in co-presence and informal interaction, allowing cohesive groups to provide the relational conditions through which individuals came to experience a sense of belonging Under digitally visible work conditions, however, this relationship becomes less secure: visibility may support coordination, participation, and recognition without necessarily generating the deeper relational experience of belonging .(Miles& all,2026,p03).

"Cohesion and belonging are two important elements in relationships between employees. Cohesion refers to the strength of relationships and cooperation between members of a group, while belonging refers to an individual's feeling of being accepted, appreciated, and connected to others.

In traditional workplaces, employees interact directly with each other every day. They share conversations, experiences, and ideas, which helps them build strong relationships, develop trust, and feel that they are part of the same team.

However, with the development of digital technology, the nature of workplace relationships has changed. Employees now communicate through digital platforms and online meetings instead of meeting face-to-face regularly. This makes it easier to share information, participate in discussions, and show their work to managers and colleagues.

Nevertheless, being visible and active online does not always mean that employees feel a real sense of belonging. An employee may participate in all online meetings and complete tasks successfully but still feel isolated or disconnected from colleagues because of the lack of direct social interaction".

3-3/ digital communication and cooperation in organizations:

3-3-1/ ICT Communication Quality as an Information Processing Mechanism in Human Resource Coordination

Organizational Information Processing Theory provides an analytical foundation for understanding how communication systems influence coordination within complex organizations. The theory proposes that organizations must develop mechanisms capable of processing large volumes of information in order to manage uncertainty and coordinate interdependent tasks . In digitally mediated work environments, ICT communication systems function as infrastructures that facilitate the processing and distribution of information among organizational members. From this perspective, the quality of digital communication channels becomes a critical factor in determining how effectively organizations coordinate human resources. Communication quality reflects the reliability, speed, clarity, and accessibility of information flows within organizational networks. When communication infrastructures enable accurate and timely information exchange, organizations can reduce coordination problems and improve task synchronization . The analytical problem addressed in this subsection concerns how ICT-mediated communication quality supports human resource coordination in complex work environments. Guided by Organizational Information Processing Theory, the analysis interprets digital communication systems as organizational mechanisms that structure information flows among employees and managers. (Chinedu A. Okafor. 2026.P24)

conclusion

From the above, it can be concluded that digital communication is one of the important factors contributing to strengthening organizational cohesion within economic organizations. It helps improve communication between employees and management, facilitates the exchange of information, ideas, and experiences, and promotes cooperation and coordination among different members of the organization. Furthermore, digital communication contributes to strengthening professional relationships, increasing mutual trust, and enhancing employees' sense of belonging and commitment to common organizational goals. Through the effective use of modern digital tools and platforms, organizations can overcome geographical and time barriers, improve teamwork, and create a more connected and harmonious work environment. Therefore, digital communication can be considered an essential factor in promoting organizational cohesion and achieving stability and integration within economic organizations

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