

## СЕРІЯ «Соціальні та поведінкові науки»

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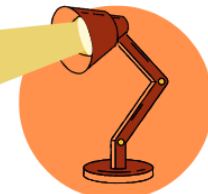
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### **SOCIAL AND COMMUNICATION SUPPORT OF MANAGERIAL DECISION-MAKING UNDER DIGITALIZATION**

**Abstract.** The article is devoted to developing theoretical provisions on the formation of social and communication support for managerial decision-making in the context of the digitalization of the economy and society. The relevance of the research topic stems from the fact that, under modern conditions, the effectiveness of managerial decisions increasingly depends on the quality of social and communication interactions, the speed of information processing, the level of digital maturity of organizations, and the ability to integrate digital tools into management processes. The study aims to develop the theoretical foundations of social and communication support for managerial decision-making under digitalization by clarifying the conceptual and categorical framework of social and communication processes in the management system, grounded in the combination of informational, digital, socio-psychological, and network interaction mechanisms.

To achieve the stated goal, the article examines modern theoretical approaches to interpreting social and communication support for managerial decision-making. It investigates the peculiarities of the transformation of the communication process in the digital environment. The impact of digital technologies on information and analytical management support is analyzed. The role of digital platforms, network communications, integrated information systems, and socio-psychological factors in ensuring the effectiveness of managerial interaction is explored. Modern trends in the development of digital communication systems are analyzed, including the integration of artificial intelligence, decision support systems, analytical platforms, cloud services, and network interaction models into organizational management processes. It is determined that the effectiveness of social and communication support largely depends



on the organization's digital maturity, the development of a digital corporate culture, the provision of feedback, and the integration of human and digital intelligence into the managerial decision-making system. The conceptual approaches to understanding social and communication support for managerial decision-making are systematized, particularly the informational, systemic, socio-psychological, digital, and network approaches. For each approach, key characteristics, advantages, and limitations are identified in the context of modern organizations' functioning under digital transformation conditions. It is concluded that a comprehensive approach to interpreting social and communication support for managerial decision-making is appropriate, as an integrated system of social, informational, analytical, and digital mechanisms of interaction among management subjects. The proposed definition of this category, unlike existing approaches, is based on the combination of digital analytics, network coordination, social communication, and a human-centered management approach.

**Keywords:** social and communication support, social support, communication support, managerial decisions, digital transformation, information and analytical support, adaptive management.

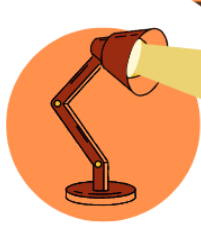
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## СОЦІАЛЬНО-КОМУНІКАЦІЙНЕ ЗАБЕЗПЕЧЕННЯ УПРАВЛІНСЬКИХ РІШЕНЬ В УМОВАХ ЦИФРОВІЗАЦІЇ

**Анотація.** Статтю присвячено розвитку теоретичних положень щодо формування соціально-комунікаційного забезпечення управлінських рішень в умовах цифровізації економіки та суспільства. Актуальність тематики дослідження зумовлена тим, що за сучасних умов ефективність управлінських рішень дедалі більше залежить від якості соціально-комунікаційної взаємодії, швидкості обробки інформації, рівня цифрової зрілості організацій та здатності інтегрувати цифрові інструменти у процеси управління. Дослідження має на меті розвинути теоретичні засади щодо соціально-комунікаційного забезпечення управлінських рішень в умовах цифровізації в розрізі уточнення понятійно-категоріального апарату соціально-комунікаційних процесів у системі управління на основі поєднання інформаційних, цифрових, соціально-психологічних та мережевих механізмів взаємодії.

Для досягнення поставленої мети в статті досліджено сучасні теоретичні підходи до трактування соціально-комунікаційного забезпечення управлінських





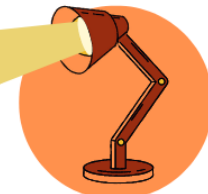
рішень, досліджено особливості трансформації комунікаційних процесів у цифровому середовищі. Проаналізовано вплив цифрових технологій на інформаційно-аналітичну підтримку управління. Досліджено роль цифрових платформ, мережових комунікацій, інтегрованих інформаційних систем та соціально-психологічних чинників у забезпеченні ефективності управлінської взаємодії. Проаналізовано сучасні тенденції розвитку цифрових комунікаційних систем, зокрема інтеграцію штучного інтелекту, систем підтримки прийняття рішень, аналітичних платформ, хмарних сервісів та мережових моделей взаємодії у процеси управління організаціями. Визначено, що ефективність соціально-комунікаційного забезпечення значною мірою залежить від рівня цифрової зрілості організації, розвитку цифрової корпоративної культури, забезпечення зворотного зв'язку та здатності інтегрувати людський і цифровий інтелект у систему прийняття управлінських рішень. Систематизовано концептуальні підходи до розуміння соціально-комунікаційного забезпечення управлінських рішень, зокрема виокремлено інформаційний, системний, соціально-психологічний, цифровий та мережовий підходи. Для кожного з підходів визначено ключові характеристики, переваги та обмеження в контексті функціонування сучасних організацій в умовах цифрової трансформації. Ми дійшли до висновку, що доцільно обґрунтувати комплексний підхід до трактування соціально-комунікаційного забезпечення управлінських рішень як інтегрованої системи соціальних, інформаційних, аналітичних та цифрових механізмів взаємодії між суб'єктами управління. Запропоноване визначення даної категорії, на відміну від існуючих підходів, ґрунтується на поєднанні цифрової аналітики, мережової координації, соціальної комунікації та людиноцентричного підходу до управління.

**Ключові слова:** соціально-комунікаційне забезпечення, соціальне забезпечення, комунікаційне забезпечення, управлінські рішення, цифрова трансформація, інформаційно-аналітичне забезпечення, адаптивне управління.

**Problem Statement.** In the context of global digital transformation of the economy and society, approaches to organizing managerial activity, mechanisms of managerial decision-making, and forms of interaction between management entities have changed significantly. The active implementation of digital technologies, the development of information and communication systems, the spread of the platform economy, and the use of artificial intelligence, big data, and network communications create new conditions for the functioning of enterprises, organizations, and public institutions. Information and communication have now become strategic management resources, the effectiveness of which determines organizational competitiveness, adaptability to external changes, and the ability to ensure sustainable development.

Digitalization has significantly transformed traditional management models, which were previously based mainly on vertical communications, centralized





information support, and hierarchical coordination of activities. Modern management increasingly relies on network-based interactions, integrated digital platforms, automated analytical systems, and multichannel communications to enable rapid information exchange and timely responses to environmental changes. At the same time, digital transformation processes are accompanied by increased information volumes, more complex information flows, greater risk of information overload, cybersecurity threats, and reduced effectiveness of interpersonal interaction.

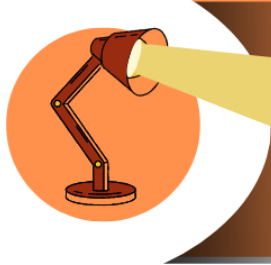
The issues of ensuring effective communication among management entities, integrating digital technologies into the system of managerial relationships, forming adaptive communication ecosystems, and developing intelligent decision-support systems remain unaddressed. Insufficient attention is also paid to information support understood solely as a data transmission process, since the effectiveness of managerial decisions is largely determined by the level of coordination of social interactions, the quality of feedback, organizational communication culture, employees' digital competence, and the ability to integrate human and digital intelligence into a unified management system.

The study's relevance is further strengthened by the need to develop new management models capable of ensuring a high level of organizational adaptability under conditions of instability, global competition, and rapid technological change. Therefore, the study of social and communication support for managerial decisions in the context of digitalization is an important direction in modern management science, as it lays the theoretical and methodological foundations for integrating digital technologies, information-analytical systems, and social communication mechanisms to improve management effectiveness.

**Analysis of Recent Research and Publications.** The issue of communication support for managerial decisions in the context of digitalization is the subject of active scientific debate among both domestic and international scholars. Researchers Litvinenko P. et al. [1] studied the digital transformation of business communications as an important factor in increasing companies' investment attractiveness and found that the use of digital communication channels, CRM systems, electronic interaction platforms, and analytical tools contributes to greater management transparency, improved stakeholder interaction, and strengthened competitive positions of enterprises. In turn, scientists Osokin M. and Osokina A. [2] considered digital communications the foundation of modern business management systems, emphasizing the importance of integrated information platforms, automated information exchange, and the development of digital interaction among management entities.

Researcher Dybach I. [3] examined the transformation of business communications under conditions of digitalization, emphasizing that digitalization changes not only communication tools but also the very logic of managerial interaction.





The author notes that modern communication systems have become networked and interactive, ensuring a high level of organizational adaptability to external changes. At the same time, Borisenko D. and Khunhai V. [4] defined social and communication support as an integrated system of social, informational, managerial, and technological components that ensures organizational coordination, supports corporate culture, and facilitates staff adaptation to digital changes.

A significant contribution to the development of information and analytical support in management was made by Pali S. [5, 6], who emphasized the role of modern information systems in supporting effective managerial decision-making. The researcher also highlighted the need to develop intelligent information-analytical systems capable of enabling the operational collection, processing, and analysis of data to support strategic management.

Scientists Dehtiar O. and Nepomniashchy O. [7, 8] considered information support for managerial decisions a key prerequisite for effective public administration and the socio-economic development of regions, emphasizing the importance of data reliability, timeliness, and predictive value in the context of digital transformation. Pasenko N. [9] examined the role of information technologies in ensuring the social effectiveness of managerial decisions in a multi-level governance system, identifying their contribution to e-government, e-democracy, and interactive communication mechanisms between the state, business, and civil society.

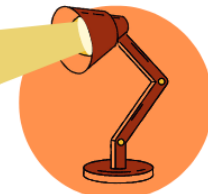
Socio-psychological aspects of information activity are addressed in the works of Shabunina V. et al. [10], where it is demonstrated that the effectiveness of managerial decisions largely depends on trust in information, communication culture, organizational psychological climate, and the ability to ensure effective feedback.

Among foreign researchers, the work of J. Habermas [11] is of fundamental importance, as his theory of communicative action emphasizes open dialogue, transparency in information flows, and the rational justification of managerial decisions. A significant contribution to digital communication theory was made by M. Castells [12; 13], who developed the concept of the network society, according to which information and digital networks become key resources of modern management and organizational development.

The conceptual foundations of decision-making under conditions of uncertainty were substantiated by H. Simon [14], who developed the theory of bounded rationality and demonstrated the need for information-analytical systems to reduce managerial risks.

Recent international studies emphasize integrating digital technologies and artificial intelligence into managerial communication systems. In this regard, Mismetti M. et al. [15] highlighted the role of digital communication platforms in enhancing managerial collaboration and accelerating strategic decision-making processes. Khadpe P. et al. [16] examined digital decision-support systems. They





emphasized the importance of a human-centered approach to the design of management interfaces that should enhance, rather than replace, interpersonal interaction through analytical support and information visualization.

Despite a significant number of scientific studies on information support for management, the digitalization of managerial processes, the development of communication systems, and the use of digital technologies in management, the problem of providing comprehensive social and communication support for managerial decisions in the context of digitalization remains insufficiently explored. Most existing studies focus either on technological aspects of digital management or on socio-psychological characteristics of communication. In contrast, integrating information, analytical, social, network, and digital components into a unified system of managerial interaction requires further scientific substantiation.

**Purpose of research.** The purpose of the study is to develop the theoretical foundations of social and communication support for managerial decision-making in the context of digitalization, with a focus on clarifying the conceptual and categorical apparatus of social and communication processes within the management system based on the integration of information, digital, socio-psychological, and network interaction mechanisms.

To achieve this purpose, the study sets the following objectives:

to investigate the essence and content of social and communication support for managerial decisions under contemporary conditions of digital transformation of the economy and society;

to generalize existing approaches of domestic and foreign scholars to the interpretation of social and communication processes in management systems;

to examine the impact of digitalization on the transformation of managerial communications and decision-making mechanisms;

to substantiate conceptual approaches to understanding social and communication support for managerial decisions and identify their advantages and limitations;

to propose the author's definition of social and communication support for managerial decisions in the context of digitalization;

to develop an approach to forming an integrated system of social and communication support for management based on the synergy of human and digital intelligence.

**Research Results.** In the context of digital transformation of the economy and society, social and communication support for managerial decision-making has gained particular importance, as the effectiveness of enterprises, organizations, and public institutions increasingly depends on the speed, quality, and adaptability of information flows [1]. Digitalization transforms not only technological aspects of management but also the very nature of managerial interaction, reshaping traditional communication models into networked, integrated, and multichannel systems [2].





Social and communication support for managerial decisions should be understood as a complex of organizational, informational, technological, and socio-psychological mechanisms aimed at the formation, transmission, analysis, and interpretation of information among management actors to enhance the validity and effectiveness of decision-making [3].

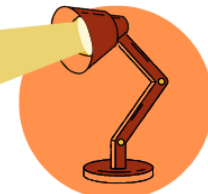
Domestic researchers have paid considerable attention to the informational-analytical and socio-communication aspects of management under digital transformation, emphasizing the need to develop integrated systems of managerial interaction capable of ensuring organizational adaptability to dynamic environmental changes. In contemporary scientific thought, social and communication support is considered not only as a technical process of information transfer but as a comprehensive system of managerial interconnections that includes informational, organizational, psychological, and digital components of management.

In particular, scholars D. Borysenko and V. Khunkhai [4] define social and communication support as a system integrating social, informational, managerial, and technical elements to ensure effective interaction among participants in organizational processes. The authors emphasize that in the context of digitalization, communication ceases to serve solely as a means of information transfer and becomes a strategic resource for organizational management. They also highlight that modern social communication systems ensure coordination of structural units' activities, strengthen organizational cohesion, foster corporate identity, and support personnel adaptation to digital changes. The researchers distinguish informational, motivational, integrational, stabilizing, and identification functions of social communication, demonstrating its role as a key factor of organizational competitiveness in the digital economy.

Researcher S. Palii [5, 6] emphasizes the importance of information-analytical support for management as a foundation for effective decision-making systems. The author notes that, amid rapidly growing information volumes and digital transformation, the creation of intelligent information-analytical systems capable of operational data collection, systematization, processing, and analysis is essential. The use of digital information systems contributes to improved managerial analytics quality, reduced decision-making time, and minimized risks associated with environmental uncertainty.

In his works, significant attention is also given to automating managerial processes and to the use of modern digital platforms for strategic planning support. In particular, it is emphasized that information-analytical systems should not only accumulate data but also generate predictive analytics, enabling the assessment of organizational development trends, modeling of decision-making scenarios, and monitoring of the effectiveness of management strategy implementation. This is especially relevant for public authorities, large corporations, and complex organizational systems characterized by a high level of informational interdependence [5].





Researchers O. Dehtiar and O. Nepomniashchyi [7, 8] consider information support for managerial decisions as a fundamental basis for effective public administration and socio-economic regional development. They emphasize that, in the context of digital transformation, public governance increasingly depends on the quality of information provision, as information becomes a key strategic resource for development. The authors highlight that decision-making effectiveness is determined by characteristics such as reliability, relevance, timeliness, completeness, and the operational speed of information transmission. Modern digital technologies enable the creation of integrated regional information-analytical systems that enable real-time monitoring of socio-economic processes, risk forecasting, and the evaluation of the effectiveness of management measures.

Researcher N. Pasenko [9] studied the role of information technologies in ensuring the social effectiveness of managerial decisions within a multi-level governance system. The author emphasizes that digital technologies transform traditional management models by creating new mechanisms of interaction among state, business, and civil society institutions. She highlights the role of digital communication tools in increasing transparency of managerial processes, expanding public participation, and developing e-democracy and e-government systems that enable interactive communication between stakeholders.

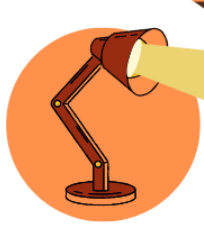
In the works of V. Shabunina, V. Saranchia, and O. Tur [10], significant attention is paid to socio-psychological factors of information activity and their impact on managerial decision effectiveness. The authors demonstrate that the effectiveness of information and communication processes depends not only on technical characteristics of information systems but also on interpersonal interaction, organizational psychological climate, communication culture, and trust in information sources.

Foreign scholars, particularly J. Habermas [11], emphasize the importance of communicative action theory, which highlights open dialogue, transparency of information flows, and rational justification of managerial decisions. M. Castells [12, 13] developed the concept of the network society, according to which information and digital networks become key resources of modern management and organizational development.

H. Simon [14] substantiated the conceptual foundations of decision-making under uncertainty through the theory of bounded rationality, emphasizing the importance of information-analytical systems in reducing managerial risks.

Contemporary international studies focus on integrating digital technologies and artificial intelligence into managerial communication systems. M. Mismetti et al. [15] highlight the role of digital communication platforms in enhancing managerial collaboration and accelerating strategic decision-making processes. P. Khadpe et al. [16] examine digital decision-support systems and emphasize the importance of a





human-centered approach, where technologies enhance rather than replace interpersonal communication through analytical support and information visualization.

Despite a considerable body of research, the issue of developing a comprehensive social and communication support system for managerial decision-making in the context of digitalization remains underdeveloped. Most existing studies focus either on technological aspects of digital management or on socio-psychological dimensions of communication. In contrast, integrating informational, analytical, social, network, and digital components into a unified system of managerial interaction requires further scientific substantiation.

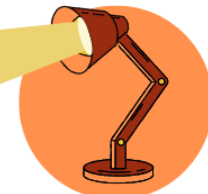
Among foreign scholars, J. Habermas [11] made a significant contribution to the development of the theory of social communication and communicative management, viewing communication as a fundamental mechanism for forming social consensus, coordinating social interaction, and ensuring the stability of social systems. Within the framework of the theory of communicative action, the scholar argued that the effectiveness of managerial processes largely depends on actors' ability to reach mutual understanding through rational dialogue and reasoned communication. According to J. Habermas, communication is not only a tool for information transfer but also a mechanism of social integration that aligns interests, coordinates behavior, and fosters trust among participants in managerial processes. The scholar emphasized that modern managerial decisions should be based on the principles of openness, transparency of information flows, accessibility of information, and rational justification of managerial actions. A special role in his concept is assigned to communicative rationality, which presupposes the achievement of social consensus through argumentative dialogue rather than administrative coercion or manipulative influence.

In the context of digitalization, the provisions of the theory of communicative action acquire new significance, as digital platforms and network communications significantly expand the possibilities of interactive interaction among management subjects. At the same time, the digital environment generates new challenges related to information manipulation, disinformation, asymmetry in access to information, and a decline in critical thinking, which actualizes the need to develop transparent and ethical models of digital communication.

M. Castells made a substantial contribution to the study of the transformation of communication processes under digitalization, developing the concept of the network society [12, 13]. The scholar argues that the current stage of societal development is characterized by a transition from an industrial to an information-network model, in which information becomes the key resource for economic and managerial development, and digital networks become the primary form of organizing social processes.

According to M. Castells, digital technologies radically transform management mechanisms, altering how information is created, processed, and transmitted. The





scholar emphasizes that, in a network society, managerial decisions are made not within rigid hierarchical structures but through a system of horizontal communication and multilevel network interactions. This contributes to faster information exchange, stronger integration of organizations into the global information space, and the formation of new models of collective decision-making. The researcher pays special attention to the role of information flows as a factor of power and competitiveness. In his works [12, 13], he stresses that the effectiveness of modern organizations is determined not so much by material resources as by the ability to promptly generate, analyze, and use information to adapt to changes in the external environment. Accordingly, digital networks become not only a technological tool but also a strategic foundation of managerial activity.

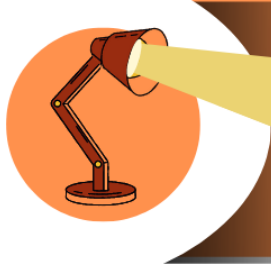
H. Simon had a substantial impact on the development of decision-making theory by developing the concept of bounded rationality. The scholar argued that managerial decision-making takes place under conditions of informational uncertainty, limited access to information, and human cognitive constraints. In contrast to classical approaches that assumed full rationality of decision-makers, Herbert Simon argued that managers mostly make not optimal but satisfactory decisions that correspond to the available information and time constraints.

In his research, the scholar emphasized [13] that the quality of managerial decisions directly depends on the level of information and analytical support. Therefore, systems for collecting, analyzing, and interpreting information that minimize uncertainty and reduce the risk of incorrect decisions become particularly important. In the context of digitalization, the concept of bounded rationality has evolved through the use of big data technologies, artificial intelligence, and decision support systems, which expand managerial analytical capabilities and enhance the justification of managerial actions.

A significant contribution to decision-making theory was also made by H. Simon, who developed the concept of bounded rationality [14]. The scholar argued that managerial decisions are made under conditions of informational uncertainty; therefore, effective information and communication support helps minimize risks and improve management quality.

Modern foreign studies increasingly focus on integrating digital technologies and artificial intelligence into managerial communication systems. In particular, researchers M. Mismetti and co-authors [15] demonstrated that the development of digital communication technologies accelerates strategic decision-making processes by enhancing collaboration among managers, automating information exchange, and integrating analytical platforms into management systems. The researchers emphasize that digital communication systems enable rapid coordination of managerial actions, increase responsiveness to external environmental changes, and contribute to the development of flexible management models. At the same time, they note that





excessive digitalization of managerial processes may lead to information overload, more complex coordination, and a decline in the quality of strategic analysis. Therefore, the effectiveness of digital communications depends on an organization's ability to integrate technological solutions with human potential and corporate culture.

The research by P. Hadpe and co-authors [16] focuses on the development of digital decision support systems. It is emphasized that digital tools should not replace interpersonal interaction but rather strengthen it by providing analytical support, information visualization, scenario modeling, and a transparent communication environment among participants in managerial processes. The researchers highlight the need for a human-centered approach to the design of digital management systems, according to which technologies should enhance collective interaction, support teamwork, and improve the quality of managerial communication. Significant attention is also paid to the development of intelligent decision-support systems that use artificial intelligence algorithms to analyze large datasets, forecast risks, and generate recommendations for optimal managerial action.

The study of foreign scholars' works also reveals the transformation of traditional communication and decision-making models toward the formation of digital, networked, and integrated interaction systems.

A common feature of modern concepts is the recognition of information and communication as strategic management resources that ensure organizational adaptability, improve managerial decision-making efficiency, and enhance competitiveness in the digital economy.

Having analyzed the contributions of researchers, we conclude that contemporary scientific thought has formed several conceptual approaches to interpreting the socio-communication support of managerial decision-making. These approaches reflect the evolution of scientific views on the essence of communication processes, the role of information in management systems, and the impact of digital technologies on organizational interaction. The diversity of approaches is presented in Fig. 1. It is conditioned by the complexity and multidimensionality of socio-communication processes, which encompass informational, organizational, technological, socio-psychological, and network aspects of managerial activity.

Next, we will examine in detail each of the selected approaches to understanding the socio-communication support of managerial decision-making:

1. Information approach – this is the most widely used in studies of socio-communication support for managerial decision-making, as it is based on understanding information as a key resource of modern management. Within this approach, communication is viewed as a process of transmitting, processing, accumulating, and using information among management actors to ensure coordination of actions, the formation of managerial influence, and support for decision-making.



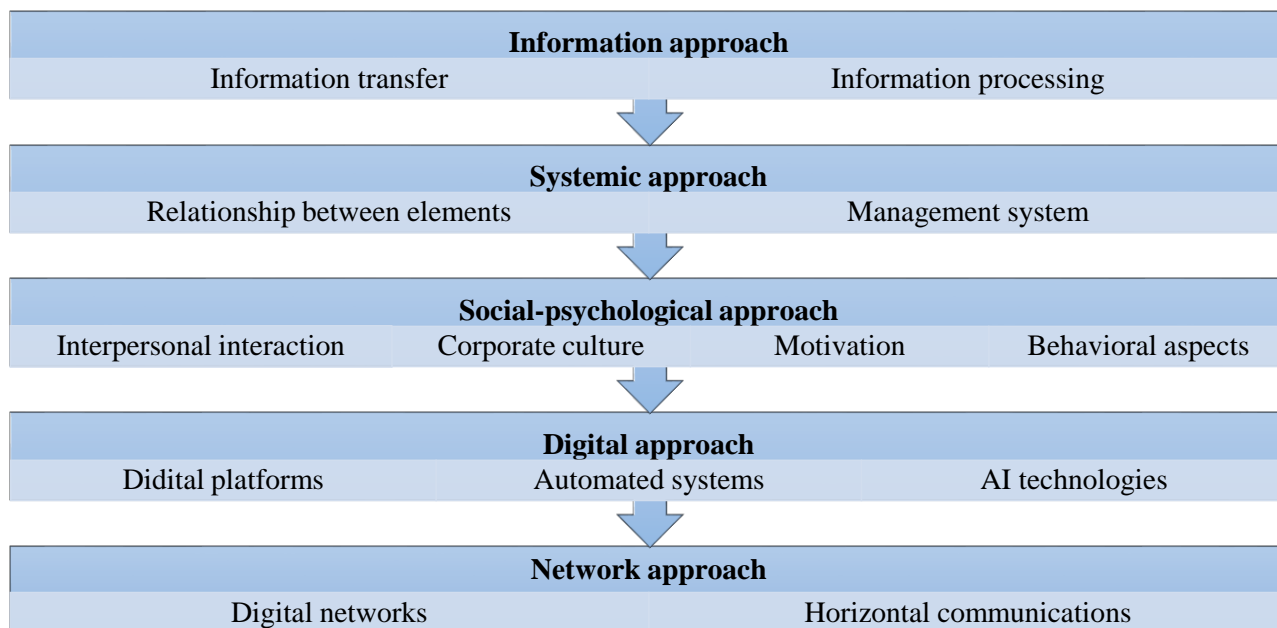


Fig. 1. Approaches to understanding the social and communication support of management decisions

Source: author's development

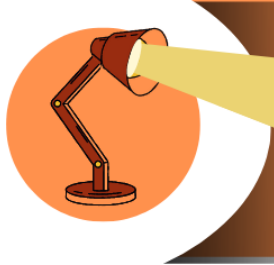
The main idea of this approach is that the effectiveness of managerial activity depends directly on the quality of information flows, including their speed, reliability, relevance, and completeness. Significant attention is paid to the development of information and analytical systems, the automation of management processes, the use of digital communication channels, and the application of analytical tools for processing large datasets.

The advantages of the information approach include rapid information exchange, improved decision-making efficiency, automated analytical processes, reduced informational uncertainty, and predictive analytics. In addition, this approach promotes the development of decision support systems and ensures the integration of digital technologies into the management system.

At the same time, the disadvantage of the information approach is its excessive focus on technical and informational aspects of management, with insufficient attention to socio-psychological factors, the behavioral characteristics of communication participants, and the specifics of interpersonal interaction. Excessive focus on information flows may also lead to information overload, data analysis complications, and a decline in the quality of managerial decisions in the absence of effective filtering mechanisms.

2. The system approach is based on viewing socio-communication support as a component of a holistic management system in which all elements of an organization function in close interconnection and interdependence.





The main idea of this approach is that the effectiveness of managerial decisions is determined not by individual information or communication processes, but by the level of coherence among all the organization's structural components. Within the system approach, an organization is seen as an open socio-economic system that interacts with its external environment and continuously adapts to changes.

Proponents of this approach emphasize the need to integrate strategic, tactical, and operational levels of management, coordinate information flows, synchronize the activities of structural units, and create a unified information space within the organization.

The advantages of the system approach include comprehensive analysis of managerial processes, integration of diverse management resources, increased organizational adaptability, and consistency in managerial decisions. This approach is especially important in the context of digital transformation, where integrating digital platforms, information systems, and communication channels into a unified management system is required.

However, its disadvantages include the complexity of implementing integrated management systems, significant resource costs for maintaining interconnections between system elements, and the risk of excessive centralization of information flows. In addition, the system approach is often characterized by insufficient flexibility in a rapidly changing digital environment, as large integrated systems may respond more slowly to external challenges and innovations.

3. Socio-psychological approach focuses on interpersonal interaction, communication culture, behavioral aspects of management, and social mechanisms of managerial decision-making.

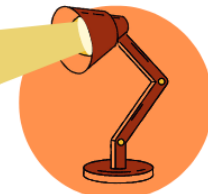
The main idea of this approach is that communication is not only a process of information transfer but primarily a form of social interaction that shapes the nature of relationships among participants in managerial activity and influences organizational effectiveness. Proponents emphasize that the effectiveness of managerial decisions largely depends on the level of trust among communication actors, organizational culture, psychological climate within the team, employee motivation, and the organization's ability to ensure effective feedback.

Significant attention is given to leadership, development of managerial communication competence, team interaction, and overcoming communication barriers.

The advantages of the socio-psychological approach include its focus on the human factor in management, the ability to create a favorable communication environment, increased employee motivation, and strengthened corporate culture. This approach promotes effective teamwork, greater trust within the organization, and social stability.

At the same time, its disadvantages include the difficulty of quantitatively assessing socio-psychological factors, the strong dependence of management outcomes





on participants' subjective characteristics, and insufficient attention to the technological aspects of digital management. In large organizations, implementation of this approach may also be complicated by the diversity of communication models, cultural differences, and the increasing virtualization of communication in the digital environment.

4. Digital approach emerged under the influence of digital transformation of the economy and society and is based on the integration of digital platforms, automated systems, artificial intelligence technologies, big data, cloud services, and analytical tools into managerial decision-making processes.

The main idea of this approach is the use of digital technologies as a key tool to improve communication efficiency, ensure organizational adaptability, and optimize decision-making processes. Proponents emphasize that modern management should rely on large datasets, automated analytics, and intelligent decision-support systems to enable fast information processing, timely managerial responses, and forecasting of future trends.

The advantages of the digital approach include high automation of managerial processes, increased speed of information exchange, the ability to process large volumes of data in real time, the development of predictive analytics, and the minimization of the risk of erroneous decisions. In addition, this approach promotes innovation, the formation of digital ecosystems, and increased organizational competitiveness.

At the same time, it has certain disadvantages, including cybersecurity risks, dependence on digital infrastructure, data protection issues, and high implementation costs. Another drawback is the potential reduction in interpersonal communication, digital overload for employees, and dependence on algorithmic analytics in managerial decisions, which may limit the creative and intuitive aspects of management.

5. The network approach is one of the most relevant in the context of the development of the digital society. It is based on the concept of organizational functioning within digital networks, where managerial decisions are formed through multilateral interaction, horizontal communication, and collective information exchange.

The main idea of this approach is to reject rigid hierarchical management models and transition to flexible forms of organizational interaction in which digital communication channels, network platforms, and interactive coordination mechanisms play a key role. Proponents emphasize that modern organizations increasingly function as open network structures integrated into the global information space and capable of rapid response to external changes.

The advantages of the network approach include high managerial flexibility, rapid information exchange, development of collective intelligence, strengthened inter-organizational cooperation, and effective coordination in virtual environments. This





approach supports digital collaboration, the creation of adaptive management models, and integration into global digital networks.

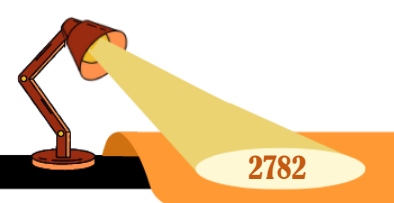
At the same time, its disadvantages include the complexity of coordinating a large number of participants, risks of losing control over information flows, increased dependence on digital technologies, and the potential for informational chaos due to excessive decentralization. In addition, network structures require a high level of digital culture, trust among participants, and the ability to manage complex multilevel communication processes effectively.

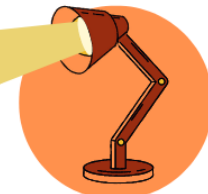
Thus, the identified approaches to interpreting the socio-communication support for managerial decisions reflect the evolution of scientific understanding of the role of information, communication, and digital technologies within the management system. Their integration will enable the formation of a comprehensive view of socio-communication support as a multilevel system of interaction that combines informational, organizational, psychological, digital, and network components to enhance the effectiveness of managerial decisions in the context of the digital transformation of the economy and society.

Based on generalizing and systematizing the presented approaches, we propose a vision of the essence of this category, taking into account current trends in the digital transformation of the economy and society. The above analysis of existing concepts shows that most researchers view socio-communication support primarily through the prism of information exchange, organizational interaction, or digital technologies. However, modern conditions of digital environment development require a comprehensive approach to understanding socio-communication processes, combining technological, informational, social, behavioral, and analytical components of management within a single integrated system.

In our view, socio-communication support of managerial decisions in the context of digitalization should be defined as an integrated system of social, informational, analytical, and digital mechanisms of interaction between management entities, ensuring the formation, processing, transmission, interpretation, and use of information through modern digital technologies to enhance the adaptability, validity, timeliness, and effectiveness of managerial decisions. We emphasize the comprehensive nature of socio-communication support, which encompasses not only information exchange but also processes of digital interaction, analytical support, network coordination, and socio-psychological adaptation of participants in management processes.

Unlike existing theoretical frameworks, our vision is to integrate social communication and digital analytics as complementary components of modern management. Communication is viewed both as an instrument for information transfer and as a dynamic system for forming managerial relationships, in which digital technologies provide analytical support, automate information processes, and enable forecasting of managerial situations. This enables improving the quality of managerial





decisions by combining human experience, professional competence, and the analytical capabilities of digital systems.

We also take into account the synergy between human and digital intelligence; accordingly, management effectiveness is achieved not by replacing humans with digital technologies, but by integrating them. Currently, artificial intelligence, analytical platforms, and decision-support systems provide rapid processing of large volumes of information, scenario modeling, and risk forecasting. At the same time, humans retain a key role in strategic thinking, interpreting analytical results, assessing the social consequences of decisions, and formulating managerial priorities. Therefore, we focus on the principles of human-centered digital management, which implies a harmonious combination of technological and social components of managerial activity.

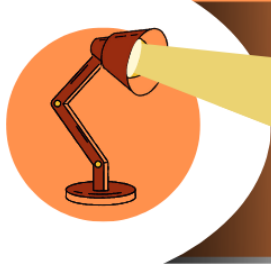
Organizations function not as isolated hierarchical structures, but as open communication systems integrated into global information networks. This necessitates the use of digital platforms, interactive communication channels, and network coordination models that ensure the speed of information exchange, the development of digital collaboration, and effective interaction between all management entities. Thus, it is necessary to develop horizontal communication, foster collective intelligence, and integrate the organization's internal and external information resources.

We propose developing adaptive communication ecosystems capable of providing flexible responses to changes in the external environment. An adaptive communication ecosystem is understood as a set of digital, informational, organizational, and social mechanisms of interaction that ensure continuous updating of information flows, integration of new digital technologies, and support for effective communication under high uncertainty. This will enable modern organizations to adapt quickly to transformational processes, maintain management stability, and ensure continuity of managerial communications.

Providing real-time feedback is considered a key factor in improving the effectiveness of managerial decisions. The use of digital platforms, interactive monitoring systems, and analytical tools enables the timely acquisition of information on the results of managerial actions, the effectiveness of implemented decisions, and the response of management entities. This contributes to timely adjustments in management strategies, increased managerial flexibility, and the minimization of risks associated with environmental uncertainty.

The effectiveness of socio-communication management support is largely determined by an organization's digital maturity, which should be understood as its ability to integrate digital technologies into all management processes, ensure the effective functioning of the information and communication infrastructure, and maintain a high level of digital competence among personnel. Important components





of digital maturity include the ability to integrate information flows, ensure cybersecurity, maintain a digital corporate culture, and foster a communication environment that enables rapid response to external changes.

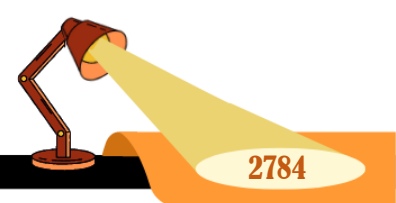
Thus, the proposed approach allows socio-communication support of managerial decisions to be viewed as a multi-level integrated system of digital interaction that combines informational, social, analytical, and technological components of management and ensures the formation of adaptive, intelligent, and network-oriented management models in the context of digital transformation of the economy and society.

**Conclusions.** In the context of the digital transformation of the economy and society, socio-communication support for managerial decisions is becoming a key factor in ensuring the effective functioning of organizations, their competitiveness, adaptability, and resilience to external challenges. Modern digitalization processes have changed not only the technological foundations of management but also the very nature of managerial interaction, forming new communication models based on network relations, integrated digital platforms, multichannel information exchange, and the use of intelligent analytical systems.

The study of existing approaches by domestic and foreign scholars has led to the conclusion that modern socio-communication management support is complex and multi-level, encompassing informational, organizational, socio-psychological, technological, and network components. The generalization of the analyzed concepts enabled the identification of the main approaches to interpreting the socio-communication support of managerial decisions, namely: informational, systemic, socio-psychological, digital, and network approaches. It has been established that each approach has its own advantages and limitations, and their integration provides a comprehensive understanding of modern managerial communications.

The effectiveness of managerial decisions largely depends on the quality of information flows, the organization's digital maturity, the ability to integrate digital technologies into the management system, the ability to ensure effective feedback, and the maintenance of a high communication culture. At the same time, excessive digitalization without consideration of the socio-psychological aspects of interaction may lead to information overload, digital stress, weakened interpersonal ties, and reduced effectiveness of managerial interaction.

Based on the generalization of existing conceptual provisions, the author's interpretation of socio-communication support of managerial decisions in the context of digitalization is proposed as an integrated system of social, informational, analytical, and digital mechanisms of interaction between management entities that ensures the formation, processing, transmission, interpretation, and use of information through modern digital technologies to enhance the adaptability, efficiency, validity, and effectiveness of managerial decisions.





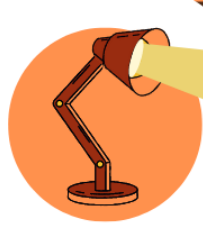
The development of socio-communication management support should be based on the formation of adaptive communication ecosystems that combine digital platforms, intelligent analytical systems, network interaction mechanisms, and human-centered management principles, as well as on the synergy of human and digital intelligence, where digital technologies do not replace humans but enhance their analytical and managerial capabilities.

Thus, socio-communication support of managerial decisions in the context of digitalization should be regarded as a strategic foundation of modern management, ensuring the integration of informational, technological, and social resources of an organization, contributing to improved quality of managerial decisions, development of digital culture, strengthening of communication interaction, and formation of adaptive management models in the conditions of the digital economy and network society.

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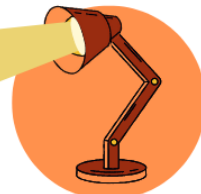
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