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**COMMUNICATION AS THE TOOL OF CORPORATE CULTURE  
IN THE INNOVATION-DRIVEN WORLD**

*This study explores the evolving role of communication as a key architect of corporate culture in the innovation-driven world, moving beyond the conventional view of culture as a static entity. It postulates that culture is a dynamic, malleable construct continuously shaped and reshaped by communication. The research investigates the communicative turn in corporate culture, emphasising how strategic communication practices can cultivate environments that foster creativity, collaboration, and ethical growth. By reviewing existing research, the paper identifies key themes such as the impact of corporate culture and internal communication on millennial employee engagement, the tension between public relations and human resources in shaping corporate culture, and the relationship between organisational culture and innovation. The primary purpose of this study was to explore and describe specific ways in which communication shapes corporate culture in innovation-driven environments. It focuses on identifying and analysing communicative practices, patterns and processes that contribute to cultural formation. The main methods of this study include the analysis of theoretical sources, content analysis and philosophical analysis. It is substantiated that communication is a key tool for building, maintaining and transforming organisational culture. It is proven that corporate culture is a multi-layered, socially constructed phenomenon. The main features of a culture of innovation are identified and analysed. The study emphasises the importance of multiculturalism and dialogue in modern corporate culture, highlighting that cultural diversity fosters creativity and innovation. It also examines the integration of artificial intelligence (AI), machine learning (ML) and deep learning (DL) in shaping corporate culture. ML algorithms enable AI systems to learn from data, analyse communication patterns, automate content curation, predict employee sentiment, and personalise learning experiences. DL through natural language processing (NLP) powers sophisticated chatbots, enhances sentiment analysis, analyses visual content, improves translation, and enables the creation of new media. The study concludes that strategic communication supported by philosophical insights and*

*technological advancements is the key to creating a dynamically developing corporate environment. It highlights the importance of humanistic values and ethical considerations in shaping corporate culture, ensuring that the human factor remains central in an increasingly digital and interconnected world. The study also highlights the need for further exploration of AI's impact on engagement, ethics, innovation, trust, and corporate identity, emphasising the importance of responsible AI implementation*

**Keywords:** *communication, multiculturalism, culture of innovation, artificial intelligence, machine learning, deep learning, philosophy of communication*

**Introduction.** In an era defined by rapid technological advancement and relentless innovation, the traditional understanding of corporate culture is undergoing a profound transformation. No longer a static entity, culture is increasingly recognised as a dynamic and malleable construct, shaped and reshaped by the very fabric of communication. This paper explores the communicative turn in corporate culture research, arguing that communication serves as the architect of organisational identity and values in the innovation-driven world. By examining the interplay between dialogue, technology and human interaction, it aims to illuminate how organisations can strategically leverage communication to cultivate cultures that foster creativity, collaboration, and ethical growth.

**Literature review.** The analysis of theoretical sources proves that communication is consistently highlighted as a critical tool for building, maintaining and transforming organisational culture. It is recognised as a key driver of desired outcomes, whether it is employee engagement, innovation or professional development. Many studies show that organisational culture can be analysed on many different levels: from the individual (professional personality) to the group (millennials, departments) and to the organisation as a whole (innovation). This shows that organisational culture is a multi-layered concept. M. R. Prasetya and D. Kartikawangi (2021) explore how corporate culture and internal communication affect the engagement of millennial employees. A. Koswara, A. R. Nugraha and T. Damayanti (2023) study the role of public relations (PR) in shaping corporate culture within Indonesian organisations, highlighting the tension between PR and human resources (HR). T. Stasiuk and O. Turchak (2024) investigate the qualities of a professional personality and its formation in the conditions of professional activity. V. Grecu (2024) looks into the relationship between organisational culture and innovation, emphasising cultural attributes that enable or inhibit innovative practices.

The purpose of our study is to explore and describe the specific ways in which communication shapes corporate culture in innovation-driven environments. The focus lies on identifying and analysing the communicative practices, patterns and processes that contribute to cultural formation.

**Materials and methods.** The main methods of this study include the analysis of theoretical sources, content analysis and philosophical analysis.

**Results and discussion.** The issue under research is deeply relevant in the philosophical plane for several interconnected reasons, touching upon key areas of philosophical inquiry:

**1. Ontology and the nature of reality (social construction):**

Traditionally, communication might be seen as a tool for conveying pre-existing ideas. However, this study posits communication as fundamentally constitutive of corporate culture. This aligns with social constructionist philosophy, which argues that reality, including social structures like corporate culture, is actively created through communicative practices.

Challenging essentialism questions the idea that corporate culture is a fixed, inherent entity. Instead, it emphasises the fluid, dynamic and constantly negotiated nature of culture through communication. This resonates with poststructuralist and postmodern critiques of essentialism.

**2. Epistemology and knowledge creation:**

In an innovation-driven world, knowledge is not simply discovered, but actively created through dialogue and collaboration. This topic highlights the epistemological significance of communication in shaping what counts as knowledge within an organisation. It can connect to the philosophical concept of distributed cognition, where knowledge and intelligence are seen as spread across individuals and their interactions, rather than residing solely in individual minds.

Philosophically, the idea that communication builds culture means that the interpretation of the communications is key. This brings up questions about the nature of truth, and how shared understanding can be created.

**3. Ethics and values:**

The way communication is used within an organisation has profound ethical implications. This topic invites philosophical reflection on ethical responsibilities of leaders and employees in shaping a culture that promotes innovation, collaboration and respect. Corporate values are not abstract principles, but are enacted and reinforced through communication. This raises questions about the role of communication in shaping ethical behaviour and promoting a sense of social responsibility.

The topic prompts examination of how power dynamics are embedded in communicative practices and how these practices can perpetuate or challenge inequalities within the organisation. This aligns with critical theory and its focus on power and ideology.

**4. Philosophy of technology and the digital age:**

In an innovation-driven world, digital technologies play a crucial role in communication. This topic invites philosophical reflection on ethical and social implications of these technologies for corporate culture. It explores how technology mediates human connection and shapes the experience of work in the digital age. This connects to broader philosophical discussions about the nature of technology and its impact on human existence. New technologies create new ways of communicating and therefore new languages and new meanings. This is a very philosophical area of study.

### **5. Philosophy of language and meaning:**

It moves beyond the traditional view of language as simply conveying information to a view of language as action. Corporate culture is built through the performative power of language. It acknowledges the importance of metaphor, narrative and other forms of symbolic communication in shaping corporate culture. This aligns with philosophical approaches that emphasise the role of language in constructing meaning.

The problem of shared understanding: Language is never perfect, and the potential for miscommunication is high. The idea that communication creates culture therefore brings up the problem of how any shared culture can ever be created.

The suggested approach moves beyond a purely managerial or organisational perspective, and delves into fundamental philosophical questions about the nature of reality, knowledge, ethics, technology and language.

This means that the focus is on the human being as the central subject of study. It shifts away from purely organisational or economic perspectives to consider the lived experiences and fundamental needs of individuals within the corporate environment.

The philosophy of dialogue developed in the 20th century generally leads to radical epistemological changes: its implementation in modern thought undermines the foundations of fundamentalism, while keeping culture as identity in the foreground.

Cultural mosaicism, a free combination of various thought standards and modes of communicative activity in the postmodern era, does not mean the disappearance of the distinctiveness of individual cultural forms. On the contrary, under the influence of this trend, there is a sharp surge of interest in acquiring a new version of self-identity. Although the phenomena of “world civilisation” and “corporate culture” are emerging in the modern world as types of cultural products, one cannot speak of “world culture” as a single, holistic concept. Instead of this hypothetical phenomenon, the communicative dialogue of cultural forms remains.

The authors consider that this stems from the very essence of culture, which is inextricably linked to the creative activity of the subject, both external and internal, aimed at spiritual and moral improvement. In a broad sense, nations remain the subjects of the cultural and historical process. The idea of their merging into a single subject - a global community - can only be discussed in a political context, and even then with reservations. That is why it is concluded that modern corporate culture emerges as a dialogue and interaction of cultural forms - as a situation of multiculturalism, not their unification (according to mass culture templates). At the same time, the possibility of the emergence of the phenomenon of the global human community as a single subject of the cultural and historical process is not excluded in the future.

Obviously, the multiculturalism of modernity carries a constructive, not destructive, potential, which gives grounds for hope for a change in the value

paradigm inherent in modern corporate society, which suffers from a well-known mundanity of value orientations and features of anti-humanism.

Recognising the high humanistic potential of multiculturalism as one of the most important features of the contemporary cultural situation, the authors believe that it forms one of the foundations for an optimistic scenario of cultural development as a whole, including the development of corporate culture as its form.

Thus, a transformation of meaning formation occurs, a derealisation of the human communicative space, which is transferred into the hyper reality of simulation: the visible world and the imaginary world become indistinguishable. The transformation of signs into simulacra, observed in the evolution of postmodern corporate culture, affects the depths of human worldview, the system of value orientation. This phenomenon is caused by the influence of the worldview settings of the New Age, the core of which was rationalism, as well as philosophical views of pragmatism, positivism, naturalism and hedonism. The dynamism of information exchange processes, the dialogue of cultural traditions, the coexistence of cultural forms that have formed into a single mosaic picture of the world contribute to the emergence of multiculturalism.

Multiculturalism presupposes a dialogue of cultures, a free combination of various intellectual standards and artistic style settings in the postmodern era, which does not mean the disappearance of the uniqueness of individual cultures. This means that multiculturalism carries a constructive potential. Theories of modernity and postmodernity capture different aspects of a single cultural space and explain the content of what is happening, its consequences for culture and its significance for human existence.

The connection between corporate culture and multiculturalism lies in the fact that these phenomena are the result of globalisation, technological and information processes. Thanks to communicative forms, corporate culture easily 'assimilates' new cultural space and acts simultaneously as a means of implementing multiculturalism and as a factor in its formation. Despite the universality of its essential features, corporate culture does not lead to complete cultural unification.

In the current innovation-driven world, there comes a consideration of a culture of innovation and agility. Innovation and agility align with the existentialist emphasis on individual freedom and responsibility. Employees are encouraged to make choices, take risks and define their own paths within the organisation. The acceptance of uncertainty and the willingness to embrace change reflect the existentialist view of life as a constant process of becoming. A culture of innovation and agility empowers individuals to reach their full potential, reflecting the humanist emphasis on human growth and development. The emphasis on creativity, collaboration and learning aligns with humanist values.

The content analysis of the above phenomenon makes it possible to highlight the key features of a culture of innovation (Table 1).

**Table 1.** Key features of a culture of innovation

Feature	Description
Psychological safety	<ul style="list-style-type: none"> <li>• Employees feel safe to take risks, express ideas and challenge the status quo without fear of judgment or reprisal</li> <li>• Mistakes are seen as learning opportunities, not failures</li> </ul>
Experimentation and risk-taking	<ul style="list-style-type: none"> <li>• Organisations encourage experimentation and tolerate failure</li> <li>• There is a willingness to try new approaches, even if the outcome is uncertain</li> <li>• “Fail fast, learn faster” is a guiding principle</li> </ul>
Curiosity and continuous learning	<ul style="list-style-type: none"> <li>• Employees are encouraged to explore new ideas, learn new skills and stay up-to-date with industry trends</li> <li>• Organisations invest in training and development opportunities</li> <li>• A culture of intellectual curiosity is fostered</li> </ul>
Collaboration and knowledge sharing	<ul style="list-style-type: none"> <li>• Ideas are shared openly and collaboratively</li> <li>• Cross-functional teams are encouraged to work together</li> <li>• Knowledge is treated as a collective asset</li> </ul>
Customer-centricity	<ul style="list-style-type: none"> <li>• Innovation is driven by a deep understanding of customer needs and desires</li> <li>• Feedback is actively sought and incorporated into product and service development</li> <li>• Empathy for the customer is a core value</li> </ul>
Empowerment and autonomy	<ul style="list-style-type: none"> <li>• Employees are given the autonomy to make decisions and take ownership of their work</li> <li>• There is a sense of trust and empowerment throughout the organisation</li> </ul>

Mentioning the trends it is important to note that AI is rapidly transforming communication and, consequently, how corporate cultures are built and maintained. AI’s influence on corporate culture communication is driven by machine learning and, more specifically, deep learning. They are conceptual interrelated terms: artificial intelligence as a technology and a way to simulate human thinking using machines; machine learning as a direction of AI technology development for creating flexible algorithms capable of learning and developing based on received data; deep learning as a branch of machine learning based on artificial neural networks (Kuklin *et al.*, 2024). Machine learning (ML) and deep learning (DL) are transforming corporate communication. ML analyses patterns, automates content, predicts sentiment and personalises learning. DL, through natural language processing (NLP), powers sophisticated chatbots and sentiment analysis, while also analysing visual content, improving translation and enabling new media creation. Essentially, ML provides data-driven insights, and DL enables nuanced, human-like communication and content analysis, both contributing to more effective and culturally aware corporate communication.

AI is fundamentally changing how corporate cultures are built through communication. It enables personalised communication, automated knowledge management and sentiment analysis within internal platforms. For leaders, AI provides data-driven insights, communication coaching and even virtual presence.

AI can reinforce cultural values, promote ethical communication and facilitate cross-cultural understanding. In innovation, it aids idea management and collaboration. However, ethical considerations like data privacy, bias and the impact on human interaction are crucial.

**Conclusions.** In conclusion, this exploration has underscored the transformative power of communication as the foundational architect of corporate culture, particularly within the dynamic landscape of the innovation-driven world. By shifting from a static to a dynamic understanding of culture, communication's constitutive role, shaping organisational identity, values and even the very fabric of reality as perceived within the corporate environment are recognised. By shifting the focus to the human beings and their existential needs, corporate culture can become a more ethical and meaningful space. This approach creates a strong ethical foundation that protects human rights and dignity. It fosters meaningful connections and promotes open and honest communication. This perspective is particularly relevant in today's world, where there is a growing recognition of the importance of work-life balance, employee well-being and ethical leadership.

Grounded in philosophical inquiry, this study highlights how communication intertwines with ontology, epistemology, ethics, technology and language revealing culture as a multi-layered, socially constructed phenomenon. Through the lens of multiculturalism and the integration of AI, machine learning and deep learning, the potential for fostering inclusive, innovative and agile cultures that prioritise humanistic values and ethical considerations can be seen. Ultimately, strategic communication, informed by philosophical insights and technological advancements, emerges as the key to cultivating corporate environments that not only adapt to change but actively drive positive evolution, ensuring that the human element remains central in an increasingly digital and interconnected world.

Research should explore AI's effect on engagement, ethics, innovation, trust and corporate identity. Ultimately, AI offers powerful tools to shape corporate culture, but responsible implementation is essential.

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## КОМУНІКАЦІЯ ЯК ІНСТРУМЕНТ КОРПОРАТИВНОЇ КУЛЬТУРИ В ІННОВАЦІЙНОМУ СВІТІ

У статті досліджено еволюцію ролі комунікацій як основного архітектора корпоративної культури в інноваційно керованому світі, виходячи за рамки традиційного погляду на культуру як статичну сутність. Постулюється, що культура – це динамічна, гнучка конструкція, яка постійно формується та змінюється комунікацією. Досліджено комунікативний поворот у корпоративній культурі, підкреслюючи, як

стратегічні комунікаційні практики можуть створювати середовища, що сприяють креативності, співпраці та етичному зростанню. Оглядаючи існуючі дослідження, стаття визначає ключові теми, такі як вплив корпоративної культури та внутрішньої комунікації на залученість співробітників покоління міленіалів, напруженість між зв'язками з громадськістю та людськими ресурсами у формуванні корпоративної культури, а також взаємозв'язок між організаційною культурою та інноваціями. Основною метою цього дослідження є вивчення та опис конкретних способів, якими комунікація формує корпоративну культуру в інноваційно керованому середовищі. Воно зосереджене на виявленні та аналізі комунікативних практик, моделей та процесів, що сприяють формуванню культури. Основні методи цього дослідження включають аналіз теоретичних джерел, контент-аналіз та філософський аналіз. Обґрунтовується, що комунікація є ключовим інструментом для побудови, підтримки та трансформації організаційної культури. Доведено, що корпоративна культура – це багатошарове, соціально сконструйоване явище. Визначено та проаналізовано основні риси культури інновацій. У дослідженні наголошується на важливості мультикультуралізму та діалогу в сучасній корпоративній культурі, підкреслюючи, що культурне різноманіття сприяє креативності та інноваціям. Також розглядається інтеграція штучного інтелекту (AI), машинного навчання (ML) та глибокого навчання (DL) у формування корпоративної культури. Алгоритми ML дозволяють системам штучного інтелекту навчатися на основі даних, аналізувати моделі комунікації, автоматизувати курування контенту, прогнозувати настрої співробітників та персоналізувати навчальний досвід. DL через обробку природної мови (NLP) забезпечує роботу складних чат-ботів, покращує аналіз настроїв, аналізує візуальний контент, покращує переклад і дозволяє створювати нові медіа. У дослідженні робиться висновок, що стратегічна комунікація, підкріплена філософськими інсайтами і технологічними досягненнями, є ключем до створення корпоративного середовища, яке активно розвивається. Підкреслюється важливість гуманістичних цінностей та етичних міркувань у формуванні корпоративної культури, забезпечуючи, щоб людський фактор залишався центральним у все більш цифровому та взаємопов'язаному світі. У дослідженні також підкреслюється необхідність подальшого вивчення впливу штучного інтелекту на залученість, етику, інновації, довіру та корпоративну ідентичність, підкреслюючи важливість відповідального впровадження штучного інтелекту

**Ключові слова:** комунікація, мультикультуралізм, культура інновацій, штучний інтелект, машинне навчання, глибоке навчання, філософія комунікації