

DOI: <https://doi.org/10.36719/2706-6185/54/110-122>

**Hicham Chekarda**

M.S.Benyahia University of Jijel, Algeria

<https://orcid.org/0009-0008-9657-1903>

[hicham.chekarda@univ-jijel.dz](mailto:hicham.chekarda@univ-jijel.dz)

**Tayeb Aissaoui**

M.L.Debaghine University of setif2, Algeria

<https://orcid.org/0009-0006-9517-4362>

[t.aissaoui@univ-setif2.dz](mailto:t.aissaoui@univ-setif2.dz)

## **Virtual Space and Communication Culture in the Organization: Between Necessity and Possibility**

### **Abstract**

This study focuses on understanding the technological dimensions of communication culture within organizations, within the context of comprehensively understanding the nature of traditional systems in their closed and open fields. Moreover, it directly works on reinforcing a set of perceptions about the possibility or emergence of a new pattern of systems with technical and virtual aspects at the level of the international communication network, or what is called virtual space.

This is achieved by identifying points of difference and agreement between the organizational systems in their theoretical and general concept and between virtual communication networks and their impact on the characteristics and features of the organization's communication culture in light of modern information and communication technologies.

From this perspective, analyzing and interpreting this phenomenon requires further scrutiny into the theoretical and scientific backgrounds that frame this issue in an organized and graduated manner from general to specific, in accordance with the recognized methodological foundations and procedures.

The nature of virtual space and its tools necessitates examining the main reasons and motivations that make it one of the most used and effective communication methods by individuals, groups, institutions, bodies, etc., which are considered collectively a set of social systems that interact within certain pathways and spaces, sometimes integrating and at other times conflicting, to achieve goals, interests, and needs in society.

Therefore, this issue is the cornerstone of our research, through which we seek to discover the status of virtual space and its utilization and adaptation to support and develop the communication culture system in organizations of all types.

**Keywords:** *space, virtual space, culture, communication culture, organization*

**Hicham Chekarda**

M.S.Jijel Benyahia Universiteti, Əlcəzair

<https://orcid.org/0009-0008-9657-1903>

[hicham.chekarda@univ-jijel.dz](mailto:hicham.chekarda@univ-jijel.dz)

**Tayeb Aissaoui**

M.L.Debaghine Universiteti Setif2, Əlcəzair

<https://orcid.org/0009-0006-9517-4362>

[t.aissaoui@univ-setif2.dz](mailto:t.aissaoui@univ-setif2.dz)

## Təşkilatda virtual məkan və kommunikasiya mədəniyyəti: Zərurət və imkanlar arasında

### Xülasə

Bu tədqiqat, ənənəvi sistemlərin qapalı və açıq sahələrindəki təbiətini hərtərəfli anlamaq kontekstində təşkilatlar daxilində ünsiyyət mədəniyyətinin texnoloji ölçülərini anlamağa yönəlmışdır. Bundan əlavə, beynəlxalq kommunikasiya şəbəkəsi və ya virtual məkan adlanan səviyyədə texniki və virtual aspektlərə malik yeni bir sistem modelinin mümkünluğu və ya ortaya çıxması ilə bağlı bir sıra qavrayışları gücləndirmək üzərində birbaşa işləyir. Buna, təşkilati sistemlərin nəzəri və ümumi konsepsiyasında və virtual kommunikasiya şəbəkələri ilə müasir informasiya və kommunikasiya texnologiyaları işığında təşkilatın ünsiyyət mədəniyyətinin xüsusiyyətlərinə və xüsusiyyətlərinə təsiri arasında fərq və uyğunluq nöqtələrini müəyyən etməklə nail olunur.

Bu baxımdan, bu fenomeni təhlil etmək və şərh etmək, tanınmış metodoloji əsaslara və prosedurlara uyğun olaraq, bu məsələni ümumidən spesifikə qədər mütəşəkkil və dərəcəli şəkildə əhatə edən nəzəri və elmi fonların daha da araşdırılmasını tələb edir. Virtual məkanın və onun alətlərinin təbiəti, onu fərdlər, qruplar, qurumlar, orqanlar və s. tərəfindən ən çox istifadə edilən və effektiv ünsiyyət metodlarından birinə çevirən əsas səbəbləri və motivasiyaları araşdırmağı zəruri edir. Bu üsullar cəmiyyətdə məqsədlərə, maraqlara və ehtiyaclara çatmaq üçün bəzən integrasiya, bəzən isə ziddiyət təşkil edən müəyyən yollar və məkanlar daxilində qarşılıqlı əlaqədə olan sosial sistemlər toplusu hesab olunur. Buna görə də, bu məsələ tədqiqatımızın təməl daşıdır və biz onun vasitəsilə virtual məkanın statusunu, onun istifadəsi və uyğunlaşmasını hər növ təşkilatlarda ünsiyyət mədəniyyəti sistemini dəstəkləmək və inkişaf etdirmək üçün araşdırmağa çalışırıq.

**Açar sözlər:** məkan, virtual məkan, mədəniyyət, ünsiyyət mədəniyyəti, təşkilat

### Introduction

The communication culture in an organization embodies the human container for social relationships in all their forms and dimensions and, in turn, expresses the levels of integration and discord among individuals of the same organization. Consequently, it contributes to improving the image and reputation of the establishment both internally and externally, and vice versa. The development of information and communication technologies in recent decades has cast its shadow on the daily life of humans, becoming an integral part of public social activities.

This widespread use has turned these electronic mediums into a parallel world to the real, tangible world, but with virtual characteristics that have effectively impacted traditional forms of communication. The necessity of using these advanced communication technologies has become imperative, indispensable in the institutional and organizational field across various specialties.

Administrative management requires in most operational and procedural stages media and communicative methods that frame the communication process and achieve coordination and harmony between the administrative and structural components that form the basis of entities and organizations, among other arrangements.

### Research

The virtual space has proven its superiority on several occasions over organizational communication channels that have generally maintained traditional levels of communication, represented in formal and informal contexts and centralized communication, where electronic platforms and social media sites occupy a significant space of social interaction and communication between individuals and groups, regardless of their orientations and preferences. Thus, interpreting this phenomenon depends on the results and impacts it generates on the social and cultural environment of organizations of all types.

### Problem Statement:

Every organization has a set of characteristics and features that distinguish it from other organizations. The most important points of difference between these organizations lie in the nature

and quality of the activities and functions assigned to them in society, as they aim to cover a part of the supply or service aspects within a system of functional systems belonging to a specific social structure. These indicators determine the status of communication as a fundamental and central driver for many administrative and organizational operations and activities in bodies and companies.

Furthermore, the latter's ability to facilitate the task of business management and promote the internal and external image of the organization using both traditional and newly developed communication channels on a narrow scale, which are defined within groups of employees and agents of the organization or those related to clients and the targeted external public.

Thus, the communication culture of an organization is largely linked to many factors, the most important of which are communication patterns and their requirements, in addition to the goals and gains that the communication dimension seeks to achieve and reflect, which in turn reflects the quality and nature of the communication system in general. Both automated and abstract communication, as well as informal human interaction, represent and define the communication culture in the organization, shaping its determinants and features.

The success of an organization is, in one way or another, linked to the efficiency and effectiveness of communicative management plans in parallel with the climate of random, unstructured communication, which either confirms or denies job satisfaction among the organization's individuals through sensing coordination and solidarity among workers, i.e., the presence of enthusiasm and dedication in performing the job, or, conversely, noticing some negative traits such as dependency and gossip throughout all the organization's components.

Therefore, the concept of communication culture is considered an element that cannot be neglected in media and communication studies and even in the fields of economics and management, as it encompasses a set of elements and indicators that enable us as researchers to find appropriate solutions by objectively and seriously examining the reality of this communication culture.

The virtual space, in all its spectra and sites, forms the new outlet for a new generation of users eager to navigate in an infinite world of information, news, and sprawling digital links that have facilitated quick and high-quality access to information. Modern information and communication technologies are characterized by a range of modifications and improvements not previously present in traditional communication methods, such as asynchrony and the ability to browse platforms and electronic news channels, as well as the feature of continuous updating of developments and events around the clock.

These advanced communication mediums have produced new patterns of exchange and urban acquaintance worldwide, transforming the world into a global room characterized by cultural and linguistic differences yet sharing the intensity of use and exploitation in a manner that led to the fragmentation of the audience into independent units called nuclear audience particles, which align in some directions and differ in others.

Controlling this type of virtual audience precisely and clearly is challenging due to the lack of legal mechanisms and sufficient academic studies to encompass and understand this contemporary form of flowing and heterogeneous electronic communication in terms of cognitive and demographic indicators and other defining elements. Now, the utmost priority lies in attempting to recognize the social and economic dimensions surrounding the virtual interaction phenomenon and its significant size among users by analyzing the human and psychological reasons and motivations that have made this space a direct and actual competitor to all customary human communication channels such as verbal and written communication.

Virtual communication has also threatened the continuity and survival of social communication habits and traditions known for centuries, even surpassing the simple concept of the virtual world to a broader and more comprehensive model represented in the formation of the virtual community concept, which has led to radical changes in communication culture and its administrative and organizational practices. It has also forced those responsible for communication and public relations offices in institutions and companies to reconsider what can be achieved by optimally employing cyberspace as a supporting system for the organization's communication culture through the use of

such mechanisms in promotional and marketing operations or in developing and enhancing the job performance of workers and administrative employees in general.

Therefore, the infiltration of this new technological pattern of communication into individuals' daily lives has caused multiple breakthroughs in various fields such as media, politics, culture, education, and other areas.

The noticeable trend today is the increasing inclination to use various applications and software that allow owning pages related to social networking sites or private virtual blogs by millions of people worldwide. Thus, the growing percentage of benefit from these mediums confirms their penetration power and impact on significant segments of society, such as youth, children, and even the elderly at times.

These virtual-dimensional communication methods have become more necessary than ever, as their use has been generalized to very high degrees and levels in the last ten years, necessitating specialists and experts in all scientific fields to rethink the theoretical and cognitive concepts about the comprehensiveness of the electronic communication phenomenon and attempt to place it in its appropriate context that befits the momentum it has gradually caused since its initial experimental beginnings.

The current question lies in the nature of the professional and practical frameworks that enable us to diagnose the positive and negative points of this communication technology with virtual features to refine and realistically embody it to become a communicative system or pattern added within the communication culture system. This is achieved through a methodology that contributes to refining communication images in virtual space by adapting it as a necessity and essential condition for digitizing and developing the communication culture in the organization, making it more flexible and effective. Building on the aforementioned, the following primary question can be formulated:

- What role does the virtual space play in enhancing the communication culture system in an organization?

Subsequent sub-questions include:

- Does virtual space contribute to measuring levels of job satisfaction in the organization?
- How can virtual patterns be employed in the management and administrative organization processes?
- What is the future of communication culture in light of the development of modern information and communication technologies?

To answer the study's questions, the research was divided and structured as follows:

- Theoretical conceptual introduction.
- Research methodology.
- Virtual space and job satisfaction in the organization.
- Social media sites and their relationship with improving job performance.
- Information and communication technology and the future of communication culture in the organization.

### **3. Theoretical Framework**

#### **3.1 Definition of Space:**

**Linguistically:** As defined in "Al-Mu'jam Al-Wasit," it means the expanse of the earth and the voids, including the space in front of a house and the distances between planets and stars known only to God. (Al-Mu'jam Al-Wasit, 2004, p. 694) Space ("Fada" in Arabic) suggests expansion or emptiness. For example, the space around a tree in a place, or as "Fada" means poverty or "Fada Ilaih" means to reach or make accessible. It also refers to taking someone out into the open space, "Al-Fada" or "Al-Afadiya," meaning the expanse of the earth or a yard, denoting a spacious place (Al-Munjid in Language and Flags, 1995, p. 587).

**Technically:** It is everything beyond Earth's atmosphere or about 1000 km above sea level, encompassing all celestial bodies in the universe, including the sun, moon, stars, and comets. Some space scientists define it as any space above Earth's surface connected to the sky (Abid Abdullah Abd Al-Tai, n.d., p. 13.).

### **Definition of Virtual Space:**

"Reid Yerk Mayor" defines public virtual or cyberspace as a new human and technological environment for expression, exchange, and information, primarily forming a mediating circle historically between civil society and the state, accessible to all citizens for public opinion expression.

In this study, "virtual public space" refers to the diverse dimensional arena that hosts new interaction spaces through new media and may include new communication models based on electronic communication. It's also the spaces where members discuss an issue, allowing for open participation, equating the sites and roles of participating parties regardless of their social status and positions, and where any issue is open for discussion. The term "virtual" relates to transcending the polarity with traditional public space, raising questions about the place of traditional public space in this new concept (Farida Seghir Abbas, 2018, p. 119).

### **Definition of Culture:**

**Linguistically:** The root of the word culture comes from the trilateral verb (Thaqafa), implying several meanings such as intelligence, refinement, knowledge acquisition, and quick learning. Historically, "Thaqaf" also referred to the tool used to straighten spears and swords (Definition of culture in language and term? 2020).

**Technically:** Edward Tylor defines it as a complex whole that includes beliefs, knowledge, art, morals, law, custom, and any other capabilities and habits acquired by a human as a member of society (Alaa Al-Din Khababa, 2018, p. 9).

Malik Ben Nabi describes it as a collection of moral qualities and social values that an individual encounter from birth as initial capital in their environment, shaping their temperament and personality (Yamina Ghadab, 2018, p. 23).

### **Concept of Communication Culture:**

Mustafa Abu Bakr defines it as a reflection of society's culture through prevailing values, beliefs, customs, and social norms within an organization's environment, justifying the diversity of cultures in our interactions (Nouri El Wad, 2017, p. 617).

Al-Quraioti describes it as the basic assumptions and values developed by a specific group to adapt and deal with external and internal influences, agreed upon to perceive and think about things in a certain way that serves formal goals (The same reference, p. 617).

### **Research Methodology**

In terms of methodology, the researcher in this study utilized the descriptive method, which is a way to study phenomena or scientific problems by describing them in a scientific manner, thereby reaching logical interpretations with evidence and proofs that enable the researcher to set specific frameworks for the problem. This is used in determining the research outcomes (Scientific observation, 2020).

This research relied on simple scientific observation, one of the data collection tools based on gathering information through the observation of the communication phenomenon and various forms of virtual social interaction, without hiding or neglecting any element. This tool allows for a comprehensive understanding of the phenomenon under study with the aim of analyzing it to obtain the result that the research seeks to know.

The significance of this research lies in working to identify the reflections of the virtual space on the communication culture in the organization, and its impact on the general communication atmosphere, and how this space can be harnessed for the exchange of ideas and information by presenting concerns and complaints by employees and the external public of the organization without hesitation or fear, freely and transparently, thereby fostering freedom of opinion and supporting the natural dimensions of human communication in general. The aim of this study is to search for mechanisms and organizational solutions capable of changing the negative conditions experienced by the communication culture system within administrative and educational institutions and other organizations, such as the arbitrariness in owning information and controlling it to achieve the interests of specific entities, through the mobilization of virtual interaction and the possibility of exploiting it as a contemporary system suitable for serving the organization at all levels and aspects.

The perspective of this study is represented in functional structuralism, which is considered one of the most important and realistic perspectives, as it views institutions and bodies as a network of systems consisting of a group of social constructions and relationships. The continuity and existence of this organization depend on the degree of harmony and integration in the network of relationships, which gives rise to the concept of communication culture.

Therefore, studying the virtual space and its relationship with communication culture at the level of institutions and administrations under functional structuralism assigns it a specific role in linking and organizing to achieve efficiency and effectiveness in performance and realizing future visions about the nature of communication culture, which is now confined between the necessity of use and the possibility of exploitation and employment by entities and companies of all kinds.

### **Virtual Space and Job Satisfaction in the Organization**

Habermas primarily defines the public sphere as a realm within our social life where something that approximates what we call public opinion forms. Access to this realm is available and guaranteed for all citizens. The public sphere emerges with every discussion held among private individuals about issues that concern or disturb them as a public entity. In this capacity (as a public entity), they do not act as businessmen or professionals dealing with their private affairs or as members of the official state system subject to legal constraints imposed by the state bureaucracy.

Citizens act as a public entity only when they freely engage in discussions on matters of public interest. The unrestricted nature here means that the freedom of assembly, participation, and expression of opinions and their dissemination are available and guaranteed.

Looking at Habermas's comprehensive definition of the public sphere, we find that its most prominent feature is being separate from the state. It occupies a middle space between society and the state and is an immaterial space, giving a different definition to the virtuality of social media sites and playing a crucial role in legitimizing executive authority, as the public sphere evaluates it and it must listen to it. This, for example, makes research centers very interested in public opinion.

Communication and information technology have contributed to the revival of the public sphere due to their high technological capabilities, creating a forum for political discussion and dialogue and enabling individuals to access it and adapt to the prevailing political culture under global capitalist patterns. The public sphere theory emphasizes that electronic media, especially the internet, create a debate among the public; it influences governments, masses, and elites. Since the spread of the internet, some have talked about electronic democracy and the Electronic Public Sphere.

Electronic democracy means using advanced technological communication means to support the democratic process, and sometimes other terms are used to describe electronic democracy, such as Digital Democracy or Technodemocracy, and electronic democracy remains a subject of research and debate among governments and civil groups worldwide.

The public virtual space is a shared open field for all individuals in society, allowing every individual to access it for participation and interaction with others. It can also be defined as a medium for a new discursive space that includes excluded and marginalized individuals who present open discourses and expose political issues, preparing an agenda for discussion and dialogue, where ideas are judged based on their merit, not the speaker's status (Hurdle Center for Digital Expression Support, 2018, pp. 10–11). Returning to job satisfaction and its relationship with virtual space, it is imperative to define the concept of job satisfaction. Ahmed Maher describes it as "the psychological attitudes of workers towards their jobs, and the extent of their comfort and happiness at work, especially regarding essential elements of the job such as salary, organizational policies, supervisors, colleagues, subordinates, opportunities for growth and promotion, self-actualization opportunities, among other elements." (Ahmed Maher, 2000, p. 43)

According to Locke, "The primary causes of job satisfaction are the job's ability to provide high value and benefit for each individual separately. The returns that an individual desires are not entirely found in Maslow's hierarchy of needs theories but primarily depend on each individual's perception and feelings about what they want and desire from returns that fit their job and social status, desires, and lifestyle."

Therefore, types and patterns of communication cannot be dispensed with as a mechanism to measure the feelings of job satisfaction among workers and employees. This expresses the suitability of these methods for different human mindsets and mentalities, achieving goals, and satisfying desires in the organization in a manner that aligns with the communication culture of the establishment. Virtual space has become a solid base of social relationships outside the administrative and legal framework, constructing a new type of unlimited virtual interaction that requires highly advanced electronic mediums, notably laptops and smartphones.

This technology has caused significant changes to the communication phenomenon, especially regarding the autonomy of expression, opinion, and the democracy of communication on a vast scale.

Measuring the psychological states of employees, whether positive or negative under these complex cybernetic technologies, requires integrating these mechanisms within the communication systems and contexts of any institution. Virtual interaction is considered the true extension of virtual communication linked to the role of the internet manifested in the daily practice of this network's users. The information space fabric has expanded, adding branches and transforming the web into a digital platform for creating communication and interaction spaces from blogging and chatting to Facebook.

Pierre Levy traces the term virtual back to its Latin roots, *virtualis*, meaning strength and capability, i.e., the capacity in relation to the current reality that may or may not materialize, making the virtual real but not positive in the present. This term also has the meanings of power and quality, which are ethical meanings (Jacques Daignault, 2006, p. 62).

Observing the concept of virtual space reveals that it carries several types and implications. The type intended in our study is the level of interaction in the virtual community space with the communicative content, allowing the user to choose to navigate between pages and topics presented, in addition to the possibility of obtaining feedback or echo from the user (Mohammed Abdel Hamid, 2007, pp. 143–144).

Through this proposition, the integrative relationship between virtual space and its role in achieving job satisfaction is defined, relying on the advantages of virtual relationships to enrich the communication culture and improve the general communication climate, which enhances the institution's image and contributes to identifying and discovering areas of excess and negligence in the institutional system through virtual gatherings. This impacts the quality and effectiveness of the organizational and administrative process in the institution, thereby undermining indicators of job satisfaction and the love of belonging to bodies and companies of all types.

## **6. Social Media Sites and Their Relationship with Improving Job Performance**

Numerous scientific studies and research have confirmed that humans are social beings by nature and instinct, unable to satisfy all their biological and psychological needs without interacting with others. This inherent nature necessitates living with others to fulfill these needs. Social needs fundamentally cannot be met without human communication with the social environment, a necessity provided by social networking sites in the virtual world.

These platforms offer vast opportunities for individuals to express themselves and share their feelings and thoughts with others. Generally, social networks aim to create a communication atmosphere in a technical virtual community, bringing together individuals from different regions and countries in one place, with diverse perspectives, levels, and colors, united by their technical language. They aim for acquaintance, cooperation, consultation, exploration, discovery, or merely for entertainment and forming new relationships. A person belonging to this community is an active member, meaning they send, receive, read, write, participate, listen, and speak.

Zaher Radi defines social media sites as: "A system of electronic networks that allows participants to create their own site and then link it through an electronic social system with other members who share the same interests and hobbies. This interconnection has resulted in a type of media different from traditional old media, known as social media, new media, or alternative media, usually referring to all information that individuals and groups can use and exchange on the web." (Al-Muhtasib Center for Consultations, n.d., pp. 15–16)

Social media sites began to appear in the mid-1990s, with Classmate.com established in 1995 to connect classmates and SixDegrees.com in 1997, focusing on direct links between people. These sites introduced user profiles and the service of sending private messages to a group of friends. (Heba Khaled Mohamed, 2008, p. 5.)

Despite offering services similar to those found in current social networks, these sites could not generate profits for their owners and were shut down. Following this, a series of social networks appeared between 1999 and 2001 that did not achieve significant success. However, the actual birth of social networks as we know them today was in 2002. With the beginning of that year, Friendster appeared and achieved success, prompting Google to attempt to purchase it in 2003.

The terms of acquisition were not agreed upon, and in the second half of the same year, Skyrock appeared in France as a blogging platform before fully transitioning into a social network in 2007, quickly achieving widespread popularity. By January 2008, it ranked seventh among social networks by the number of subscribers (Ammar Salah, 2010, p. 9).

By the beginning of 2005, MySpace, an American site, emerged as one of the first and largest social networks worldwide, along with its famous competitor Facebook, which also began to spread parallel to MySpace, reaching over 800 million subscribers worldwide after six years (Al-Sayed Amer Mohamed, 2009, p. 11).

Returning to the essence of job performance and its influence by social media sites, analyzing this relationship cannot be done without providing a simple definition of job performance. The concepts of job performance vary according to authors and researchers, with some defining job performance as: "The extent to which productive processes carried out in a specified period match the plans set in advance, identifying shortcomings, weaknesses, and deviations from the planned goals, and proposing scientific and practical solutions to overcome shortcomings and avoid deviations and future production." (Waatit Jalal Eddin, 2009, p. 72)

It is also defined as: "The degree of completion of tasks constituting the job function, often confusion or overlap occurs between performance and effort, as effort refers to the expended energy, whereas performance is measured based on results." (Chadli Charafi, 2008, p. 8)

Among the factors affecting job performance, we mention the following:

- **Setting Organizational Goals:** Organizations operating without clear plans and defined production rates cannot measure their achievements, which in turn reflects on the performance of their employees.

- **Participation of Different Managerial Levels in Planning and Decision Making:** The lack of participation of various managerial levels in planning and decision-making contributes to a gap between senior management and employees, which in turn reflects on the performance of the organization as a whole.

- **Job Satisfaction:** A decrease in satisfaction is a fundamental factor in the decline of performance rates.

- **Managerial Indiscipline:** Managerial indiscipline is an administrative phenomenon that significantly impacts the decline of employee performance rates.

- **Organizational Development:** Problems arising from it have a clear impact on reducing employee performance rates.

- **Physical Environment:** The organization's inability to provide a suitable physical work environment for its employees leads to a weak level of their job performance.

- **Supervision Scope:** The scope of supervision plays an important role in affecting job performance, where the absence of good supervision leads to a decrease in employee morale.

- **Incentive System:** The incentive system, in all its types, contributes to motivating employees, encouraging them to improve their performance efficiency, and increasing their job satisfaction (Hamad Ali Abdullah Issa, 2014, p. 71).

As a commentary on the above, continuous engagement with social media sites during work hours has severe effects on productivity and the productivity of workers, especially in the service and administrative sectors. The intensive use of digital applications and software available on all mobile

phones causes many psychological disturbances, such as cases of isolation and social alienation, in addition to organic diseases like neck pain and others. Also, without forgetting the problems related to signs of laziness and lethargy that most employees are characterized by in various fields and sectors.

All these negatives require restructuring this unconditional use of these media channels professionally and wisely by accompanying and guiding users in a manner that avoids falling into the trap of addiction and submission to this technology, which negatively reflects on their personal lives and job performance.

### **Information and Communication Technology and the Future of Communication Culture in the Organization**

To clarify the concept of information and communication technology (ICT), it is essential to note that this term emphasizes the role of telecommunications and computers, as well as essential enterprise software that enables users to access, store, transmit, and process information. ICT refers to the convergence of audio and visual networks, telephone networks with computer networks through a unified cable or connection system, where there are significant economic incentives for merging the telephone network with the computer network using a single unified cable system.

To further elucidate the concept of ICT, it's worth mentioning that it encompasses television, radio, mobile phones, computer networks, satellite systems, and so on. ICT is a broad and continuously evolving subject, and it should be clarified that the concept of ICT is linked to any product that stores, retrieves, processes, sends, or receives information electronically in digital form, such as email or robotics software.

For more on the concept of ICT, it's pertinent to mention that philosopher Piyush Mathur identified theoretical differences between interpersonal communication technologies and mass communication technologies within the framework of the necessary skills as one of the many competency management models required by ICT.

The funds spent on ICT worldwide are estimated at about \$3.8 trillion in 2017, having grown by less than 5% annually since 2009. The IT budget of the U.S. federal government for 2014 was about \$82 billion. When looking at the budgets of many companies, 75% of costs are allocated to ICT, which, in total, defines the concept of ICT. (<https://sotor.com/مفهوم-تکنولوژیا-الاعلام-والاتصال/>)

Discussing the future of an organization's communication culture amidst all these developments in information and communication technology fields allows us to envision some futuristic perspectives on the communicative and organizational dimensions in organizations in the coming years. These perspectives indicate that traditional matters in the administrative and management fields will change in many aspects. To understand the future situation of communication culture, we must identify the stages of its evolution, represented as follows:

**The Rational Stage:** In this phase, the individual worker was viewed from a material perspective, motivated materially to perform tasks. Taylor, one of the pioneers of this theory, viewed humans mechanically. However, this perspective changed with the evolution of administrative thought, where material values shifted towards moral values.

**The Confrontation Stage:** This phase introduced new organizational values as the emergence of labor unions and attention to the human element and holding management accountable for neglecting the human element led to the emergence of values of respect and appreciation.

**The Consensus Stage:** This stage revealed work values, transferring management from directors to workers. Douglas McGregor emphasized the concept and importance of management values, discussing hypotheses Y and X to establish a set of values in each hypothesis.

**The Emotional Stage:** The new values shown in this phase were an extension of the Hawthorne experiments, which emphasized the importance of emotions, showing humans as beings of feelings, not mere mechanical entities.

**The Management by Objectives Stage:** Focused on participation between management and workers in organizational processes such as decision-making, planning, coordination, supervision, etc., in addition to teamwork and shared responsibility.

**The Organizational Development Stage:** Introduced new values in analyzing ideas and administrative values, using what is known as organizational development, and then new values for human relations, technical aspects, and managing work stress, tension, and emotions in the work environment emerged.

**The Realism Stage:** The development of values in this stage represents a mix of the previous stages of value evolution, recognizing managers' understanding of leadership and its importance, considering the surrounding environmental conditions, competition, and the emergence of new concepts (Hossam Salem Al-Husbani, 2016, p. 35).

Most of these stages represented a radical and fundamental shift in how organizations of various kinds were managed over the times and decades that saw changes in the aspects of communication culture in the organization, aligning with the surrounding conditions of human and technical communication at the same level. However, the standards of organizational culture in the organization remained constant despite changes in communication methods supported by smart technological pillars.

Smith mentioned seven approaches in his study of organizational culture, and these approaches crystallized during the evolution stages of communication culture, explained below:

**Historical Approach:** Views culture as a social or traditional heritage passed down through future generations.

**Behavioral Approach:** Emphasizes culture as shared and learned behaviors, highlighted by Perrow and Etzioni.

**Normative Approach:** Focuses on culture expressing ideals, values, or life laws, of interest to Filley, House, and Cyert & March.

**Functional Approach:** Indicates that culture is a way to solve individuals' problems arising from adapting to the environment, adopted by Likert and Addison.

**Intellectual Approach:** Shows organizational culture as complex ideas or habits, shaped by Cross and Selznick.

**Structural Approach:** Clarifies that organizational culture consists of interconnected ideal ideas, symbols, or behaviors, relied upon by Levine, White, Georgiou & Bernard.

**Symbolic Approach:** Organizational culture is defined by specific standards encompassed by the organization, embodied by Fremont, Parsons, and Merton.

#### **Factors Affecting Communication and Organizational Culture:**

**Organization Size:** Culture is inherent in organizational groups; smaller groups with members sharing numerous experiences are more likely to develop a shared culture, while large, geographically and functionally distributed organizations are less likely to have a unified culture.

**Organizational Age:** Older organizations tend to have a more distinctive culture than newer ones still in the early stages of growth and independence.

**Organizational Technology:** Technology helps find an acceptable way for organizational members to perform tasks, forming one of the pillars of a shared organizational culture and positively affecting performance levels.

**Socialization:** Individuals in an organization undergo continuous organizational socialization processes that strengthen and reinforce certain values and principles, the more active an organization in this field, the stronger the organizational culture.

**Organizational Change:** Rapid changes in the organization and its members, such as leaving the job, and diversity in views on organizational variables make it difficult to have a strong organizational culture.

**External Environment:** The stability of the organization's or company's external environment contributes to internal stability, allowing for a distinctive culture to emerge (Alaa Al-Din Khababa, 2018, p. 37).

From this perspective, modernizing the communication culture system in the organization is largely linked to the communication environment's provision of means and privileges. The comprehensive development of communication is tied to the cumulative, continuous evolution of

communication and media technologies, reflecting the dynamic and unstable nature of the communicative phenomenon and human communication, not merely based on a single communicative or organizational vision or method.

### **Discussion of Study Results :**

The virtual space has had an impact on the features of organizational communication culture as it is relatively utilized in many communication processes such as administrative decisions and regulatory instructions in companies and organizations. The virtual space facilitates the dissemination of numerous messages and notifications widely, quickly, and effectively, through both formal and informal methods, via virtual pages and communication groups existing on social media platforms, especially on Facebook. Modern information and communication technologies such as smartphones, laptops, and the internet, are considered the sole gateway enabling the transition from traditional communication culture to virtual communication culture within the organization. Thus, both represent a source of information and updates for each other, and vice versa. The traditional concept of communication culture within organizations is no longer able to ignore the significant impact of the virtual space on both the internal and external audience of institutions and organizations. Virtual interaction has become a somewhat new virtual pattern, emphasizing the possibility and necessity of relying on this space as an enhancing and beneficial element for communication culture within the organization, regardless of the diversity of its specialization fields.

Virtual communication among employees of companies and institutions is still unorganized and unregulated, often occurring in an arbitrary and informal manner, which in turn reduces the credibility of some administrative decisions and communications within the organization, prompting employees to always verify the accuracy of information from its administrative source.

### **Recommendations**

The necessity of consulting specialists and experts in the field of communication and information technology to enhance communication culture within the organization. Training and developing staff within institutions on how to appropriately use electronic media and software in the virtual space, which has increasingly been exploited negatively, such as disclosing professional secrets and disseminating sensitive documents related to the management mechanisms of institutions and organizations by some employees either intentionally or inadvertently. Establishing virtual communication groups specific to affiliated institutions to enhance credibility and trust between management and affiliation groups, through designing electronic platforms for announcements, notifications, as well as regulated and unregulated communication, such as providing workers with opportunities to raise their concerns and complaints by activating a democratic communication system within the organization. Emulating some successful foreign models in the field of digitalizing communication culture and attempting to adapt and evaluate them in alignment with the characteristics of traditional communication culture in institutions and economically active companies in developing countries.

Employing an administrative unit affiliated with the communication and public relations office within the institution to monitor and follow up on the most important activities and comments in the virtual world concerning the work and performance of management, as well as to minimize rumors and false news that harm the reputation of the institution internally and externally. (This unit serves as a barometer for measuring communication interaction within the institution, whether negative or positive).

### **Conclusion**

Technology in all its fields has contributed to significant breakthroughs that have changed many aspects of simple social life and led to the creation of innovative models that have influenced the nature of human relationships and the way of life, which was previously associated with the basic requirements for survival without seeking other luxuries, which were then considered luxuries exclusive to the elite. With the advancement and flourishing of information and communication technologies, a new modern type of interaction emerged characterized by effectiveness and speed,

and also provided virtual services that can be described as excellent. All these cyber technologies have made the entire world revolve around them and in the manner they seek, as they have been able over time to take over the old aspects of social interaction, which were conventionally recognized within the cultural and civilizational framework of nations and peoples.

This necessitates a closer examination of the nature of the electronic space and virtual communities, and determining the most appropriate ways to deal with these interactive applications and innovations, which must be accompanied in the field of public and administrative interaction in institutions. It is necessary to consider the characteristics of the virtual community in a manner that defines the features of the integrated relationship between real and virtual communication in a manner that reflects the feasibility and benefit of adopting these media and communication patterns in the daily life of individuals and groups.

## References

1. Abbas, F. S. (2018). *Manifestations of the virtual public space through virtual interaction*. Algerian Journal for Research and Studies, (4). University of Jijel.
2. Abd Al-Tayy, O. A. (n.d.). *Judgments of space in Islamic jurisprudence*. Dar Al-Kutub Al-Ilmiyah.
3. Ahmed, M. (2000). *Organizational behavior: A skill building approach* (7th ed.). Al-Jamea'ia Publishing.
4. Al-Hasbani, H. S. (2016). *Organizational culture and its impact on the development of creative behavior in Palestinian ministries in the Gaza Strip* (Master's thesis). Specialization in Management and Leadership.
5. Al-Munqid fi al-lughah wa-l-a'lām. (1995). Arab Publishing House.
6. Al-Sayed Amer, M. (2009). Study of some negative effects of the Internet and the role of social service. *Journal*, (11).
7. Al-Waseet Dictionary. (2004). General Arabic Language Academy for Dictionaries and Heritage Revival, Shorouk International Library.
8. Ammar, S. (2010). Patterns and motivations of Egyptian youth's use of Facebook. *Al-Ahram Magazine*, (22).
9. Charfi, C. (2008). *The impact of using information and communication technology on the performance of small and medium enterprises* (Master's thesis). University of Kasdi Merbah, Ouargla.
10. Daignault, J. (2006). *The virtual: Is it less in virtual communication*. University Presses.
11. El-Din Ouattit, J. (2009). *Organizational communication and its relationship with job performance* (Master's thesis). University of Mentouri, Constantine.
12. Hamad, A. A. A. I. (2014). *The impact of organizational climate on job performance of employees* (Master's thesis). Applied Science University, Kingdom of Bahrain.
13. Hardo Center for Supporting Digital Expression. (2018). *Facebook without politics*.
14. Heba, M. K. (2008). *Social networking sites: What are they?* Al-Yaseer Forums for Libraries and Information Technology.
15. Khababba, A. (2018). *The impact of organizational culture on the formulation and implementation of corporate strategy* (Doctoral dissertation). University of Setif, Department of Management Sciences.
16. Maher, A. (2000). *Organizational behavior – A skill building approach* (7th ed.). Al-Jamea'ia Publishing.
17. Mohamed Abdel Hamid. (2007). *Communication and media on the Internet* (1st ed.). World of Books.
18. Nouri Al-Wadi. (2017). Standards of organizational culture from the perspective of professors working in the university sector. *Journal of Psychological and Educational Research*, 10(C). University of Constantine 02.

19. The Muhtasib Center for Consultations. (2017). *The role of social media sites in enjoining good and forbidding evil: Twitter as a model* (1st ed.). Al-Muhtasib Publishing and Distribution.
20. Yamina, G. (2018). *The role of corporate culture in achieving quality* (Doctoral dissertation). University of Setif, Faculty of Human and Social Sciences.
21. Definition of culture in language and term. (2020). Retrieved January 13, 2020, from [https://mawdoo3.com/Definition\\_of\\_culture\\_in\\_language\\_and\\_term](https://mawdoo3.com/Definition_of_culture_in_language_and_term)
22. Media and communication technology. (2020). Retrieved January 14, 2020, from <https://sotor.com/media-and-communication-technology>
23. Scientific observation. (2020). Retrieved January 14, 2020, from [https://www.mobt3ath.com/scientific\\_observation](https://www.mobt3ath.com/scientific_observation)

Received: 15.05.2025

Accepted: 01.10.2025