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DOI:[https://doi.org/10.32515/2663-1636.2025.14\(47\).230-238](https://doi.org/10.32515/2663-1636.2025.14(47).230-238)**Olena Sokolovska**, Associate Professor, PhD in Philology (Candidate of Philological Sciences)*Central Ukrainian National Technical University, Kropyvnytskyi, Ukraine*

## The Role of Business Communication in the Professional Practice of Economic Sector Specialists

The purpose of this article is to examine the role of business communication in the professional practice of specialists in the economic sector and to substantiate directions for its improvement as a factor of organizational effectiveness and sustainable development. The study focuses on business communication as a key managerial and socio-economic phenomenon that influences coordination of activities, decision-making processes, interaction between structural units, and the adaptability of enterprises in a competitive and digitally evolving business environment.

The research is based on a comprehensive theoretical analysis and generalization of contemporary scientific approaches to business communication. General scientific methods were applied, including analysis and synthesis, systematization, comparison, and logical generalization. Particular attention is paid to the conceptual foundations of business communication, communication barriers, feedback mechanisms, and typologies of communication forms. The article examines the influence of organizational structure, corporate communication standards, and digital transformation on the effectiveness of internal and external communication processes, as well as the role of modern digital communication platforms in enhancing interaction within organizations.

The results of the study demonstrate that business communication plays a decisive role in ensuring organizational efficiency, economic security, and competitive resilience. It is established that effective communication requires a high level of communicative competence at all managerial levels, the implementation of standardized communication practices, and the integration of digital communication tools. The conclusions emphasize the necessity of treating business communication as a strategic management instrument. Further research should focus on empirical assessment of communication effectiveness, the impact of digital transformation on communication models, and the development of practical frameworks for improving business communication in organizations operating under dynamic socio-economic conditions.

**business communication; professional activity; communicative competence; organizational communication; feedback mechanisms; digital transformation; economic sector**

**Statement of the problem.** In the modern business environment, the key factors ensuring the effective functioning of enterprises and organizations include the level of knowledge, well-established communication processes, a culture of business interaction, and the ability to overcome communication barriers in a timely manner. Information is one of the most important resources in any field of activity; therefore, the stability and efficiency of economic entities largely depend on the quality of communication processes. The most common form of such interaction is business communication, which is essential in diplomatic, legal, administrative, and economic spheres, as well as in commercial relations. The ability to conduct negotiations effectively, hold business meetings, discuss professional issues, and properly prepare professional documentation has become an integral component of the professional competence of modern specialists at all levels. Achieving high performance in commercial activity requires solid knowledge of the rules, forms, and methods of doing business, as well as an understanding of the principles of business communication. Under these conditions, business communication skills acquire particular importance as a key factor in professional development and success.

**Analysis of recent researches and publications.** Research into various aspects of business communication has attracted considerable scholarly attention in both domestic and international academic discourse. In particular, these issues have been examined in the works of P. Holovska, I. Korsun, V. Kostohryz, Zh. Krysko, A. Lyzanets, A. Omelchuk, V. Orel,

Yu. Palekha, M. Solohub, I. Shavkun, N. Yuryk, O. Feier, among others. Existing studies analyse communication processes in entrepreneurial activity, organizational management, internal communication within human resource management systems, as well as documentary and information-based forms of interaction.

The sustained and growing scholarly interest in the issues of organizing business communication underscores both the relevance and the practical significance of further research in this area. At the same time, a number of methodological, conceptual, and applied aspects related to the development and implementation of effective approaches to improving business communication remain insufficiently examined and require deeper theoretical justification and empirical validation.

**Statement of the objective.** The objective of this study is to examine the role of business communication in professional activity and to identify and substantiate directions for its improvement aimed at enhancing the effectiveness of enterprise operations, strengthening managerial and organizational processes, and fostering a sustainable positive corporate image.

**The main material.** In pursuit of commercial outcomes, economic entities inevitably engage in business communication processes. The success of commercial transactions largely depends on the ability to conduct business negotiations effectively, accurately prepare the required documentation, and apply contemporary mass communication instruments. Accordingly, business communication represents a core component of commercial activity, while its quality directly determines the level of efficiency of the business environment as a whole.

Scholars define business communication as a process of information exchange between participants in interaction that is based on feedback mechanisms and oriented toward the achievement of predetermined objectives.

Scholars P. V. Holovska [1] and I. H. Shavkun [8] propose interpreting the concepts of “communication” and “business communication” within the general-specific relationship, emphasizing that business communication is derived from the broader concept of communication. In this context, communication is defined as a process of information exchange or the transmission of ideas and thoughts between individuals, which at the organizational level manifests itself as meaningful interaction among participants. It is precisely through communication processes that mutual understanding between people is achieved.

In recent years, there has been a noticeable increase in scholarly interest in communication-related issues. Researchers increasingly employ the concept of the “information generation era,” which reflects an objective trend toward the continuous improvement of processes of information transmission, reception, and interpretation. A defining feature of the contemporary stage of societal development is the exceptionally rapid advancement of communication tools aimed at enhancing the efficiency of communication processes.

It is appropriate to note that in the contemporary business environment, communication processes are often insufficiently emphasized. Such underestimation is methodologically unjustified, as communication performs a key function in shaping commercial objectives, ensuring staff motivation, and enabling effective management of employees’ professional competencies. Empirical studies demonstrate that employees who are informed in a timely and comprehensive manner exhibit approximately 30% higher productivity compared to personnel in organizations that lack a systematic approach to ensuring communication effectiveness. The content of business communication is determined by the needs of joint activity and is manifested in the coordination of actions, the alignment of understanding and acceptance of objectives by participants, awareness of one’s own role, the

capacity to implement assigned tasks, as well as the specific features of the relevant activity [3].

Communication represents a two-way process of transmitting information in symbolic form through appropriate channels between a sender and a receiver for the purpose of establishing mutual contact and achieving understanding. In this sense, communication functions as a fundamental social and organizational mechanism that enables interaction, coordination, and cooperation among individuals. At the organizational level, a communication system is understood as an integrated set of processes related to the transmission, interpretation, and feedback of messages between structural units of an organization, as well as between the organization and its internal and external environment. Effective functioning of such a system ensures the alignment of actions, facilitates decision-making processes, and supports the achievement of organizational objectives.

A decisive and fundamental prerequisite for effective business communication is the recognition that the likelihood of achieving the objectives of communication participants increases when the communicative process is properly structured and effectively implemented. In accordance with established communication effectiveness models, this involves the clarity of message encoding, the appropriateness of selected communication channels, the presence of continuous feedback, and the minimization of semantic and psychological barriers. Proper organization of the communicative process facilitates accurate interpretation of information, reduces the risk of distortion, and enhances mutual understanding between participants. As a result, effective communication contributes to the formation of an atmosphere of trust, cooperation, and coordinated action, which is essential for achieving organizational and professional objectives [2].

Business communication, as an integral component of professional activity, ensures interaction between two or more complex and autonomous systems, such as individuals, organizational units, or institutions. This interaction unfolds in a variety of communicative situations and is mediated through the use of appropriate communication tools, channels, and symbolic codes. Given the variability of the characteristics and parameters of communication participants, the contextual conditions under which communication occurs, and the communicative means selected in each specific case, acts of business communication differ significantly from one another. As a result, business communication cannot be treated as a homogeneous process but rather as a multidimensional phenomenon that requires systematic classification. Accordingly, the typologization of business communication may be carried out on different conceptual grounds and according to multiple criteria, including the form of interaction, the direction of information flows, the level of formalization, the communicative context, and the functional objectives of communication [9, p. 70].

The main objectives of business communication include the following:

- 1) establishing effective and mutually beneficial contacts with the public, public authorities, shareholders, consumers, potential investors, and suppliers for the purpose of forming a positive image of the enterprise or organization;
- 2) ensuring favourable conditions for the effective promotion of goods and services in domestic and foreign markets, taking into account the need to minimize total costs and the influence of the competitive environment;
- 3) organizing and implementing activities aimed at promoting the enterprise's operations and the results of its commercial activity through the conduct of discussions, business meetings, open days, and presentations.

Business communication is realized in both verbal and non-verbal forms, each of which plays a distinct role in the transmission and interpretation of information. Zh. Krysko emphasizes that the central element of business communication is the message itself, which must be accurately formulated in accordance with the norms of business etiquette and the

conventions of professional discourse. At the same time, linguistic codes cannot be regarded as universal, as their effectiveness depends on the situational context and the specific characteristics of perception by both parties involved in the communicative interaction [2]. From the perspective of communication barrier theory, inadequate message formulation, inappropriate language choices, or misalignment between verbal and non-verbal signals may generate semantic, psychological, or socio-cultural barriers that hinder mutual understanding. Consequently, business communication should be characterized by clarity, precision, and coherence, as these qualities contribute to minimizing communication barriers, reducing the risk of distortion, and enhancing the overall effectiveness of interaction.

It should be emphasized that the presence of feedback between the sender and the receiver of a message constitutes a mandatory condition of the communication process. In accordance with classical communication models that incorporate feedback loops, such as transactional and interactive models, feedback enables the sender to assess whether the message has been correctly received, interpreted, and understood by the recipient. Through feedback mechanisms, participants can adjust message encoding, clarify meanings, and correct potential distortions arising during transmission. In the absence of feedback, communication is regarded as ineffective, as no corresponding response from the receiver to the transmitted information occurs, which increases the likelihood of misunderstanding and weakens the overall effectiveness of communicative interaction.

In academic discourse, feedback is regarded as a central structural element of the communication process and a key component of interactive and transactional communication models. Within this framework, several types of feedback are distinguished, each performing a specific regulatory and corrective function in communicative interaction. Evaluative feedback emerges in the process of articulating one's own opinion and formulating a position on a particular issue; it enables participants to compare interpretations, assess arguments, and align perspectives, thereby contributing to cognitive coordination within communication. Positive feedback serves to maintain and reinforce communicative contact by signalling approval, agreement, or support, and plays an important role in sustaining interaction, strengthening relational ties, and fostering a cooperative communicative climate. Negative feedback fulfils a corrective function, as it facilitates the identification and elimination of inaccuracies, errors, or misunderstandings in the sender's messages, thus preventing the accumulation of semantic distortions and enhancing message accuracy. Feedback conditioned by norms of politeness performs a primarily relational function; although it does not involve an explicit evaluation of message content, it signals attention, interest, and general approval, thereby supporting social harmony and reducing potential communicative tension [2].

Within theoretical models of feedback mechanisms, these types of feedback interact dynamically to ensure the adaptability, effectiveness, and continuity of communication. Their combined operation allows communicative participants to regulate information flows, adjust message formulation, minimize communication barriers, and achieve mutual understanding, which is particularly significant in the context of business communication characterized by goal orientation and role differentiation.

To the aforementioned classification, it is also appropriate to add three additional types of feedback. The first is confirmation, which occurs when the recipient explicitly verifies the receipt and understanding of the sender's message, thereby ensuring the completion of the basic feedback loop and reducing uncertainty in communication. The second type is supplementary feedback, manifested in the recipient's request for additional or clarifying information from the sender; this form of feedback performs a clarifying function and contributes to greater message accuracy and depth of understanding. The third type is non-verbal feedback, which encompasses a range of gestures, body movements, and facial

expressions (such as laughter, nodding, or eye contact) that communicate the recipient's emotional attitude toward the received message and complement verbal interaction [2].

Within theoretical models of communication, these types of feedback play a crucial role in regulating both informational and relational dimensions of interaction. Confirmation and supplementary feedback primarily support cognitive clarity and informational adequacy, whereas non-verbal feedback enhances emotional resonance and interpersonal alignment. Their combined use enables communicative participants to monitor understanding, adjust message formulation in real time, and maintain interactional balance, which is particularly important in business communication characterized by goal orientation, role differentiation, and time constraints [8].

Depending on the specific characteristics of an organization, different types of business communication can be distinguished, each characterized by distinct styles of information transmission. These styles are largely shaped by the organizational structure, including the degree of centralization, the hierarchy of management levels, the distribution of authority, and the formalization of internal processes, which together determine communication flows, channels, and interaction patterns within the organization.

As noted by Zh. Krysko, the most common forms of business communication include the following:

1. Electronic communication, which in recent years has acquired the status of a standard instrument of business interaction. The use of electronic communication channels ensures prompt and accurate transmission of information regardless of the geographical location of communication participants;

2. Oral business communication, which represents one of the oldest forms of business interaction and at the same time remains relevant. This form includes face-to-face meetings, personal interviews, oral instructions, and direct interpersonal contacts between participants. Oral communication is often regarded as an effective means of business interaction due to its simplicity and immediacy. At the same time, it may lead to misunderstandings, as participants often misinterpret or forget certain aspects of the discussion; therefore, when dealing with sensitive issues, managers frequently prefer alternative forms of business communication;

3. Written business communication, which is characterized by clarity, structure, and conciseness. It encompasses official correspondence, memoranda, announcements, informational materials, and other written documents. This form of communication is used in complex situations that require detailed instructions, as well as in the activities of technical units, where accuracy and the avoidance of errors are of particular importance. In addition, written business communication is indispensable in legal relations, especially in the preparation of official notices and employment contracts. At the same time, many entrepreneurs consider it a less up-to-date form of interaction and tend to use it primarily in legally significant situations [2].

A synthesis of recent research findings indicates that business communication plays a significant role across the following key areas of enterprise activity:

First, customer (client) acquisition. One of the fundamental prerequisites for business creation and development is an enterprise's ability to communicate effectively with potential customers. Generating consumer interest requires professional communication that is clear, specialized, and comprehensible, without exceeding the recipient's capacity for information perception.

Second, customer (client) service. Effective business communication contributes to fostering a sense of customer importance and encourages repeat engagement aimed at satisfying consumer needs. An essential element of this process is customer feedback in the form of evaluations of the quality of goods or services provided by the enterprise. One of the

most widely used tools for such interaction is the operation of open communication channels, particularly hotlines, the primary purpose of which is the prompt and appropriate resolution of problematic situations.

Third, the organization and conduct of business meetings. Holding meetings in the format of direct interaction or telephone negotiations requires an adequate level of communicative competence. Information regarding the date, time, and subject matter of a meeting should be communicated to participants in advance, in particular via email or online messaging platforms, with the sending of reminders regarded as an established managerial practice.

Fourth, marketing activity. An enterprise must maintain systematic and effective communication with the market as a whole by appropriately presenting information about its activities through mass media, blogs, and official web resources. In the event of crisis or non-standard marketing situations, the economic entity must respond promptly in order to prevent the dissemination of inaccurate or negative information.

A significant factor in enhancing the effectiveness of existing communication channels is the development and implementation of communication standards in accordance with norms of conduct within the business community. Such standards contribute to the formation of a positive initial impression, the establishment of partnership relations, and the achievement of mutual understanding among participants in the communication process. Moreover, they serve as a foundation for corporate culture and facilitate the identification of optimal solutions in complex situations [3].

An insufficiently developed communication system may lead to the emergence of distrust and discomfort among consumers (clients). In order to prevent such negative consequences, it is advisable to implement a set of measures aimed at improving internal business communication, which, in turn, will contribute to enhancing organizational effectiveness and shaping a positive corporate image, in particular:

1. Creation of a digital employee portal. Employees should have continuous access to information necessary for the high-quality performance of their professional duties. At the same time, the process of searching for relevant information is often insufficiently structured or complicated, especially for employees who do not work directly with documented information and do not always have corporate email addresses. An effective tool for addressing this problem may be the implementation of a digital employee portal containing information on key clients, scheduled events, occupational health and safety instructions, as well as technical maintenance notifications [9]. Such a resource would ensure the possibility of rapid access to necessary information regardless of the employee's location and the specific customer request.

2. Enhancing transparency of communication between the organization and personnel. Systematic information exchange regarding the strategic objectives of the enterprise and the reasons for managerial decision-making plays an important role in establishing a balance between control and trust on the part of employees. Involving personnel in open dialogue contributes to the development of a sense of belonging to the organization and encourages active participation in corporate interaction.

3. Organization of regular training seminars and working meetings. The conduct of such activities enables the dissemination of best practices, timely identification and resolution of existing problems, and the creation of conditions for establishing feedback between management and employees.

4. Development and implementation of universal software solutions. Given the rapid pace of technological development and the frequent obsolescence of technical tools, it is advisable to allow employees to use their own mobile devices in professional activities. Regardless of the operating system, personnel gain access to a unified corporate platform,

which is convenient both for employees – who are familiar with their own devices – and for management, as it reduces costs associated with providing staff with technical equipment [7].

The use of corporate messaging platforms enables management to communicate promptly with any group of employees by sending private messages or informational notifications, thereby increasing the speed and responsiveness of internal communication. Within the context of digital transformation, such platforms function as an integral component of digital organizational infrastructure, supporting the transition from traditional hierarchical communication models to more flexible, network-based interaction. This ensures a high degree of communication flexibility that cannot always be achieved through conventional internal communication channels. Moreover, user-friendly and reliable digital platforms facilitate interdepartmental collaboration, enhance knowledge sharing, and contribute to the development of an innovative communication culture within the organization, which is essential for adaptability and competitiveness in a digitally evolving business environment.

**Conclusions and prospects for further researches.** The results of the conducted study provide grounds to assert that, alongside professional knowledge, skills, and competencies, business communication plays a key role in ensuring effective interaction between structural units and individual specialists. It is business communication that significantly influences an organization's performance in domestic and foreign markets, the quality of institutional and structural transformations, the level of adaptation to conditions of intense competition, and, consequently, the overall economic security of the enterprise or organization.

Economic entities engage in business communication with the aim of achieving planned commercial outcomes, as the effectiveness of entrepreneurial activity largely depends on the ability to conduct business negotiations professionally, accurately prepare documentation, and employ mass communication tools effectively. From a managerial perspective, this implies that business communication should be regarded not merely as a supporting function but as a strategic management instrument that directly influences organizational performance. The success of business communication in professional activity is determined by the level of communicative competence of both managerial personnel and individual employees, which necessitates targeted managerial efforts aimed at developing communication skills, establishing clear communication standards, and fostering a culture of open and effective interaction. Consequently, strengthening communicative competence at all organizational levels becomes a key managerial task, contributing to improved decision-making, coordination of activities, and the achievement of strategic objectives.

This entails the ability to respond adequately to the context of a business situation, to objectively assess the interlocutor, their interests and personal characteristics, to shape a positive perception of one's own professional identity, and to manage the communication process effectively as a whole. In this context, business communication should be regarded as a complex socio-economic phenomenon that integrates managerial, organizational, psychological, and cultural dimensions. Consequently, further comprehensive theoretical and methodological research is required to deepen the understanding of the mechanisms underlying the formation, development, and practical implementation of business communication in organizations. Promising directions for future research include the assessment of communicative competence within different organizational structures, the impact of digital transformation on communication effectiveness, and the role of business communication in ensuring organizational resilience and economic security. Such studies would contribute to the development of evidence-based managerial approaches and enhance the effectiveness of business communication in contemporary socio-economic conditions.

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### **Роль ділової комунікації у професійній діяльності фахівців економічної сфери**

Метою статті є дослідження ролі ділової комунікації у професійній діяльності фахівців економічного сектору та обґрунтування напрямів її вдосконалення як чинника підвищення ефективності діяльності організацій і забезпечення сталого розвитку. У дослідженні ділова комунікація розглядається як ключовий управлінський і соціально-економічний феномен, що впливає на координацію діяльності, процеси ухвалення рішень, взаємодію між структурними підрозділами та адаптивність підприємств у конкурентному й цифрово трансформованому бізнес-середовищі.

Дослідження ґрунтується на комплексному теоретичному аналізі та узагальненні сучасних наукових підходів до проблематики ділової комунікації. У роботі застосовано загальнонаукові методи аналізу і синтезу, систематизації, порівняння та логічного узагальнення. Особливу увагу приділено концептуальним засадам ділової комунікації, комунікаційним бар'єрам, механізмам зворотного зв'язку та типології форм комунікації. Проаналізовано вплив організаційної структури, корпоративних комунікаційних стандартів і цифрової трансформації на ефективність внутрішніх і зовнішніх комунікаційних процесів, а також роль сучасних цифрових платформ у підвищенні рівня взаємодії в організаціях.

Результати дослідження свідчать, що ділова комунікація відіграє визначальну роль у забезпеченні організаційної ефективності, економічної безпеки та конкурентної стійкості. Встановлено, що ефективна комунікація потребує високого рівня комунікативної компетентності на всіх управлінських рівнях, упровадження стандартизованих комунікаційних практик та інтеграції цифрових комунікаційних інструментів. У висновках наголошено на доцільності розгляду ділової комунікації як стратегічного інструменту управління. Перспективи подальших досліджень пов'язані з емпіричним оцінюванням ефективності комунікацій, аналізом впливу цифрової трансформації на комунікаційні моделі та розробленням практичних підходів до вдосконалення ділової комунікації в організаціях, що функціонують в умовах динамічних соціально-економічних змін.

**ділова комунікація, професійна діяльність, комунікативна компетентність, організаційна комунікація, механізми зворотного зв'язку, цифрова трансформація, економічний сектор**

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