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Poltava State Agrarian Academy

**SECURITY MANAGEMENT OF THE
XXI CENTURY: NATIONAL AND
GEOPOLITICAL ASPECTS. ISSUE 2**

Collective monograph

In edition I. Markina, Doctor of Economic Sciences, Professor



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PECULIARITIES OF COMMUNICATION PROCESSES IN MODERN ORGANIZATIONS

Iryna Shulzhenko,

*Ph.D. in Economics, Associate Professor;
Poltava State Agrarian Academy, Poltava, Ukraine,*

Oleksandr Pomaz,

*Ph.D. in Economics, Associate Professor;
Poltava State Agrarian Academy, Poltava, Ukraine,*

Julia Pomaz,

*Ph.D. in Historical Sciences, Associate Professor;
Poltava State Agrarian Academy, Poltava, Ukraine*

The efficiency level of the organization production and business operation depends on the management system, which perfection is determined by a number of factors, such as the degree of the communication system development. The effectiveness of communications depends on the level of technical support of information exchange, quality of the information and human factors.

Communication has become one of the most important components in the company management. Poorly established communication impedes the information exchange between the departments that need it for making any decision, as a result the misunderstandings happen. If the company is not able to respond promptly to the internal and external changes, it can cause the reduction of management quality.

Communication is a pervasive and complex process that relies on the information exchange between the organization employees, i. e. it is the communication through words, letters, symbols, gestures, and it is the way to express the employee's attitude to the knowledge and abilities of each other and to achieve trust and perception of views and beliefs of each other [1, p. 195].

The information exchange accompanies all management actions, provides the formation and implementation of management functions and methods, decisions making, choice and usage of management styles and models. Managers at different levels spend a lot of their time on communications, sharing information to execute their role in interpersonal relationships and company management.

Establishing of proper communication evokes many questions, such as the good will of partners to establish communication, identification and elimination of possible obstacles, including the choice of communication methods, the right combination of verbal, visual and written forms of communication, etc. On practice, the communication effectiveness is reducing if the message is formed incorrectly, mistranslated or fuzzy interpreted, or if there are the loss of information in the process of its transfer or storage, insufficient time for adaptation, premature evaluation, fear, lack of mapping, etc. [2, p. 7].

Peculiarities of communication process in modern management conditions are

the usage of information systems for the information transfer, storage and processing.

To build-up the communication system on the information technologies basis is based on the combination of all management functions of both executive personnel and individual workplaces. The modern manager needs to process the information as prompt as possible for making quick and thorough decisions, which determines the competitiveness of the company in the market.

Therefore, one of the main criteria for the communication system effectiveness is the speed of information signals processing. To reduce the time for information processing, a wide range of modern technical means is used, starting with computer technology, computer networks and finishing with complex software such as neural networks and intelligent systems. It should be emphasized that the condition of information technology development in most organizations is inadequate. In particular, the quantity and structure of computers, network equipment, hardware and software do not meet current needs [3, p. 168].

Scientists point out that full exchange of information should be done in four stages, which form a complete communication cycle [4, p. 24-31].

The first stage of the communication cycle involves the information entry into the management system, i.e. collection and processing of the necessary information, which should be relevant to the performance of general management functions. For example, communication processes, aimed at transferring input information to the organization planning units from other units or from the external environment, are implemented on the first stage of production planning.

The external information flows have different intense in the context of communications directions and separate elements of the system, each of them has unique characteristics, which are suggested to be evaluated by means of special and integral indicators. Communication must be ensured by input resources, technologies and interactions of internal elements.

The received information should be evaluated by certain criteria. The main criteria are: accuracy, sufficiency, timeliness, cost. The information, recognized as valuable, transfers to the next stage of communication.

It should be mentioned that the level of expenses on data intelligence and company information activities depends on the amount of communication elements, and researchers prove that a significant proportion of communications (approximately 33 %) are ineffective or unnecessary [5].

On the second stage of the communication cycle, the information is collected from the received data, which is available in the certain unit, with its further verification and validation. The information, that experts consider to be reliable, becomes the basis for alternative production plans creating or making appropriate management decisions.

During the production organization, departments' managers must receive information about available resources (human, financial, material, information asset) and estimate their expenses or revenues. The external environment provides

regulatory information (mainly about legal restrictions on resource usage, operational and workplace safety, etc.). Receiving the necessary data, department managers select the top-priority information and check it. In fact, the only evaluation criterion is compliance with the approved plan.

It is advisable to create several variants of each plan (at least two of them – «optimistic» and «pessimistic»). The evaluation of plans should be based on certain internal and external factors [6, p.19-20]. Internal factors include staff competence, funding amount, automation degree of computers, time, management experience, and so on. External factors include external pressure of stakeholders such as partners and competitors, suppliers and consumers, etc.

The third stage accompanies by the adoption of appropriate management decisions, as well as creating of certain types of plans. It can be production plan, sales plan, marketing, technical training, budget, etc. In any case, the plan must be submitted to the relevant company departments for its implementation or its possible primary coordination, improvement or adaptation.

The fourth stage creates the subject of management communication, which transfers the decision to the employees, i.e. transfers the management information to the executive subsystem. Different factors need to be considered in order to communicate effectively, i.e. to convey some messages in the form of guidelines, instructions, orders, reports, etc. These factors are words selection, when messages creating, mood, well-being, needs of addressees, etc. That is why the problem of the communication effectiveness improvement has various aspects: formal-logical, value-based, semantic (refers to the meaning of the words), socio-psychological, text-logical, organizational, and technical ones [7, p. 95].

Dividing communication into cycles within specific management functions helps to single out the unproductive, redundant, and duplicative communications and it is reasonable to eliminate them or level their negative impact.

Analysis of communications, that accompany the implementation of specific management functions, is the basis for evaluating the effectiveness of certain communications, their cycles, and the communication system of the organization.

The above-mentioned stages of the communication process help us to distinguish those peculiarities, which are typical for the modern organizations.

These peculiarities are the following: [8, p. 38-41].

- to distinguish the specific management functions that create the management process;
- to distinguish the elementary communications that accompany the implementation of specific management functions;
- to set the goals of communication evaluation;
- to create the system of communication evaluation indicators;
- to set the standards that should be met by the specified indicators;
- to distinguish the indicators of the organization activity efficient by certain business processes or management functions;

- to link the communication evaluation with the key indicators of the company activity;

- to establish the effectiveness criteria for the company communications system;
- to evaluate the effectiveness of the communication system.

Above-mentioned peculiarities will allow managers of all levels to choose priority areas of communication development, such as: upgrading of the communications technical infrastructure, improving the social environment of communications, making the information support better, and optimizing the implementation of management functions.

Summarizing the above-written information, it is necessary to mention that all possible resources and channels must be used to build up the effective communication system in the company. HR Department should keep employees timely informed about all news, mission, strategy and company goals. Effective communication must be characterized by clarity, simplicity, reliability, that in general will facilitate their adequate understanding.

Modern managers often neglect to establish effective communication flows within the company due to the tough schedule, their own negative attitude to communication interaction, and it affects the image of the leader and the process of management negatively. Some foreign top-managers consider the communication interaction to be one of the most complexes in the company, and inefficient communication is a major obstacle to the company success [9, p. 36-40].

It is necessary to understand that the chosen way for communications will influence employees' views, motivation, understanding and support of management and its policies. It can also help to reduce the employees' resistance to any changes. The quantity of conflicts within the company depends on the quality, completeness and reliability of the information [10, p. 199-205].

The effective functioning of the company communication system is not possible without proper management.

It is necessary to define clearly needs of information for each structural department and each workplace in order to improve communication in the company management process and to regulate information flows according to the tasks that should be solved. It is highly important to pay attention to the developing of the interaction between managers and subordinates, organizing of the effective feedback system, implementing of the system for suggestions collection, transferring of information messages from the company management to subordinates and using of modern information technologies. Top-level managers should constantly provide more structural company management activities, improve planning of organizational development: meetings, events, meetings with subordinates, general managers of other companies.

It should be noted that the coordinated interaction between information flows and communication processes contributes to the creating of effective employees' motivation, which aim is to create stable, consciously disciplined

and competitive teams.

Knowledge and ability to create a proper system of information receiving and usage of all communication methods helps the manager to get closer to the solution of one of the main management tasks – to get profit.

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