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УНІВЕРСИТЕТ ЕКОНОМІКИ В БИДГОЦІ (ПОЛЬЩА)

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ЕКОНОМІЧНО-ГУМАНІТАРНИЙ УНІВЕРСИТЕТ У ВАРШАВІ (ПОЛЬЩА)

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Реформування економіки в контексті міжнародного співробітництва: механізми та стратегії: матеріали доповідей Міжнародної науково-практичної конференції (м. Запоріжжя, 10-11 березня 2023 р.). – Львів-Торунь : Liha-Pres, 2023. – 148 с.

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COMMUNICATION PROCESS AS AN IMPORTANT STRUCTURAL ELEMENT OF MODERN ENTERPRISE MANAGEMENT

Based on the consideration of the essence of the communication system in various scientific fields, we conclude that the communication system can be considered as a management system, where the process of information production is the object of management. Communication in enterprises is a complex and at the same time dynamic phenomenon, which is considered as an action, interaction and process. Effective communications are those in which the received message is close in meaning to the original one. But usually the content of the message itself is of equal importance to all participants in the communication process at the enterprise. The communication process is the exchange of information between two or more people. There are four main elements of the communication process [1]:

1) the sender – in other words, the addressee, the communicator (a person who generates an idea, collects, processes and transmits information);

2) message is the information itself, which is encoded using certain symbols;

3) channels are the means of transmitting information (negotiations, meetings, reports, memos, oral and written transmission, various computer networks, etc;)

4) recipient – in other words, the addressee or recipient (the person to whom the information is intended) [1; 2].

The sender must use symbols to encode the idea he wants to convey. This encoding turns the idea into a message. Coding is the process of transforming information into a message using digital symbols, words, voice intonations, drawings, gestures, facial expressions, etc. The message is the actual physical product of the information encoding process. The effectiveness of encoding depends on: the sender's ability to appropriately encode the information intended for exchange; the sender's attitude towards the information being encoded; the sender's degree of awareness (depth of knowledge) of the information being encoded; the sender's socio-cultural environment [3].

In the process of communication management in enterprises, the main elements go through a number of interrelated stages:

1. The birth of an idea. The sender decides what information should be exchanged.

2. Encoding of information and selection of a transmission channel. In order to convey the idea, the sender must encode it with the help of symbols, using words, intonations, gestures, and digital symbols. Encoding turns an idea into a message.

3. Transmission of the idea. The sender uses a channel to deliver the message to the recipient.

4. Decoding. This is the translation of symbols into thoughts. If the symbols chosen by the sender have the same meaning to the recipient, then the exchange of information will be effective.

5. Feedback. This is the reaction of the recipient of the message after reading the content [4].

The quality of communications in the management system determines the quality of management decisions. Communications permeate the entire enterprise management system. The purpose of communication is to understand and comprehend the transmitted information, because the mere fact of information exchange does not ensure the effectiveness of communication between employees at the enterprise. If communication is eliminated, the enterprise ceases to be manageable, its activities become chaotic and uncoordinated. When managing enterprise communications, it is important to understand the information needs and capabilities of employees, as well as to master the basic technologies of communication in management [5].

Communications in management are referred to as management processes because they link the functions of organization, planning, motivation and control. Formally, the communication process is defined as the process of information exchange between employees of the enterprise and external

environment in order to solve certain problems [6]. When considering the communication process at an enterprise, people mostly mean people who communicate directly in person or in a group, as well as their telephone conversations, correspondence and reporting. And while these cases do indeed account for the bulk of communications, when considering a rather complex communication process, one cannot limit oneself to them. It should be borne in mind that communications involve not only the exchange of information, but also the formation of various forms of relationships between people based on different types of interrelationships aimed at achieving the company's goals. They represent a special form of influence on employees and external environment. Communications are closely intertwined with information. Information is transmitted in an organized (formal) and spontaneous (informal) manner. For example, periodic reports in a certain form constitute organized feedback, and spontaneous dissemination of information is an informal communication channel [7].

Communication management in enterprises is a significant lever for organizing the enterprise production process. "Who owns the information, owns the world" – such statements are still relevant today. Information helps to develop the enterprise itself. According to some researchers of this issue, the laws of organization and development of socio-economic systems are determined by the laws of information. It is advisable to analyze such concepts as order, chaos, organization, spontaneity, management, self-organization from the standpoint of identifying the specifics of their interrelationships and interaction, and human control. "The measure of any changes in the organizational and production system – the emergence of a new structural and functional orderliness or the growth of structural and functional chaos – is information" [8].

Proceeding from the fact that communications in enterprise management, first of all, act as a unifying aspect of all organizational units, it is advisable to include the following main functions of communications

- informational – it is the transfer of information to the contact audience, one person or group, informing about some events (in particular, messages on the radio);
- emotional and tonic function is to regulate the emotions of the audience, to stimulate its certain emotional reactions;
- persuasive function is the desire to influence others (expressing admiration, request);
- social and ritual – the use of norms and customs of social and cultural behavior (dating procedure);

– socializing – related to social upbringing of society members, formation or change of intensity and orientation of social attitudes, values and value orientations of the contact audience, in particular, the socializing function can be considered as implementing strategic RC, on which the entire public sphere is based;

– organizational-behavioral function is related to the initiation or termination of certain actions of the contact audience; it can be combined with tactical PR (political, election or advertising campaign); public opinion formation, etc.

Communication functions can be built on top of the communication model and attached to its participants and elements:

– emotive – ADDRESSOR – expresses the addressee's attitude to the subject of speech; gives a certain tone to the whole statement;

– conative – ADDRESS – is to attract the attention of another person and induce him/her to take some action;

– referential – CONTEXT – the main function of the message, correlates with the subject in question and the relation of the message to it or the context;

– poetic – MESSAGE – focuses on the message for its own sake, is inherent in poetic messages, and in other types of messages is secondary, auxiliary;

– phatic – CONTACTS – aims to establish contact, establishes, continues or stops communication;

– meta-linguistic – CODE – establishes the identity of the statement [10].

Thus, communication is a condition for the existence of an enterprise that meets the information needs of interested employees, where close attention is paid to communication interaction between the participants in this process.

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