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ASSESSMENT OF THE ROLE OF COMMUNICATIONS IN THE MANAGEMENT PROCESS

Effective organization of communication processes is a key element of the communication policy of any institution. The communication sphere acts as a separate subsystem that has its own structure and theoretical basis, but at the same time is integrated into all aspects of the personnel management system due to a wide range of functions and tasks. Scientists emphasize the importance of communications in personnel management, emphasizing that communications, as an effective means of influencing the personnel situation, should be considered as an integral part of the personnel management system, a connecting element of personnel management and a mechanism for implementing the organization's personnel policy.

In general, communication is the process of exchanging information between people or groups of people using language, gestures, writing, technical means, etc. It is the basis of mutual understanding, cooperation and joint activities. Based on the analysis of the positions of scientists from different fields and branches of knowledge, the authors propose to take into account different approaches and levels of understanding communication. In particular, he identifies four main meanings of communication:

- 1) universal, in which communication is considered as “a way of connecting any objects of the material and spiritual world”;
- 2) technical, that is, as “a way of connecting one place with another, a means of transmitting information and other material and spiritual objects from one place to another”;
- 3) biological, widely used in ethology in the study of signaling methods of communication of animals, birds, insects, etc.;

4) social, in which communication is used “to designate and characterize the numerous connections and relationships that arise in human society”.

In this case, the scientist emphasizes the technical and biological aspects of communication, considering it as a way of communication and a way of transmitting information not only among people, but also among other organisms. The inclusion of the biological aspect in the understanding of communication, especially when it comes to its application within the framework of ethology and the study of signaling methods of communication in animals, can undoubtedly be controversial. After all, most researchers consider communication exclusively in the context of interpersonal interactions and social processes [1].

For example, methods and methods of assessing communications in personnel management and the implementation of management decisions are aimed at identifying the effectiveness of information exchange, the level of understanding, the speed of response and the impact on performance. Table 1 proposes the most popular assessment methods.

Therefore, communication is a fundamental factor in effective management decision-making at the enterprise. It provides a prompt exchange of important information, forms the basis for analytical thinking and collective discussion. Thanks to dialogues, discussions and joint analysis of situations, managers and employees can better understand production problems and find optimal ways to solve them.

Well-established communication allows:

- reduce the risks of misunderstandings and errors in the decision-making process;
- combine the efforts of all participants in the management process;
- increase the validity and quality of the choice of management alternatives;
- ensure transparency and trust in the organization;
- promote faster implementation of decisions;
- create an atmosphere of openness and responsibility.

Table 1

**Methods of assessing the role of communications
in personnel management**

Quantitative methods	Qualitative methods	Observation and monitoring
<p>1. Surveys and questionnaires – allow you to assess employee satisfaction with communication, understanding of goals and objectives.</p> <p>2. Content analysis of documents – analysis of official letters, reports, orders for completeness, accuracy and clarity.</p> <p>3. Assessment of decision-making time – determination of how quickly decisions are made as a result of effective or ineffective information exchange.</p> <p>4. Index of correspondence of communication to strategic goals – shows how much communication activities are consistent with the strategic plan of the organization.</p>	<p>1. Interviews with employees – a deeper understanding of the emotional background of communication, the causes of communication barriers.</p> <p>2. SWOT analysis of the communication system – identification of strengths and weaknesses, opportunities and threats in communications.</p> <p>3. Expert assessment method – opinions of managers, HR managers, corporate culture specialists on the quality of communications.</p> <p>4. Analysis of cases and incidents – study of specific situations where communication violations occurred or the implementation of decisions was complicated.</p>	<p>1. Observation of employee behavior during meetings, negotiations.</p> <p>2. Analysis of feedback in the process of implementing decisions.</p>

Thus, effective communication is not just a tool, but a strategic management resource that increases the effectiveness of the entire enterprise system.

References:

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