UDC [005.95:316.77](043.2)=111

Valerii H. Oriekhov
Alla A. Slobodianiuk

THE ROLE OF COMMUNICATIONS IN PERSONNEL MANAGEMENT

Vinnytsia National Technical University

Анотація

В статті проведено аналіз особливостей та ролі комунікації в управлінні персоналом на підприємстві. Була надана теоретична обґрунтованість необхідності встановлення та зміцнення комунікації в управлінні персоналом з метою забезпечення ефективної діяльності підприємства.

Ключові слова: комунікація, управління, персонал, компанія, менеджер, інформаційна діяльність.

Abstract

The article analyzes the characteristics and the role of communications in personnel management in the enterprise. Theoretically the necessity of establishing and strengthening communications in management personnel to ensure the efficient operation of the enterprise.

Key words: communication, management, staff, company, manager, information activities.

Fundamentally, communication relies on the exchange of information, serving as a vital resource for organizations to thrive and fortify their strategic positions. Within the framework of division of labor, effective collaboration hinges on the availability of timely information. Managers heavily depend on information to establish objectives, assess situations, identify issues, make decisions, and oversee their implementation, thus fulfilling their managerial functions efficiently.

Information-related tasks encompass a significant portion, ranging from 50% to 90%, of a manager's workload. These tasks encompass activities such as document processing, scheduled and unscheduled meetings, phone conversations, active participation in discussions and meetings, and more. Communication permeates the entire organizational management system.

The objective of communication is to ensure understanding and meaningful interpretation of the transmitted information. However, information can often be distorted during transmission, resulting in misunderstandings and flawed decision-making. Therefore, effective communication strives to convey information as accurately as possible, aligning with its original meaning. Nevertheless, it does not imply that the message's content holds equal importance for all participants involved in the communication process [1].

Communication extends beyond mere transmission; it should be conducted in a manner that motivates the intended recipient to take action based on the transmitted information. This can be achieved when both parties have confidence that decisions and subsequent actions guided by the provided information will improve the situation. Hence, information must possess attributes of reliability, timeliness, comprehensiveness, and understandability. Influenced by the humanistic approach in management theory, it has been acknowledged that the recipient's perception of information is influenced by various factors, including personal characteristics (knowledge level, emotional-psychological state, age) and the communication environment. Consequently, the sender must ensure that the message is received and understood by the recipient precisely as intended, necessitating the presence of feedback where the roles of information sender and receiver interchange throughout the communication process [2].

The communication process begins when the sender decides to convey a fact or idea to the recipient. This information is important to the sender, who believes it can be used to achieve certain goals by discussing it with another interested individual. To ensure timely reception by the recipient and their accurate understanding and perception of the situation, the sender presents the information (idea) in a format that is convenient for comprehension. The communication process is considered complete when the recipient confirms their understanding of the information to the sender. This is accomplished through feedback, which determines the level of comprehension by the recipient [4].

The effectiveness of communication is determined by its ability to influence the recipient's behavior in the desired direction. When making decisions about transmitting information, one should ensure that the conversational partner is receptive to it and gives it preference, regardless of the presence of other sources of information [3].

Organizations can utilize various types of information systems. For example, operational-executive systems are employed to carry out day-to-day operations in a business system, such as sending monthly invoices to clients. This system is particularly useful when an organization needs to process a large volume of homogeneous operations.

Another popular form of information management is the management information system (MIS). MIS gathers data, organizes and systematizes it in a format convenient for managers, and provides them with the necessary information for their work. For a company, MIS can take the form of a computerized accounting system for both orders and inventory. A marketing employee, while speaking with a customer about delivery dates, can use this system to find out when the order will be fulfilled. Similarly, a factory manager can utilize the system to determine the production volume of each product type for the upcoming week or month.

Decision support systems (DSS) are gaining increasing popularity. They can automatically find information relevant to specific managerial tasks. DSS offers greater flexibility compared to traditional MIS. For instance, if a manager needs to assess the potential consequences of a 10% price increase on a specific product, the DSS can provide insights as it already possesses information about price trends, recent price changes, the impact of prices on sales volumes, seasonal fluctuations, inflation levels, and virtually any other relevant data. The DSS calculates projected sales, market share, profits at different price levels, and presents this information to the manager.

Nowadays, conferences can be held where managers remain at their respective workstations (in offices located in different cities) and communicate through television monitors. A manager in New York can compose a letter or memorandum on their personal computer, click a mouse, and send it to hundreds or even thousands of colleagues worldwide. Detailed information can be easily obtained from large electronic databases. Electronic technology has revolutionized the traditional way of organizing work. Telecommuting, also known as working from home, has become increasingly popular. In this case, individuals work from home and periodically transmit the results of their work to the company through computer communication (via a modem). Recent surveys indicate that fifteen million Americans use phones, computers, and couriers to work outside traditional office settings.

Mobile phones and faxes facilitate communication among managers. Many of them now use mobile phones while traveling and even carry them during lunch breaks. Fax machines enable people to send documents with text and graphics and receive feedback [3].

However, along with these communication advancements, researchers are beginning to associate certain psychological issues. In particular, managers who are rarely present in their "physical" offices often fall victim to company politics. They are not physically present in the organization, unaware of what is happening, and unable to defend themselves. They miss out on informal communication channels and a significant portion of unofficial, unconfirmed information and rumors circulating within the organization. Additionally, relying on electronic communication tools instead of personal meetings and conversations complicates the development of a strong culture, the establishment of resilient working relationships, and the creation of an atmosphere of trust and collaboration.

To enhance communication in personnel management, organizations need to: clearly identify the information needs of each department and each workstation; plan organizational events (meetings, conferences), meetings with subordinates, and interactions with leaders of other companies and organizations; establish suggestion boxes; introduce internal newsletters, newspapers, and informational bulletins; utilize the internet and harness the capabilities of telephones, computers, and televisions.

Therefore, the interaction among organizational employees occurs through various forms of communication. Managers' appropriate selection of communication methods based on the situation creates favorable conditions for effective information exchange [5].

REFERENCES

1. Андрушкін Б.М. Основи менеджменту : навч. посібник / Б.М. Андрушків, О.Є. Кузьмін. - Львів: Світ, 2014. – 296 с.

2. Вершигора К.Е. Основы управления / К.Е. Вершигора и др. - Минск: Высшая школа, 2013. – 232с.

3. Виханский О.С. Менеджмент: учебник / О.С. Виханский, Л.И. Наумов. - 3-е изд. - М.: Гордарика, 2015. – 528 с.

4. Дейл Карнегі. Учись виступати публічно і впливати на широке коло людей / Дейл Карнегі – 2014.

5. Томан Іржі. Мистецтво говорити / Томан Іржі. – Київ., 2008.

Орєхов Валерій Григорійович – студент групи МФКД-21б, факультет менеджменту та інформаційної безпеки,Вінницький національний технічний університет, Вінниця, e-mail: hi.valer@gmail.com

Науковий керівник: Слободянюк Алла Анатоліївна – старший викладач кафедри іноземних мов, Вінницький національний технічний університет, м.Вінниця, e-mail: a.allavin@gmail.com

Oriekhov Valerii Hrygoriiovych – student, Faculty of Management and Information Security, Vinnytsia National TechnicalUniversity, Vinnytsia, e-mail: hi.valer@gmail.com

Scientific Supervisor: Slobodianiuk Alla Anatoliivna – Senior Lecturer of the Foreign Languages Department, Vinnytsia National Technical University, Vinnytsia, e-mail: a.allavin@gmail.com