Organisational communications in the enterprise management system

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Abstract. In the context of dynamically developing market relations, a modern industrial enterprise should take into account economic, technical and political factors that affect its activities in close connection with the external environment. The problem of improving the efficiency of resource use by enterprises is inextricably linked to the use of timely, detailed, transparent and reliable information in real time. In this regard, communication of the enterprise becomes one of the most important elements of activity and significantly affects the competitiveness. The article analyses the key tasks of organisational communications. According to the results of the analysis, the main problems of communication in enterprises are identified and recommendations for optimising the management of the system of organisational communications are proposed.

Introduction
Communications in modern conditions of globalisation of the world economy, the formation of post-industrial society are increasingly becoming the object of attention of scientists and specialists in all spheres of management. The reason for this is the generally recognised fact that communication is essential for the success of economic systems. Thus, 73% of American, 63% of English and 85% of Japanese chiefs consider communication to be the main obstacle to the effectiveness of their organisations. According to the survey, about 250 thousand employees from 2000 of various companies regard information exchange as one of the most difficult problems in organisations [1].

The increased role of communication interactions in the functioning and development of modern enterprises brings to the fore the problem of communication management both within the enterprise and between the enterprise and its environment, in order to conduct optimally favorable communication processes for the enterprise. Effective communication in practice is the main prerequisite for the successful achievement of the company's goals.

Communications in the organisational system are considered as a phenomenon and as a process. As a phenomenon, communications reflect the established norms (rules, instructions, regulations), as well as the principles and laws of relations between people in the organisation. As a process, communication is a special form of interaction between staff to exchange information within and outside the organisation, aimed at achieving the goals of the organisation, as well as staff development.

The development of the mechanism of communication system management at the industrial enterprises is a perspective direction of research.

1. Materials and Methods. Model
Subject of research-organisational communications in the production process.
Methods of content analysis of literary data, analytical and logical methods were used for achieving the goal of the study.

When considering the role of communications in the enterprise management system, a structural approach to the description of organisational communications was applied.

The streamlining of functions is done on the basis of a resource approach, which creates a better basis for the management of communications in the organisation.

2. Results and Discussion

Modern enterprises are an open social and economic system, which is in connection with both the system of public administration and other enterprises of this or related industries. And, of course, the most important function of the system is the management, by which we mean "a purposeful constant process of influence of the subject of management on the object of management, aimed at changing the state of the object and/or subjects (including yourself) according to a pre-considered plan" [1].

Each open system (which is the company) is constantly subject to changes in the organisational, managerial and social plan, which is reflected in the style of management, economic behaviour, the system of organisational communication links both external and internal.

Any enterprise is also a communication system built on the interaction between management and employees at different levels, structural units through the transfer of information both within the organisation and outside. Effective communication is the most important condition for achieving existing goals, solving management problems, ensuring the implementation of basic management functions (planning, organisation, management and control). Organisational communications have a great influence on the formation of the organisational culture of the enterprise, its social responsibility to society, staff adaptation [2].

Organisational communication is a process of coordination of the company's activities and formation of staff loyalty to management. We can also say that they are involved in promoting the image of the company, the accumulation of its symbolic capital.

Modern research in the field of organisational communication allows us to identify the following approaches to the definition of "organisational communication":

1) managerial (communication as a management function, as the transfer of orders and explanation of procedures and operations);
2) systematic (communication as a system of interacting elements providing functioning of the organisation);
3) cultural (communication as a way of expressing organisational culture);
3) humanistic (communication as a factor of human development).

Among the groups of tools that contribute to the increase of communicative efficiency, traditionally distinguish are the following: organisational (top management speeches, meetings, general meetings); informational (this includes corporate website, newsletter); analytical (sociological research to learn the views of staff) and communicative (corporate events, trainings). However, this research has shown that in reality the majority of companies (62%) simultaneously use on average no more than two, at least three (20%) tools of each group.

Almost everything that happens in the organisation has a direct or indirect connection with communication processes. They are an important means of ensuring its integrity and efficiency. Among the main forms of organisational communication are the following: external (communication with the external environment), internal (vertical and horizontal, formal and informal), as well as communication networks that cover all forms of communication and are based on information flows circulating in the structure of the enterprise and its management system [3].

At the same time, the researchers believe that only half of the transmitted information reaches the recipient and is clear to him. In other cases, the information is distorted and is not always perceived adequately. Therefore, the correct organisation of the information transfer process is very important, since poorly structured and redundant information generates distrust to its sources, and as a result, to the management system.
Various components can be an obstacle (or barriers) to communication: noise, distorting the process of information transmission, linguistic and semantic errors arising at any stage of information exchange, which cannot be avoided completely. Among the barriers to communication, the most significant ones are individual and organisational barriers. Individual barriers appear as a result of differences in the system of values of employees; discrepancy between the level of education and competence, income level, age and other social and demographic indicators. Organisational communication barriers are associated with a contradictory system of values and mission of the organisation, different needs of structural units, disproportionality of power distribution, etc. [4].

To prevent these organisational barriers to communication, it is necessary to create an atmosphere of trust and openness in the enterprise, special importance should be given to the effectiveness of feedback and the development of corporate culture. Effective use of communications is also associated with such factors as the professionalism of managers, the structure and characteristics of the organisation, the presence of stable interpersonal relations between its members, the culture of subordinates, the position of the organisation in the external environment, the competence of employees.

Our own study of the industry market on the example of enterprises of the Southern Federal District allowed us to identify the main factors of success and problems existing in the communicative sphere of these industries.

These activities are part of the food industry. The food industry is one of the largest and most important sectors of the economy of the Southern Federal District. In 2018, the authors conducted a survey of production managers, press services, departments of communication policy, personnel management, marketing structures and managers, specialists engaged in PR. In total, the study involved 42 people, representatives of 13 medium and 5 large enterprises.

The analysis of communicative activity of such enterprises shows that the communication system at the enterprises studied by us is quite effective. This was noted by 86% of respondents. It should be noted that the enterprises have structural units or specialists responsible for the development of communications and communication policy, as well as actively involved employees responsible for personnel management.

Each company has its own website, the information on which is updated at least twice a week, there is an electronic document management system, active interaction with the regional media is conducted (the example of Krasnodar is especially notable here), the distribution of powers at different levels of management.

At six enterprises there are corporate publications that reflect information about activities, news, achievements of employees, management decisions. The same information can be found on the website. Within companies, information stands, meetings and planning meetings, meetings with staff etc. are held. But paradoxically, the study pointed to the lack of information in the field. This problem is largely due to the fact that employees prefer oral transmission of information, and not always interested in such stands. The main channels of communication, as noted by 76% of respondents, are hierarchical communication on the principle of "management - subordination" and informal communication between employees.

In order to study the opinion of employees on the activities of the organisation, management decisions, regular sociological research is conducted at seven enterprises (questionnaires, interviews of employees, online surveys). All enterprises have a system of "feedback" between management and employees, which is expressed in the fact that any employee can ask questions to management during direct meetings or on the website. Also, the wishes of enterprise managers, communications specialists in terms of improving the existing system are always taken into account.

Specialists of five enterprises noted that previously all requests and wishes are discussed with their chiefs on the basis of which ascending vertical communications are organised. The chief arranges a monthly meeting where for every item of the reports instructions for further work are given, as well as manages and transmits information, received from the external environment. Thus, the company has established a vertical descending communication system.
Horizontal communication in all enterprises mainly occurs informally, directly through communication between employees. Informal communications are distributed to the celebration of birthdays, New Year, celebration of the Eighth of March, etc. Through such communication the chief tries to reduce the amount of rumours, leaks of information [5].

In the field of public relations, first of all, attention is paid to the creation of a certain image, the "image" of the enterprise on local television.

At the enterprises, despite the active construction and development of organisational communications, there are difficulties: late delivery of information to employees and management, which entails inconsistencies in the work, a complex social and psychological climate, difficulties in communication with managers. The next reason for difficulties in organisational communications is the overload of communication channels, which can be a consequence of both elementary failure of technical means of communication and information processing and redundancy of information flows.

To solve these problems, the following measures can be proposed: regular and timely informing employees about the real situation in the organisation at the moment, increasing the degree of involvement of employees in the company's activities, the introduction of the fundamental values of corporate culture; conducting collective and individual conversations with employees, general meetings, professional trainings, etc.

3. Conclusion
The need to manage organisational communications at the strategic level is now recognised by most scientists and practitioners, but the nature and content of strategic decisions regarding organisational communications have some uncertainty.

To solve the identified problems, the following measures can be proposed: regular and timely informing employees about the real situation in the organisation at the moment, increasing the degree of involvement of employees in the activities of the company, the introduction of the fundamental values of corporate culture; conducting collective and individual conversations with employees, general meetings, professional trainings, etc.

Optimisation of the management system of organisational communications will allow to organise the process of communication in a more constructive way, to increase the effectiveness of feedback, to minimise the barriers of communication, to strengthen organisational values, to form, maintain and develop a corporate culture, which will positively affect the effectiveness of the company's management, will allow to form a more positive image of the organisation for different categories of information consumers. Thus, the effectiveness of organisational communications affects the efficiency of the enterprise management system, so management should be interested in the development of communication policy, which affects the quality of management decisions.

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