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I. Hroznyi

MANAGEMENT OF COMMUNICATIONS OF PERSONNEL OF THE INDUSTRIAL ENTERPRISE

The paper shows that the industrial enterprise staff communication management system is based on motivation and improvement of vertical and horizontal communications, control of the purity of channels in the communication processes, which minimizes the risk of communication interference among staff. The implementation of the system ensures the successful activity and stable competitiveness of the enterprise in a changing economic environment.

Keywords: management, communications, personnel, industrial enterprise, system, communication process

Statement of the problem. Staffing of the industrial enterprise should be based on a personnel management system that would add value both enterprise and employee as well. The purity of communication channels in the process of information exchange affects circulation, setting and implementation of industrial enterprise goals. Effective communication management of industrial enterprise personnel ensures successful operation and sustainable competitiveness of the enterprise within changing economic environment, respectively.

Literature review. Organizational communication studies are presented in the works of A.U. Bezchasnyi [9], J.M. Leihifa [7], M.M. Mandyuka [4], L.Yu. Sager [8], K.C. Survtseva [2; 3], A.O. Shpak [1], O.O. Shubin [6] and others.

However, within the frameworks of their researches most scientists do not keep a unique approach to the management of personnel communications of industrial enterprises as a system. As a rule, the studies provide separate results on this issue.

There are several approaches interpreting and defining the concept of «enterprise communication». Analysis of the results of modern research allows us to distinguish the main ones [1, 2]:

- system – communication is considered as a system of interacting elements that ensure the functioning of the enterprise;
- managerial – communication is considered as a function of management, that is, the transmission of orders and clarification of performed procedures and operations;
- cultural – communication is considered as a way of expressing organizational culture;
- humanistic – communication is interpreted as a factor of development of personnel potential of the enterprise.

Regarding the management of personnel communications, G.V. Osovskaya presents a number of significant obstacles in establishing effective communications:

- authoritarian attitude of the administration to the subordinates;
- the inaccuracy or unwillingness of executives to fulfill their responsibilities;
- lack of a healthy atmosphere in the development of business policy and motivation for communication among employees;
- incorrect definition of rights and responsibilities, etc. [10].

According to G.V. Osovskaya. The following main types of communication obstacles are distinguished: messages competition; addressee message perception; language, logic, abstraction; status of the person sending the message; resistance to change [10].

The occurrence of defects in communication channels and the assessment of their stability depends on the type of communications they serve. In this aspect it is proposed to distinguish between internal and external communication channels. In its turn, the internal communication channels can be vertical and horizontal. Vertical channels combine units or individual workers at different levels of the hierarchy, that is, one channel member is subordinate to the other. Horizontal channels connect units or employees of an enterprise that are at the same level of the hierarchy [9].

In general, researchers highlight a large number of problems in the narrowed areas, so L.Yu. Sager considers it advisable to isolate the consequences caused by inefficient communications under the influence of organizational, social-psychological, technological, information, economic groups of communication obstacles and possible options for their occurrence [8].

In our opinion, it is also advisable to prevent or minimize the level of risk of communication interference among industrial enterprise personnel.

Goal and objectives of the study is to develop a communication management system for industrial personnel and minimizing the risk of communication interference among staff.

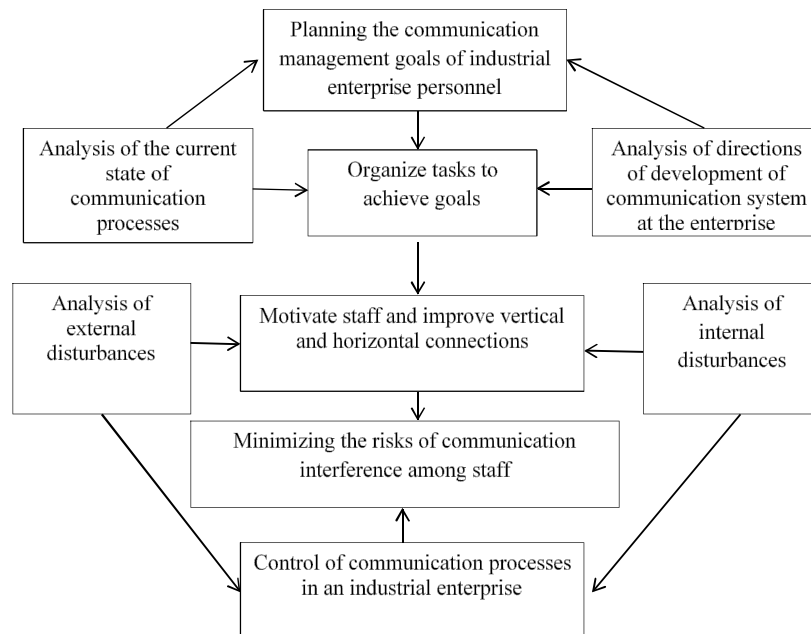
Outline of the main research material. Establishing a communication management system for industrial enterprise personnel requires the enterprise personnel to adapt to the new tasks arising from the improvement of communication channels.

A general diagram of the communication management system of industrial enterprise personnel is shown in Fig. 1.

In the process of work, it is important to maintain interaction with colleagues and clients, while not breaking away from the current tasks, to carry out prompt and effective communication, share information, respond to important information events and notify

staff of all categories. Therefore, the communication management system of industrial enterprise personnel should guarantee:

Figure 1. Industrial enterprise staff communication management system
(developed by author)



- ensuring fast and efficient search and exchange of information in the format of communication network between departments of the enterprise;
- notifying staff of the management system or other users of events, in accordance with their duties;
- quick response to all events using multilateral communications in the format of communication network between departments of the enterprise;
- forming lists, target audience, mass mailing, receiving feedback from e-mail marketing.

Additional advantages of the proposed system of management of communications of the personnel of the industrial enterprise which realization allows:

- significantly reduce the time of execution of many routine tasks;
- to provide fast and effective search of various information: contacts by operations, about employees, events, changes in design documentation;
- respond promptly to events and adjust their impact on plans;
- effectively exchange information regarding production and other activities of the enterprise, using horizontal links, without using the subordinate-manager-supervisor-subordinate scheme.

The crucial problems in the functioning of the communication management system of industrial enterprise personnel arise in the process of interaction among divisions and individual employees. They are caused by poor quality of communication and resistance

of the employees of the industrial enterprise, who for various reasons are not interested in improving the communication channels. Due to information is distorted, as well as delays and sabotage of the tasks related to the implementation of the components of the communication management system of industrial enterprise personnel.

The main subjects of risk management of communication obstacles in the communication management system of industrial enterprise personnel include:

Top management of the company responsible:

- to formulate an action strategy to minimize the «negative» consequences of the risks of communication obstacles, to maximize the positive effect of their early recognition;

- organization of effective risk management of communication barriers, covering the complete cycle from identification to control;

- organization of monitoring of risks of communication obstacles.

Top management of the company has the relevant powers:

- assert levels of responsibility for monitoring and control of risks in the full management cycle;

- identify risk control and monitoring measures and those responsible.

In order to prevent or minimize the level of risk of communication interference in the communication management system of industrial enterprise personnel, it is proposed to introduce an additional position that will be responsible for risk management in their area of activity in the industrial enterprise. And have the following responsibility:

- for timely detection and identification, assessment of risks of communication interference among staff;

- defining goals, risk management programs adequate to the identified risks;

- timely training of personnel and exchange of information related to risks with related units (services, departments, where the identified risk may manifest in a modified form);

- development and implementation of measures for managing the risks of communication obstacles, monitoring their implementation within the established budget;

- fixing and timely transmission of information on risks and measures to interested parties, or in case of significant deviations in risk management processes;

- for monitoring the implementation of plans and measures for managing the risks of communication obstacles, control of the established results and effectiveness of the selected measures.

Conclusions. Thus, industrial communications personnel management systems based on staff motivation and improvement of vertical and horizontal links, monitoring the purity of channels in industrial communications communication processes and minimizes the risk of communication interference among staff. The system ensures the successful operation and stable competitiveness of the enterprise in a changing economic environment.

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