

FORMATION OF THE MECHANISM OF COMMUNICATION MANAGEMENT

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Formation of the Mechanism of Communication Management

The article defines the concept of «mechanism of communication management» and considers the approach to its formation. It is found that its formation is influenced by the type of leader, the corporate culture present in the organization and, therefore, the management style and form of management of the organization and communications. On the basis of the studies, the authors propose a scheme of the sequence of formation of the mechanism of communication management depending on the form of management: centralized or decentralized. The proposed scheme contains stages common to both forms of communication management, such as: defining the mission and strategic and operational goals of the organization, defining the objective of communication management, defining the functions of communication management, determining the composition of the subject of management – the necessary divisions to achieve the goal of communication management, empowering them, establishing a hierarchy between divisions, determining the form of communication management, as well as the stages of forming a communication management mechanism in various forms: in the centralized form – distribution of responsibility for the implementation of functions between divisions, establishing responsibilities and relationships between divisions, stimulating the staff; in the decentralized form – delegation of authority by the subject to the object of communication management, distribution of roles in the team-object of communication management, stimulation of staff, regulation of communication processes. In accordance with the forms of management, methodological support for the formation of the management mechanism is developed. It is proved that the mechanism of communication management in both centralized and decentralized forms differs in the following characteristics: conditions for the development and implementation of a managerial decision, principles of building a communication management mechanism, methods of staff management, indicators of staff stimulation, elements of the communication process, including the content of the message, senders of the message, receivers of the message, communication channels and means of information transmission. The direction of further research will be the formation of a mechanism for managing communications in health care institutions.

Keywords: communication, mechanism of management, centralized and decentralized forms of management.

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Мирута Н. М., Жовнір В. А. Формування механізму управління комунікаціями

У статті визначено поняття «механізм управління комунікаціями» та розглянуто підхід до його формування. Встановлено, що на його формування впливають тип лідера, корпоративна культура, яка є в організації, а отже, стиль управління та форма управління організацією та комунікаціями. На основі цих досліджень запропоновано схему послідовності формування механізму управління комунікаціями залежно від форми управління: централізованої чи децентралізованої. Вона містить етапи загальні для обох форм управління комунікаціями, такі як: визначення місії та стратегічної і операційної мети діяльності організації, визначення мети управління комунікаціями, визначення функцій з управління комунікаціями, визначення складу суб'єкта управління – необхідних підрозділів для досягнення мети управління комунікаціями та надання їм повноважень, встановлення ієрархії між підрозділами, визначення форми управління комунікаціями, а також етапи формування механізму управління комунікаціями при різних формах: при централізованій формі – розподіл відповідальності за реалізацію функцій між підрозділами, встановлення обов'язків та взаємовідносин між підрозділами, стимулювання персоналу; при децентралізованій формі – делегування повноважень суб'єктом об'єкту управління комунікаціями, розподіл ролей в команді-об'єкті управління комунікаціями, стимулювання персоналу, регламентація комунікаційних процесів. Відповідно до форм управління розроблено методичне забезпечення формування механізму управління. Доведено, що механізм управління комунікаціями при централізованій та децентралізованій формах відрізняється за такими характеристиками: умовами для розробки та реалізації управлінського рішення, принципами побудови механізму управління комунікаціями, методами управління персоналом, показниками стимулювання персоналу, елементами процесу комунікації, в т. ч. змістом повідомлення, відправниками повідомлення, адресатами повідомлення, каналами комунікації та засобами передачі інформації. Напрямом подальшого дослідження буде формування механізму управління комунікаціями у закладах охорони здоров'я.

Ключові слова: комунікації, механізм управління, централізована та децентралізована форми управління.

Рис.: 3. **Табл.:** 1. **Бібл.:** 18.

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Introduction. Any organization, phenomenon or process can be represented in the form of a system, as they comprise goals and objectives, perform functions, enclose elements and connections between them. In order for these systems to achieve the established goals, they need controls. This reason applies to both small organizations and large-scale enterprises since, according to Sun Tzu [1], control of a large force is the same principle as the control of a few men. And so it is about the organization of control, a set of procedures, such an order that would organize, create conditions for achieving goals, or, in a nutshell, a management mechanism. On the basis of this backbone, a further mechanism for managing individual subject areas of activity is created. One of such areas is communication management. Communications play a unique role in the construction and functioning of the organization's management mechanism. According to N. Ivashova, «MCM acts as a means, an instrument of the management process, ensuring, first, information interactions in management and satisfaction of information needs, and secondly, it is a process of decision-making and implementation» [2]. We agree with this opinion and bring forward the following arguments. First, «the role of corporate communications is to be responsible for the effective flow of information between the divisions of the organization and employees» [3]. That is, communications as such would connect individual subject areas of the organization's activities into a wholeness. Secondly: communication management is one of the subject areas of the organization's activity.

According to K. Mishra, L. Boynton and A. Mishra, «today's corporate communications have become an important component of organization management» [3]. Increasing the role of communication requires the allocation of a mechanism for its management. The importance and role of communications in the management of organizations was studied by such scholars as: R. S. Kaplan, D. Norton, K. Spaho, H. S. Jung, F.-A. Haase, P. Jackson and others.

Little attention is paid to the theoretical aspects of the formation and functioning of the mechanism of communication management (MCM) in the literature. This issue comes to the fore in research of such scientists as O. Beschastnyi, I. Makovetska, O. Hudz.

I. Makovetska and O. Hudz point out that «MCM in enterprises should ensure the transmission of fast, reliable, prompt, up-to-date information, accumulate data about the enterprise itself and its communication environment, data on resources and communication needs for the development of the enterprise, provide the enterprise with communication advantages, reduce risks in case of incorrect presentation of information and efficiently manage the entire enterprise» [4]. Further tasks of the MCM are suggested by O. Beschastnyi: «formation of criteria for assessing the communication system of enterprises and ensuring its adequacy to complex ex-

ternal and internal conditions of activities; making operational managerial decisions; ensuring the efficient circulation of information within the communication process; implementation of incentives directed towards improving the effectiveness of communications; distribution of responsibilities between the subjects of communication management» [5].

In the opinion of the authors, MCM is the interaction of an aggregate of elements, i. e.: models of movement of information flows of the organization, rules of procedure for the implementation of communication processes, as well as appropriate communication tools, in order to create conditions for the development and implementation of managerial decisions. Accordingly, the objectives of the MCM are:

- defining the conditions for the development and implementation of managerial decisions;
- development of models of the movement of information flows;
- development of methodological rules of procedure for communication management processes, both internal and external.

Under study in the literature is the question of the factors influencing MCM. I. Makovetska asserts that MCM is influenced by the following factors: «social: the image and traditions of the enterprise, the norms of behavior of employees, cultural processes; political: national experience, social policy, national characteristics, the public structure of the State; international: international standards, norms of cooperation, internationalization of enterprise management and economy in the country, foreign experience; informational: development of ICT, informatization in the country, communication flows of the enterprise; organizational and economic: competitiveness and infrastructure of the enterprise, concentration of material and financial resources» [6]. The formation of the MCM itself is an internal issue of each organization. There are no legislative or regulatory acts on the principles, sequence, content of the stages of its formation. Another issue is that when forming its instruments, it is certainly necessary to take into account the relevant provisions of the State Acts. E. g., State social guarantees in the development of regulations on incentives for employees: the level of the minimum wage, the duration of working hours, the duration of tariff leave; restrictions on advertising of certain types of goods in the external communications, etc. As for the influence of international factors, the thoughts are the following. There are also no international standards for building up a mechanism of communication management (if the organization is not a transnational one). However, modern enterprises, both foreign and Ukrainian, profess corporate social responsibility, within the framework of which they build communications with stakeholders. That is, the influence of political and international factors, in our opinion, has an indirect impact. Of the factors suggested by I. Makovetska, in our

opinion, the MCM is influenced by social and informational factors.

Furthermore, communications, and, accordingly, the MCM, are significantly influenced by the type of leader who accumulates his or her own vision of the organization of management in the corporate culture. According to G. R. Detert and E. R. Burris, the behavior of leaders in the organization sets the culture and affects communication. It is often said that culture comes from above, and leaders certainly play an important role in creating a culture that is safe to communicate [7]. Further on, according to K. I. Barnard, «the first function of managers should be to establish and maintain a communication system» [8]. The latter has proposed rules that will help managers create a communication system: defined communication channels; all employees should know about existence of communication channels; everyone should have access to formal communication channels; communication lines should be short and straight and not intersect; persons performing the functions of communication centers must have the necessary competencies; the line of communication should not be interrupted when the organization is running; each message must have a receiving party [8].

The issues of the influence of corporate culture on communications and on the MCM were studied by such scientists as: M. Violanti, S. Gramatnikovski, A. Stoilkovska, G. Serafimovic, B. Mallett-Hamer, K. Mishra, L. Boynton, A. Mishra, Safran and others.

As M. Violanti asserts, «every business has its own culture that allows employees, both new and old, to know how things work here.» Employees do not come to companies with ready-made communication tools, they must see how others do it [9].

According to the opinion of S. Gramatnikovski, A. Stoilkovska and G. Serafimovic, «corporate culture affects the results of the organization's activity. The quality of communication, efficiency and operation ability of employees can increase business efficiency. With the help of the manner of communication and behavior, employees manage to attract the attention of customers» [10]. It is the corporate culture that establishes the management styles from which communication styles are derived. As K. Mishra, L. Boynton and A. Mishra point out, a style aimed at «building trusting relationships with employees through corporate communication can benefit both employees and the organization» [3]. M. R. Prasetya and D. Kartikawangi note that: «there is a positive and significant impact of the company's business (corporate) culture and efficient internal communication on staff involvement. First, the mutual relationship, the company's efforts aimed at transposing the corporate culture into the daily working life of the staff, provide a good and comfortable working atmosphere, which affects involvement. Secondly, internal communication is one of the communications from the company's culture to all employees.

The atmosphere of internal communication affects employee involvement» [11]. N. Hrytsenko believes that «the influence of corporate culture on the process of communication at enterprises is carried out through such aspects as: communication, decision-making, career, socialization of production and labor aspect» [12].

Formulation of the objectives of the article. The article is aimed at developing the theoretical foundations for the formation of MCM.

Description of the methodology. The study was carried out in the following sequence: determination of the factors influencing the MCM, development of the sequence and methodological support for the formation of the MCM management mechanism, implementation of a comparative characterization of the MCM in centralized and decentralized forms of management.

Presentation of the main material and scientific results obtained. Based on the above mentioned studies and the relevant opinions of scientists, we propose a scheme of the influence of the type of leader and corporate culture on the form of the mechanism of communication management and on the distribution of responsibility for the implementation of managerial decisions (Fig. 1).

The main aim of a transactional leader is to take care of the efficiency of organizations. The organization uses the corporate type of corporate culture, which provides for clear hierarchical levels of management, an established organizational structure of management, usually linear-functional, defined and described roles. This type of culture can only correspond to an autocratic management style and a centralized form of communication management. With this form of planning, control, coordination is carried out by the management entity in accordance with the provisions and instructions. The object of management implements the managerial decision also in accordance with the clearly defined relevant provisions and instructions. The responsibility for the results of the implementation of the managerial decision lies entirely with the subject of management.

A transformational leader takes care of establishing interaction between employees, looks for ways to increase their motivation, builds relationships with employees that encourage feedback. The transformational type of leadership corresponds to the entrepreneurial corporate culture and management style of «laissez-faire» according to the principle of non-interference. The form of communication management should be decentralized, which provides for the complete independence of the object of management in defining the objective of the managerial decision, planning and control of its implementation. The subject of management is responsible for the results of the implementation of the managerial decision.

Scientific studies have shown that purely transactional leadership or purely transformational leadership is not common. In modern organizations, the features of both types of leaders are often combined in management. The leader of the organization fuses the characteristics of both types. Corporate culture can be of guerrilla or consulting type. With the guerrilla type of organizational culture, the objective setting, coordination of the activities of divisions, control over the implementation of the managerial decision is carried out by the subject of management. The functions of the object of management are planning and implementation of managerial decisions. A similar type of organizational structure is the consultative type. Still, within the framework of this type of culture, the subject of management determines the objectives, and all other functions are implemented by the object of management.

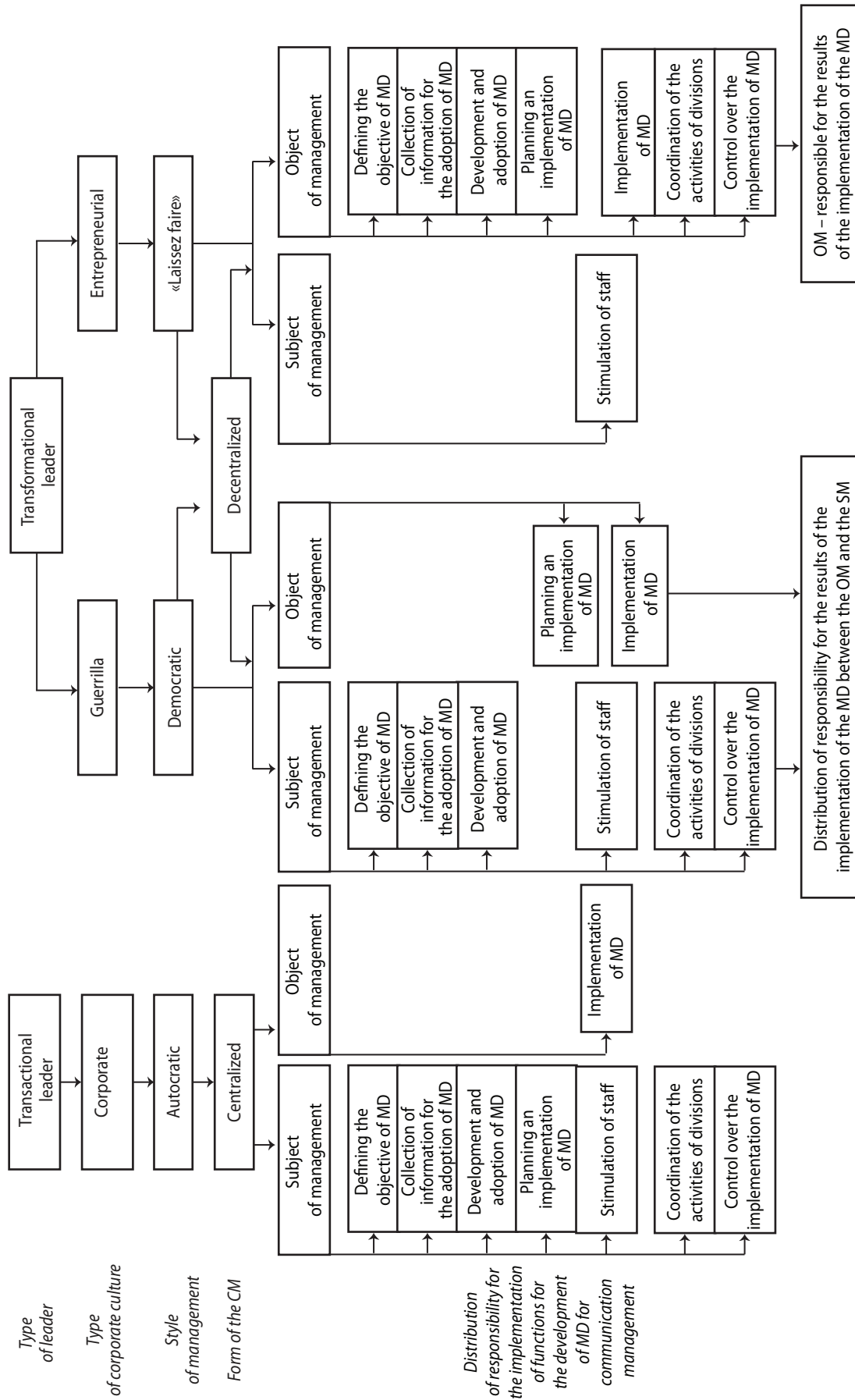


Fig. 1. Scheme of influence of the type of leader and corporate culture on the form of MCM, where MD is managerial decision, SM is subject of management, OM is object of management

Source: composed by the authors on the basis of [13–18]

These types of corporate culture are intended for a democratic management style and a decentralized form of communication management. Responsibility for the results of the implementation of the managerial decision is distributed between the subject and the object of management.

We have proposed a scheme of the sequence of MCM formation, which takes into account the peculiarities of the centralized and decentralized form of communication management (Fig. 2). In our opinion, the MCM should consist of two components: organizational (stages 1-9) and technological (stage 10). The task of the organizational component of the MCM is to set a foundation, a basis, provide a kind of «archi-

ecture» for the unhindered movement of information according to the managerial decision. The task of the technological component is to regulate the processes of communication management in the organization.

As follows from the figure, stages 1-6 coincide for two forms of communication management, beginning from stage 7 the sequence schemes differ. A feature of the construction of MCM in the centralized form is that the subject of management has a stable organizational structure of management, where each employee knows his role and the functions to be performed. In the decentralized form, the subject of management delegates the authority to manage communications to the

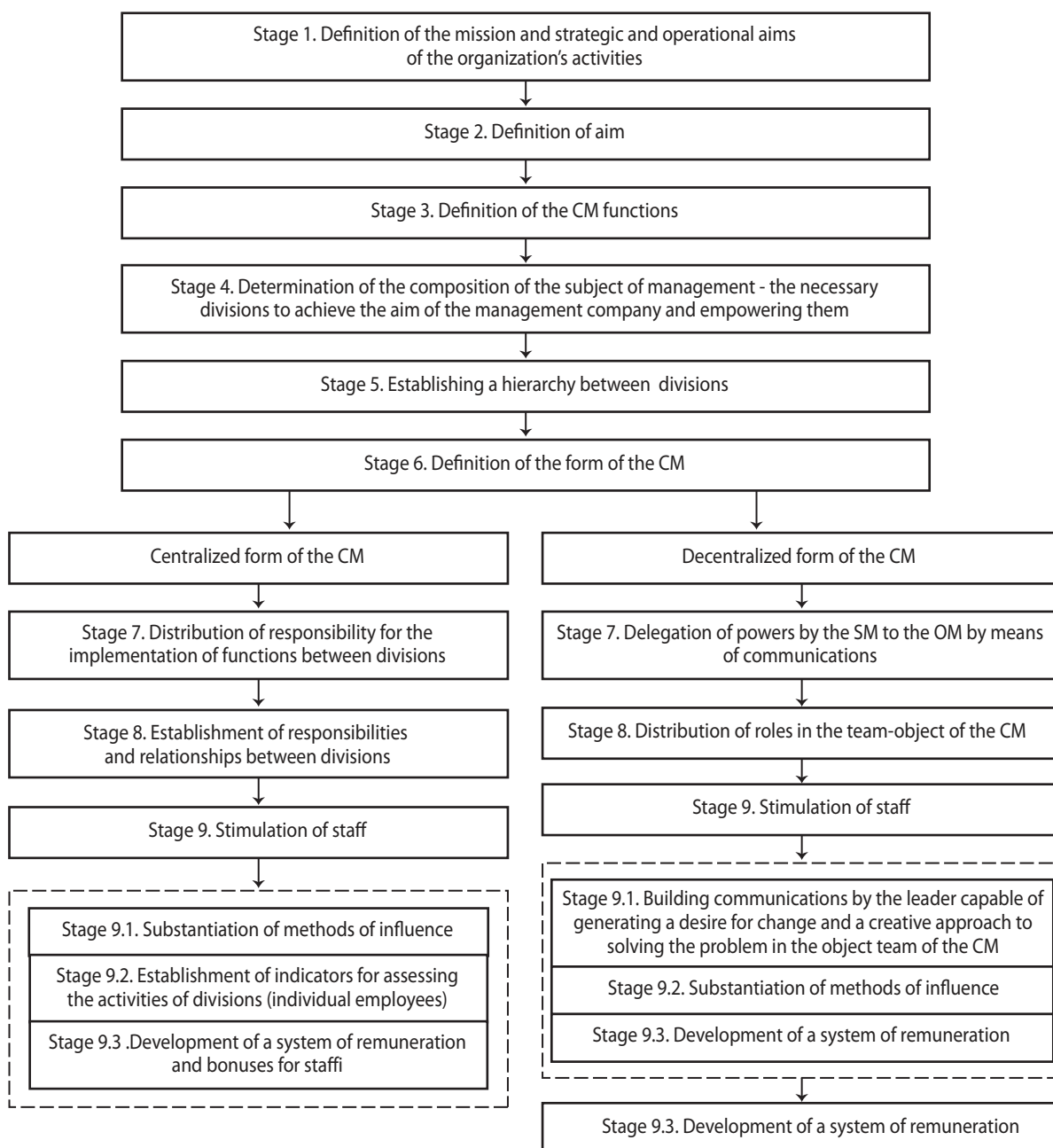


Fig. 2. Scheme of the sequence of formation of MCM

Source: authors' own development

object of management. In this regard, there is a need to distribute roles in the team-object of communication management and assign them to its members. Team members must know and understand the performed roles.

The distribution of roles allocates the part of the task for which the employee should be responsible, which prevents duplication. Then, with a decentralized form, the paradigm of stimulation changes. The leader generates and develops in team

members intellectual abilities, the desire to think creatively and creatively approach the implementation of the task. These very traits of team members also should be stimulated by the leader. He must present the idea to the team in a certain form, explain its essence and objectives so that it dominates their thoughts.

According to the components, the methodological support of the MCM is also proposed to be divided into two groups: organizational and technological (Fig. 3).

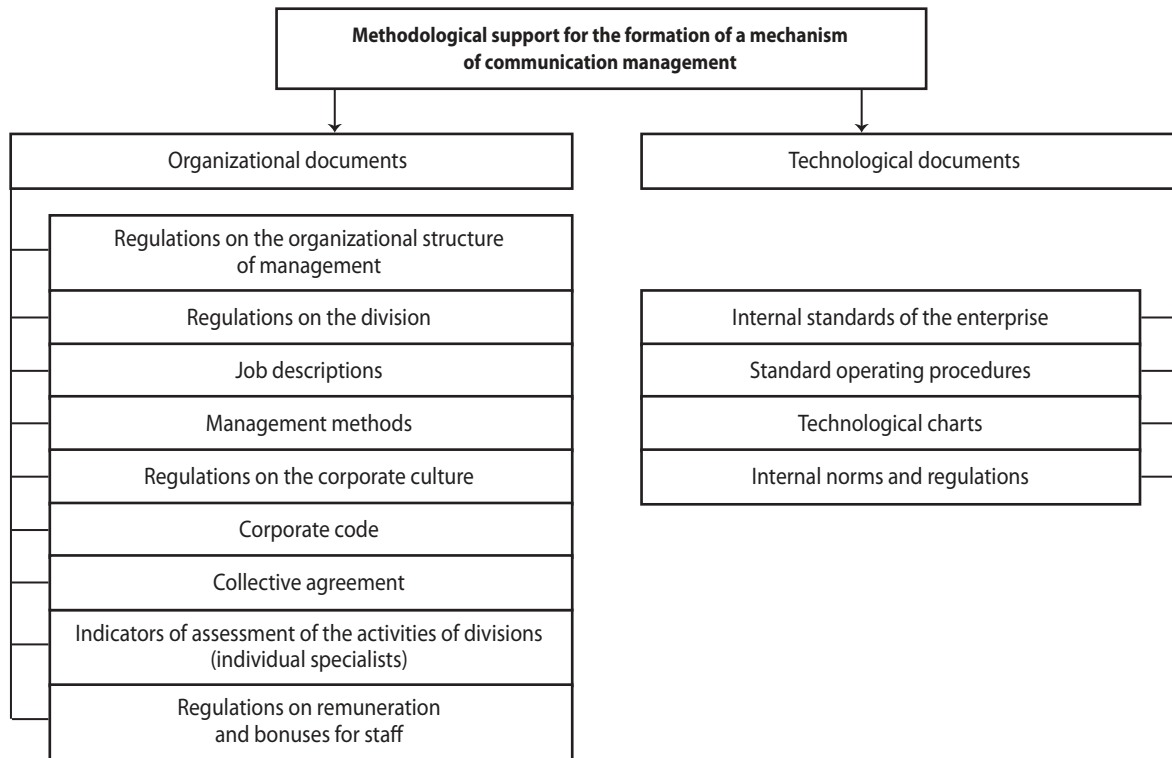


Fig. 3. Structure of methodological support for the formation of MCM

Source: authors' own development

The organizational part refers to what regulates the creation of conditions for the implementation of a managerial decision. Such documents as regulations on divisions and organizational structure of management and job descriptions produce a kind of information structure of the MCM. Precisely this structure provides that information on managerial decisions goes from management to performers and a report on implementation goes in the opposite direction. The regulations on corporate culture and the Corporate Code usually define the form of management. The distribution of responsibility between divisions (employees) for the implementation of certain communication management functions depends on it. The influence of the subject on the object of management is carried out through the chosen management methods. And in order to encourage staff to implement the managerial decision, on the basis of the Collective Agreement, such a document as the regulations on remuneration and bonuses of staff is developed, which contains indicators for assessing the activities of divisions and individual employees.

The technological part refers to what is used to regulate the process of communication management: internal stan-

dards, standard operating procedures, technological charts, norms and regulations for management, etc.

A comparative characterization of MCM under centralized and decentralized forms of communication management is presented in Tab. 1.

In our opinion, the definition of the MCM should be the same for centralized and decentralized forms of communication management. But all other characteristics are different. The condition for the development and implementation of a managerial decision with a centralized form of communication management is the strict fulfillment of functional duties by the divisions participating in the process. This is the basis of centralized management. To ensure this condition, the formation of the MCM should take place according to the following principles:

- purposefulness – the developed mechanism should ensure the achievement of the set objectives: both communication activities and the entire organization;
- unity of command – the leader of the organization is not only vested with authority over the CM, but is also responsible for achieving the set objectives;

A comparative characterization of MCM under centralized and decentralized forms of management

Characteristic	Transactional leader	Transformational leader
	Centralized form of the CM	Decentralized form of the CM
Definition of the MCM	Interaction of a set of elements, namely: models of movement of information flows of the organization, regulations for the implementation of communication processes, plus appropriate communication tools, in order to create conditions for the development and implementation of MD	
Conditions for the development and implementation of MD	Strict performance of functional duties by divisions participating in the process	<ul style="list-style-type: none"> ▪ Innovativeness of ideas and ways of their implementation ▪ Initiative of team members ▪ Development of team members ▪ Friendly atmosphere
Principles of construction of the MCM	<ul style="list-style-type: none"> ▪ Purposefulness ▪ Unity of command ▪ Hierarchy ▪ Distribution of responsibilities ▪ Discipline ▪ Responsibility ▪ Stimulating 	<ul style="list-style-type: none"> ▪ Purposefulness ▪ Agility and adaptability ▪ Continuous development and learning ▪ Trust ▪ Psychological safety ▪ Risk acceptance ▪ Responsibility ▪ Stimulating ▪ Feedback
Staff management methods	<ul style="list-style-type: none"> ▪ Administrative ▪ Economic 	<ul style="list-style-type: none"> ▪ Economic ▪ Psychological
Indicator of stimulation of staff	Results achieved	<ul style="list-style-type: none"> ▪ Level of creativity ▪ Advanced training
Elements of the communication process, incl.		
<ul style="list-style-type: none"> ▪ content of the message ▪ sender of the message ▪ receiver of the message 	Standardized. Usually defined in the internal documents of the organization	Not standardized It is necessary to establish norms and standards of communication for the conditions of a particular organization
<ul style="list-style-type: none"> ▪ communication channel 	Internal information networks, use of paper media	<ul style="list-style-type: none"> ▪ Head-to-head meetings ▪ Brainstorming ▪ Round table ▪ Real-time communication tools
Means of transmitting information	Verbal	<ul style="list-style-type: none"> ▪ Verbal ▪ Non-verbal

Source: composed by the authors on the basis of [14; 15; 16; 17]

- hierarchy – there are several levels of the CM in the organization, which form a kind of structure through which information flows;
- distribution of responsibility – each division that participates in the CM performs its appointed function;
- observance of discipline and order – execution of orders and instructions given by the leader, performance of job duties;
- responsibility – punishment of employees for non-fulfillment of functional duties or tasks assigned to them;
- stimulation – the need to stimulate staff in order to encourage them to efficient work.

Management of communications staff is carried out by administrative methods. In addition to administrative, economic management methods are used. The use of these methods is the basis of the «philosophy» of the transactional leader. Accordingly, the main factors of stimulation are the achievement of set objectives or planned levels of productivity indicators.

Elements of the communication process, such as: message, sender and receiver, are standardized. The regulations on divisions, as a rule, prescribe which division (sender) transmits information (message) to which division (receiver) and in what terms. As a communication channel, e-mail, telephone or the transmission of a message in paper form is used. The means of communication are verbal.

With a decentralized form of communication management, the capabilities of team members are expanded, namely: innovation of ideas and ways of their implementation are welcomed; the initiative of team members is encouraged, their development is supported; the leader creates a friendly atmosphere. All this serves to increase the efficiency of the organization. The implementation of the aforesaid is possible when applying in parallel with some principles of centralized communication management (purposefulness, responsibility and stimulation) new principles, such as: flexibility and adaptability, continuous development and learning, psychological safety, risk acceptance, trust and feedback. Agility and adaptability – the team's ability to quickly adapt to new challenges.

This is facilitated by the principle of continuous development and learning. All this is the key to the survival of the organization in today's changing world. To win the competition, leaders must constantly innovate. And this is what the principle of «psychological safety» provides. I. e., employees understand the risk, but are ready to offer their ideas and implement them. This principle promotes the use of feedback – the exchange of ideas between employees and the leader, which gives him the opportunity to understand the problems in the team both in terms of task performance and the microclimate. Thus, a trusting atmosphere is created.

Staff management is carried out by psychological and economic methods. An economical method of management is intellectual stimulation. The leader, with the help of psychological methods, stimulates employees to think creatively, express their thoughts without fear of criticism, try to solve problems in unconventional ways. After all, they receive a salary. Stimulation indicators are not the results of activity, but indicators that characterize the intensity of the employee's intellectual activity.

Elements of the communication process, namely: message, sender, receiver and channels are not standardized. They must be developed specifically for the organization. As for the channels of message transmission, it should be noted that their list is much wider than in the centralized form. These can be: personal meetings, brainstorming, round table, real-time communication tools.

The means of communication are both verbal and non-verbal. Moreover, non-verbal means acquire significance in a decentralized form. Because personal communication is the basis for building a trusting relationship between the leader and employees.

Conclusions. According to the authors, communication management in a decentralized form is more modern and effective. On the other hand, it is the most risky. Therefore, in areas related to the danger to human life, it is necessary to use a centralized form and an appropriate mechanism for managing communications or a combination of features of a centralized and decentralized form. Such an area is medicine. The direction of further research will be approaches to the formation of a mechanism of communication management in health care institutions.

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