

## THE ROLE OF BUSINESS COMMUNICATION IN THE PROCESS OF COMPANY HUMAN RESOURCES MANAGEMENT

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**Abstract.** *The aim of article is to substantiate the expediency of considering business communication as an integrating component of the personnel management system of a modern organization, the definition of the role and place of business communication in the personnel management system, its optimal means, forms and channels of implementation to enhance the effective use of human resources capacity of the company. The article considers the essence and importance of business communications as one of the components of the management process, the main problems of communications in modern organizations in the implementation of the personnel management process. The analysis of the influence of intracorporate communications on the personnel management system of the company is carried out. It was revealed that intracorporate communications is one of the many important factors that directly affect the productivity and motivation of employees in the company. Formation and improvement of the internal corporate communications system, effective use of internal communications tools in personnel management contribute to building a strong HR brand that ensures the company's stability and success*

**Key-words:** *business communications, communication interaction, communication management, communication strategy, human resources management.*

## РОЛЬ БІЗНЕС-КОМУНІКАЦІЇ В ПРОЦЕСІ УПРАВЛІННЯ ЛЮДСЬКИМИ РЕСУРСАМИ КОМПАНІЇ

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**Анотація.** *Метою статті є обґрунтування доцільності розгляду бізнес-комунікації як інтегруючої складової системи управління персоналом сучасної компанії, визначення ролі та місця бізнес-комунікації у системі управління персоналом, її оптимальних засобів, форм та каналів реалізації з метою підвищення ефективності використання кадрового потенціалу. У статті розглянуто сутність та важливість бізнес-комунікації як однієї зі складових процесу управлінської діяльності, основні проблеми комунікації у сучасних компаніях при реалізації процесу управління персоналом. Проведено аналіз впливу внутрішньо корпоративних комунікацій на систему управління персоналом. Встановлено, що внутрішньо корпоративні комунікації – один з багатьох чинників, які напряму впливають на продуктивність та мотивацію працівників у компанії. Сформовано системне уявлення про організаційні комунікації. Запропоновано механізм управління комунікаціями в організації, який складається з декількох етапів: оцінка організаційних комунікацій, розробка комунікаційної стратегії, реалізація комунікаційної стратегії, оцінка ефективності комунікаційних заходів. Доведено, що задля досягнення високих результатів комерційної діяльності практично будь-якого виду необхідно володіти певним набором уявлень, знань, відомостей щодо принципів ділового спілкування. Встановлено взаємозалежність напрямів діяльності у сфері управління персоналом та цільових орієнтирів застосування комунікаційної взаємодії. Розкрито сутність комунікаційної взаємодії у зовнішньому та внутрішньому середовищі у процесі управління персоналом компанії. Формування та вдосконалення внутрішньо корпоративних комунікацій, ефективне використання інструментів внутрішніх комунікацій в управлінні персоналом сприяє побудові міцного HR-бренду, який забезпечує компанії стабільність та успіх.*

**Ключові слова:** *бізнес-комунікація, комунікаційна взаємодія, комунікаційний менеджмент, комунікаційна стратегія, управління людськими ресурсами.*

**JEL Classification:** M120, M540.

**The problem formulation.** Modern management theories consider communication as the most important condition for the emergence and existence of organizations. It is the quality of management of internal and external processes of information and communication exchange that determines the effectiveness of management decisions and the organization results. The need to form new and rethink existing approaches to the organization of personnel management process, determines the importance and priority of communication interaction in the process of creating an effectively functioning mechanism of personnel management of the organization. According to the survey conducted by the American company “Edelman”, after COVID-19 the demand for the development of organizational communications has significantly increased, the main place among which is played by communication between managers of companies and personnel [2]. The problem of communication interaction of various elements in the personnel management system of the organization in modern economic conditions is relevant, because the identification and analysis of direct and feedback communication of personnel in the process of management activities is an important part of the organizations management. This substantiates the importance of scientific research devoted to the theoretical substantiation of methodical approaches, development of scientific and practical recommendations on the system application of communication interaction and its significance for the organization of personnel management.

**The analysis of recent research and publications, the unresolved parts of the overall problem.** Theoretical and methodical aspects of communication processes in the management system of the organization are considered by such authors as Aggerholm H., Christensen L., Falkheimer J., Rosengren K., Walden J. and others. Approaches to personnel management and motivation in a direct formulation are considered in the works of Batalden P., Fearn-Banks K., Knebel S., Schmeltz L., Theofilou A., Vansteenkiste M. and others. However, their studies do not propose to consider communication as part of a balanced system of personnel management. In turn, Belbin R., Dozier D., Heide M., Lapinski M., Thomson K., Vásquez C., Zeffass A. and a number of other authors performed a set of developments focused on communication management in organizations, adaptation of tools of communication management to modern management practice. In general, the analysis of the literature shows that communication is the object of study of most management scientists, but at the same time there is no unified approach in defining the essence and place of communication in personnel management.

**The research’s aim.** The aim of the research is to substantiate the expediency of considering business communication as an integrating component of the personnel management system of a modern organization, the definition of the role and place of business communication in the personnel management system, its optimal means, forms and channels of implementation to enhance the effective use of human resources capacity of the company.

**Presentation of the main research material.** The information and communication revolution has led to a change in most HR management tools and has intensified cognitive processes (informatization of management activities; growing importance of IT technologies, providing processing of the vast amount of information needed for decision-making in HR management; formation of a new system of communication and development of new technologies of information exchange in organizations; increasing attention to training and development of employees).

Expanding areas of human resources specialist and increasing attention to the development of “smart” management systems cause the need to expand the competencies of the HR manager. Many companies are changing requirements for the “input” knowledge, skills and abilities of future employees. According to HR specialists, today it is much more important to be sure not whether employees have the necessary skills, but how quickly they adapt to new situations, whether they have decision-making skills in a situation of uncertainty, what tools they use for information processing and analysis, whether they are system thinkers, whether they are focused on continuous learning and development. In the management literature these skills and abilities of employees were called potential and began to be assessed by employers together with the performance of employees [8].

A number of researchers offer the following vision of the portrait of an effective HR manager [5, 11]: it is innovative, adaptive, responsible and friendly specialist who inspires by his own example and energizes – team leader; creates a trusting atmosphere, positive and friendly attitude in the team; provides opportunities for independent work for team members and at the same time

accepts their possible mistakes; knows each of the team members personally, adapts their roles and functions individually depending on the sources of motivation of each; communicates a clear vision and sense of purpose to his team, its role in the overall company strategy and the role of each employee; clearly sets goals and objectives for each team member.

With this in mind, we suggest the rules of conduct for the “new” HR specialist: delegation of those functions to his subordinates that can be performed by them independently; transparency in communication with his team and sharing any important information; trust in each team member; clear and understandable formulation of tasks for employees; regular restatement and feed-back in communication with employees; regular team meetings to maintain its cohesion; if possible, personal meetings with each team member; detachment and self-reflection on the type of own management, its results, effectiveness and usefulness; development of a collective project in which all team members could participate; refusal (if possible) to provide ready-made solutions to employees, leading them to find their own solutions through questions.

The specifics of managerial activity are related to the need for constant coordination of the efforts of the company’s subdivisions and its individual members to achieve common goals. This coordination is carried out in various forms, but first of all – through a variety of contacts of company members, i.e. in the process of communication.

The concept of communication emerged and became widespread in the middle of the XX century. Its introduction into science belongs to the researchers of cybernetics and information theory C. Shannon and W. Wiener [12]. Their innovative ideas about the translation and exchange of information led to the emergence of communication theory and its widespread dissemination beyond the exact sciences.

Communication in a broad sense is understood as both the system in which the interaction is carried out, the process of interaction, and ways of communication that allow the creation, transmission and reception of a variety of information.

Communications in organizations are information interactions that employees enter and maintain in the performance of their functional duties or job functions. All the variety of information and communication interactions of the organization can be divided into two types – communication within the organization and communication of the organization with its external environment.

Communications in the organization due to the presence of a certain set of properties can be considered as a holistic system. For example, A. Hall, an American researcher of system processes, defines a system as “a set of objects taken together with relationships between objects and between their attributes, in which objects are components or parts of the system, attributes are the properties of objects, and the relationship “ties the system together” [4, p. 98]. Such a set of objects in structural interaction, and represent organizational communications.

The analysis of the literature on the research subject allowed to propose the authors’ approach to the analysis of organizational communications, which involves their consideration not at the level of a specific communication act (microlevel), but at the level of the organization as a whole (macrolevel). The model of organizational communications as a complex object of consideration is presented in Fig. 1.

Key elements in the management of organizational communications are: channels of organizational communications, communication networks, means of organizational communications, regulation of organizational communications, communication culture, forms of communication activity [6, 13].

Communication is an instrument of managerial influence, as well as a way of shaping not only the activities, but also the corporate culture, values and strategies of the organization. That is why communications require the development of a management toolkit.

Under the management of communications is understood the provision of managerial impacts aimed at achieving effective communication both within the organization and between the organization and its external environment through the development and implementation of a communication strategy.

Fig. 2 shows an improved communications management mechanism, which is a set of organizational and economic forms, structures, methods and management tools that allow to make informed decisions and perform the necessary impacts at all stages of communications management in order to achieve their effectiveness. The main stages of communication management in the framework of this mechanism are: assessment and identification of information and communication needs; development of communication strategy; implementation of communication strategy; evaluation of the effectiveness of communication activities.

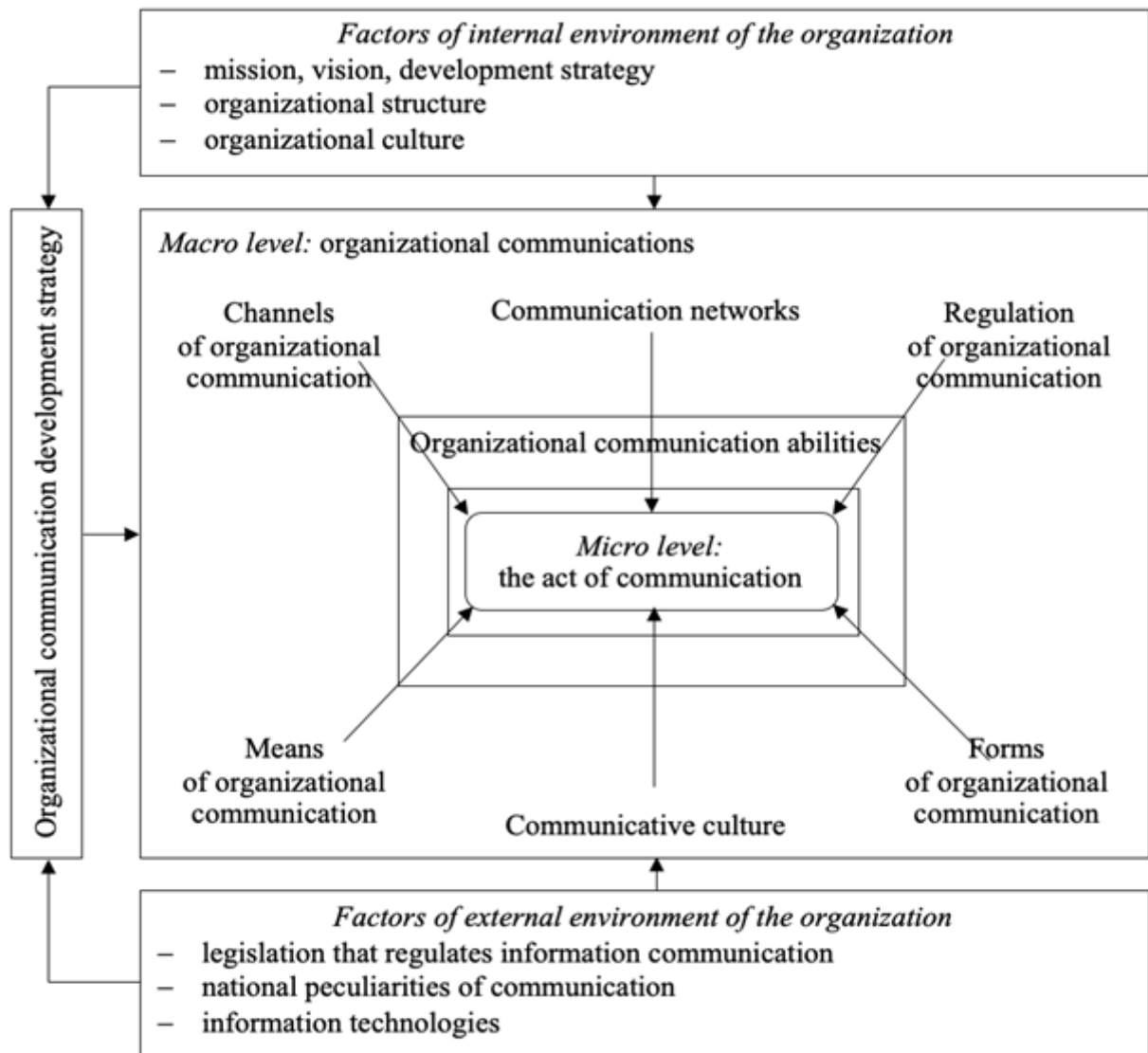


Fig. 1. A systematic representation of organizational communications

Source: compiled by the author according to [6, 13]

As can be seen from Fig. 2, communication management is carried out continuously: after determining the effectiveness of communication activities the evaluation stage is repeated and adjustments are made to the communication strategy. At each stage of management a set of different methods and tools is implemented, allowing to analyze and evaluate the various components of the communication processes of the organization. The resources involved in the communication management process include personnel, technical and organizational resources. At each stage of management there are private organizational and economic mechanisms.

Communications provide an opportunity to systematize management processes and coordinate them with the external environment and internal resources of the organization [9]. In determining the relationship between personnel management and communication interaction, it is important to determine how the directions of activities in the field of personnel management are interrelated with the objectives of communication interaction, as well as with what efficiency is carried out in the organization.



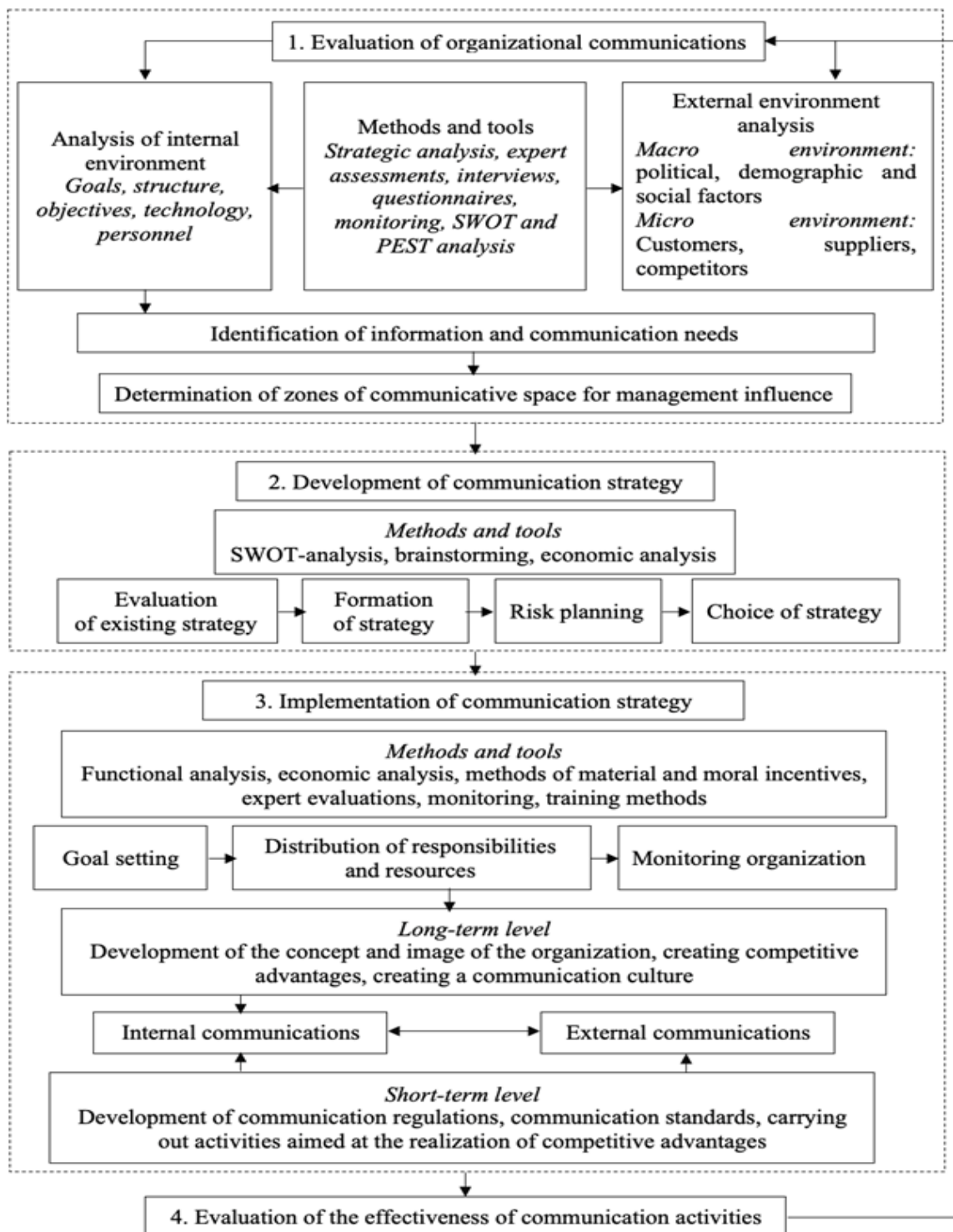


Fig. 2. Mechanism of communication management in the organization

Source: compiled by the author according to [1, 3, 7, 14]

Communication interaction in the process of personnel management is a source of economic development of the external environment and the internal segment of economic growth in the organization. In this regard, the analysis of the mechanism of development of communication in the context of the stage of management decision-making in personnel management is required (Table 1).

Table 1  
Interrelation of communication development factors and stages of managerial decision-making in the process of personnel management

Stages of making a management decision in personnel management	Content of the stage	Factors of communication development	Communication interaction
	Determination of personnel management objectives	Extent of mutual influence in personnel management Formation of stable interaction with the object of management Properties of stable relations with external environment Analysis of others' opinions	
	Analysis of the management situation	Qualitative and quantitative characteristics of transmitted information Necessity of technological means of management	
	Problem definition	Complexity of the transmitted information for a clear formulation of the problem Dissemination of information flows about the problem posed among the company's personnel	
	Determination of a management decision	Degree of consistency in the personnel management process Awareness of customer requirements Creation of sustainable level of interaction with the object of management	
	Execution of the management decision	Delivery of solution to performers Degree of sustainable communication interaction Rationality of the communication interaction	

Source: compiled by the author according to [3, 10]

Direct communication flows translate management decisions into the managed system. The feedback streams translate the response to the incoming management decisions under the conditions of emerging disturbances of communication perception. This results in the creation of a new managerial decision. All of the above definitions represent a closed cycle of management, which in turn allows us to eliminate uncertainty and reduce management risks.

In terms of communication interaction personnel management is a combination and totality of different elements connected with each other by means of vector and authority, which allows to present the content of communication both in terms of direct and reverse interaction in the implementation of personnel management (Fig. 3).

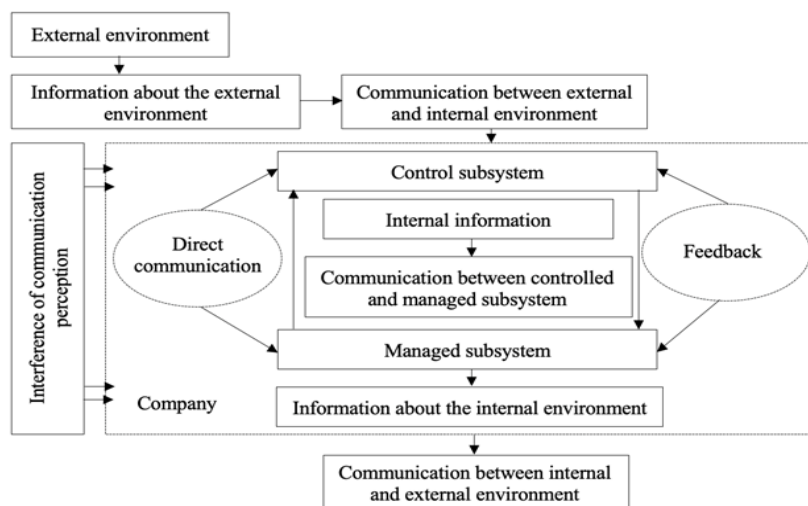


Fig. 3. The content of communication interaction in the external and internal environment in the process of managing the company's personnel

Source: compiled by the author according to [5, 7]

Analyzing the goals of the application of communication, we can identify the basic ideology of

communication interaction: its essence is to ensure the effective perception of the information that is the subject in personnel management. In general terms, the role of communication interaction in personnel management can be defined as an activity of professional orientation, aimed at obtaining effective management both within the organization and between the organization and its external environment on the basis of the formation of stable direct and backward connections.

**Conclusions.** Thus, modern companies operate in a dynamically changing environment, which dictates the need to constantly adapt to new market conditions. Based on this, the development of communication systems, as well as the separation from the management functions of a separate direction – the management of organizational communications – is of particular importance. Modern communications have an organizational nature, because communication practices are implemented in organizations. They are integrated into the structural and functional components of organizational life and provide organizational integrity. There is an importance of building and using both external and internal communications. External communications play a significant role in the activities of the company due to the saturation of markets, a large variety of customer needs, active competition, the development of means of collecting, storing, processing and transmitting information. Internal communication processes act as a link between the head and subordinates within a particular object of management and between individual links in the organizational structure of company management. Communication management in the field of personnel management is understood as a set of constant purposeful managerial influences on internal and external processes of communication exchange, ensuring satisfaction of personnel needs and realization of long-term interests of company development.

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Стаття надійшла до редакції 20.12.2022

Прийнята до публікації 25.12.2022