



METHODS OF IMPROVING THE ECONOMY, TOURISM AND MANAGEMENT

Collective monograph

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3.2 Ways and tools of implementing social communications in Ukraine during the war

Recently, a renaissance of human communication has been observed in society, during which interpersonal relations are formed, regardless of their scale, for the functioning of small and large social groups and groups, for organizations of a diverse nature, for personal relationships.

Communication is a sphere of human activity that we cannot avoid or ignore. Regardless of the level of communicative awareness, a person's social functioning requires him to start a conversation, exchange information, ask questions, etc. In other words, a person cannot avoid communicating a priori.

What is the communication process? In the dictionary definition, communication is understood as the provision of information, transmission of information and notification, and communication - as maintaining contact, communication, sharing data by certain social groups, collectives and target audiences.

It is generally accepted that communication is the transfer of information (message) from the sender to the recipient, which is carried out using various communication codes in certain situations.

Etymologically, the term "communication" comes from the Latin verb *communico* (*communicare*), which means: to make, connect, send a message to someone, and the noun *communio*, which means: a sense of connection, unity.

Communication is carried out between cultures, individuals, organizations, states, groups, etc. Communication between people takes place in the form of communication thanks to integral messages that reflect knowledge, thoughts, ideas, values, and emotional state. Organizational communication standards are formed as a result of various forms and types of interaction of leaders, managers and employees of all levels. Ideally, organizational communication facilitates information sharing, event planning, project coordination, and social interaction.

An illiterately constructed communication system and low-quality functioning of communication systems lead to confusion, reduced motivation and loss of

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productivity. Leaders must create a clear system or even a plan of communication and information channels to keep employees informed and in touch with each other, which is very important in wartime.

As Law and Business notes, "...in the new conditions of martial law, enterprises, among other things, should take care of the correct information filling of internal communication channels. This will significantly improve work efficiency [74].

Analyzing the research of scientists and various approaches to defining the concept of communication, it should be noted that communication is a means of connecting any objects of the material and spiritual world; the process of communication, namely the transfer of information from one person to another; transmission and exchange of information in society for the purposes of interaction.

According to S.G. Denisyuk, communication should be considered as a type of interaction between people, which involves information exchange, but it should also be distinguished from dialogue, since the target cause is the merging of people participating in it [75].

I.H. Shavkun notes that the effective management of business communication requires the development of communication management, which acts as a management system that, through integrated communication with target audiences, contributes to achieving maximum efficiency in all directions of the organization's development in conditions of a changing external environment [76].

As noted by D.V. Kislov, communication is a process of exchange of thoughts, ideas, and facts aimed at mutual understanding between communication participants; the effectiveness of communication is determined by the presence of feedback from the target audience, to whom a message of a certain format was directed through the chosen communication channel [77].

D. Harmon considers communication as organizational communication, which refers to the interaction between a person and a group, especially in the workplace. This field evaluates internal and external communication, and even the communication style within a company or non-profit group [78].

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M. Ruda, N. Lev consider communication from the point of view of mutual exchange of ideas, which begins with the recipient of information [79].

E. Jones, V. Watson, J. Gardner define communication in the organization as a means by which the individual activity of the members of the organization is coordinated and allows the achievement of organizational goals [80].

H.G. Pocheptsov, for the most part, considers communication in the sphere of social processes, in his opinion, communication is the process of recoding verbal into non-verbal and non-verbal into verbal spheres [81].

Communication means: the process of transmitting information, which includes the communicator, channels, encoding, decoding, content (object); efficiency, control, situation, intention, recipient (recipient); the act of communication for people through the transmission of symbols, the purpose of which is mutual understanding; exchange of information of any kind between different communication systems [82].

Specialists sometimes refer to the seven principles of communication (Fig. 1).

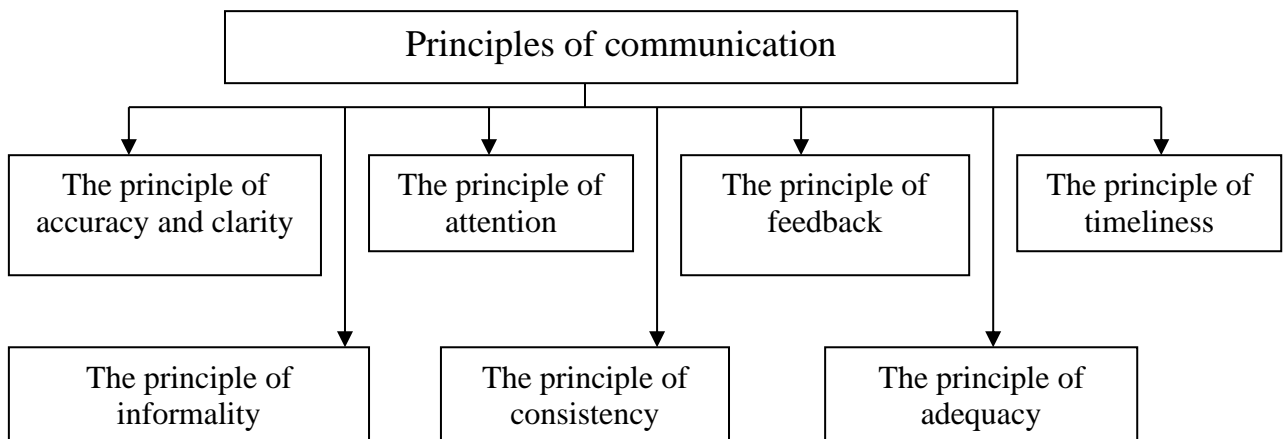


Figure 1. Principles of communication (communication) [83]

The principle of accuracy and clarity indicates that the message transmitted must be clearly formulated so that the recipient understands the sender. It should be taken into account that words do not speak by themselves, but the one who speaks gives them meaning.

The principle of attention takes into account the fact that the recipient carefully receives the message, clearly understands what it is about and must act in accordance with the received message. The head of the enterprise should take into account the fact

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that each employee (receiver of the message) differs from one another: attention and emotions (personal factor of a person), behavior, etc.

The principle of feedback takes into account effective communication. For managers, the fact of receiving feedback is important, which indicates that the recipient understood the message in the sense in which the manager conveyed it.

The principle of informality indicates that the leader can get the desired response to the message sooner in an informal communication with the subordinate spontaneously. Sometimes informal communication is more effective than formal communication, which contributes to the success of the enterprise.

The principle of consistency indicates that communication should always correspond to the goals, plans and policies of the enterprise, that is, the order of activities is a manifestation of effective communication.

The principle of timeliness emphasizes that all communications within the enterprise must take place at the appropriate time for the implementation of the tasks.

The principle of adequacy indicates that the sender's message must be clear and understandable in order to receive and make the correct management decision for successful operations.

In the book "Language of Intonation, Mimics, Gestures", V. Birkenbiel, a German management trainer and author of popular science books, formulated the principle of any communication, which indicates that when the recipient misinterprets the sender's message, it is always to blame the sender, and responsibility for accurate communication rests with the sender. Also, the book, which has survived ten editions in Germany and has been translated into several European languages, teaches the mysterious language of the human body [84].

In our opinion, communication is the main prerequisite for the formation, functioning and development of all social systems, because it provides communication between people, allows to accumulate and transfer social experience.

Communication became an independent object of social sciences in connection with the development of technical means of information transmission, especially radio in the twenties of the last century. The use of these means led to a decrease in the

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interaction of the communicating parties. The development of the theory of communication was facilitated by the development of cybernetics, informatics, the complication of mathematical and engineering sciences, which under the term "communication" mean technical channels, means of communication and electronic systems.

According to K.Yu. Bogomaz, there are four types of communication, that is, mediated and expedient interaction of subjects: material (transportation, energy, population migration, epidemics); genetic (biological, species); mental (internally personal, self-communication); social (public) [86].

Social communication occupies a special place in the life of modern society and every person. Almost all spheres of our life and activity are directly or indirectly connected with it. Social communication makes communication between generations possible, ensures the accumulation and transmission of social experience, culture, etc. With the help of social communication, as organizational communication, management is carried out, which is a manifestation of the action of the social mechanism. Social communication greatly affects human behavior and activity and forms the communicative levels of society in the form of various forms of communicative interaction.

Social communication is the process of transmission, processing and perception (in general, purposeful exchange) between social subjects of integral symbolic messages, which reflect socially significant information, knowledge, ideas, emotions, etc. for them, conditioned by a number of socially significant assessments, specific situations, communicative spheres and norms of communication accepted in this society [85].

According to V. Rizun, social communications is a system of social interaction, which includes defined ways, methods, means, principles of establishing and maintaining contacts based on professional and technological activities aimed at the development, implementation, organization, improvement, and modernization of relations in society, which are formed between different social institutions [80].

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The concept of "social communication" covers three aspects: social, linguistic and communicative. The first approach is focused on the study of communication tools for the sake of their application (realization of social functions of communication); the second - related to problems of interpersonal communication, during which subjects exchange information, that is, communicate; the third approach is related to the problems of the influence of mass communication in the development of social relations.

It is worth paying attention to social communication, which differs from other processes. First, it is the presence of two subjects, which can be two people, a group of people or society in general. Secondly, the presence of the transmitted object, which can have a material form (for example, a gift, book, language) or have a psycho-emotional nature (for example, the communicator can instill sympathy, trust, antipathy in the recipient). Thirdly, social communication is characterized by expediency, when the result of the interaction of subjects is the exchange of not only material objects, but also the transmission and understanding of information transmitted through symbols, signs, and texts.

Social dialogue in society is implemented at different levels: at the micro level – individual communication, at the macro level – communicative interaction of social groups, public organizations, political movements and parties, at the mega level – social dialogue, in general as a form of dynamic stabilization of the social system. It is also possible to single out the meta-megalevel – this is a social dialogue between social systems, a dialogue of cultures, civilizations.

Social communication is the movement of meanings in social space and time, which is possible only between subjects included in the social sphere. Social communication as a category is defined by the fact that it:

- characterizes the most important way of realizing social ties between people;
- fixes the conditions and the universal socio-psychological mechanism of interaction of social subjects, the degree of effectiveness of which manifests itself at all levels of the socio-cultural organization of society;

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- means a special type of motivated and purposeful activity aimed at exchanging ideas, knowledge and experience, ideas and emotions, normative and value models of activity and behavior that permeate all aspects of people's way of life [86, p. 8].

We emphasize that the communication process is quite complex and multifaceted. Knowledge of all types of communications is important for managers and leaders of the enterprise to improve the effective exchange of information in the management of the enterprise and the organization of its activities [87].

The structure of social communication is considered in different concepts. For example, according to H. Laswell, five mandatory structural components are defined:

- "Who?" – communicator (one who creates and transmits a message);
- "What?" – message (language, text, content analysis);
- "As?" – channel, method of message transmission (analysis of means and channels);
- "To whom?" – audience, (audience analysis);
- "Why?" – effectiveness of the message (analysis of results) [88].

The social communication model was created on the basis of the communication model in the field of information and communication technologies. According to Washington University researchers, the social communication model was so useful that social psychologists "adopted it" as a starting model. The essence of the model is that the activity of its structural elements is carried out linearly in this order (Fig. 2).

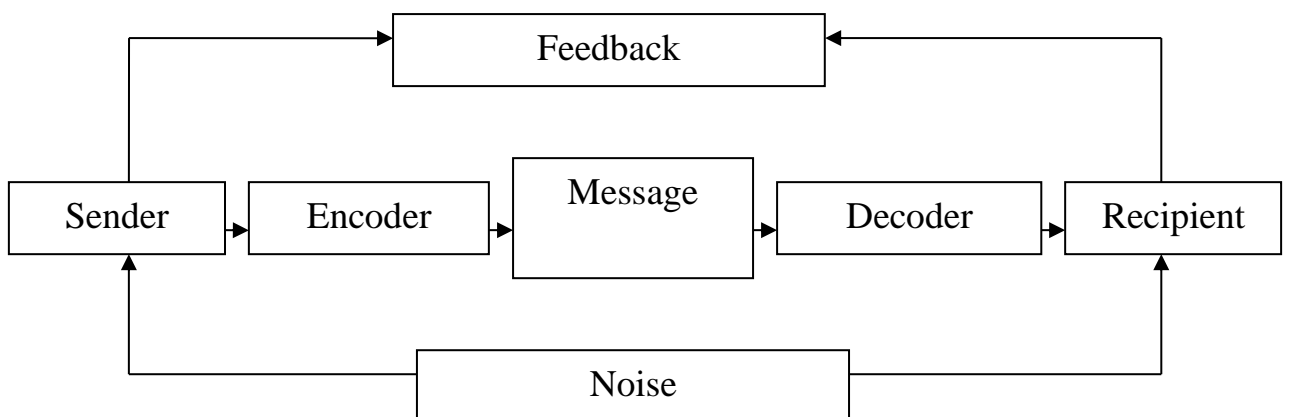


Figure 2. Basic model of social communication [89]

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Communication is one of the main system-forming features of the information society, which generates great interest in the study of this phenomenon by various sciences. Much attention is paid to the analysis of different types of communication, their definition for modern man and society, and it is an important task that becomes a manifestation of interdependence and mutually exclusive moments of certain types and forms of communication.

As noted by O.M. Kholod [90] in the world there are several directions (approaches to) the study of social communications, namely:

- social engineering approach (social engineering): social communications are analyzed as tools (means) of social engineering;

- Catholic approach: social communications are analyzed as "communication in society", which "includes, in addition to only technical means, other forms of human communication, expressed differently in different societies and cultures";

- a meta-theoretical approach: social communications are analyzed as "an interdisciplinary generalizing theory that is formed on the basis (later - the "purpose") of various sciences that study one or another facet (aspects, problems) of social communications";

- semio-socio-psychological (lingu-socio-psychological) approach: social communication is considered as "the exchange of acts of generation and interpretation of texts, that is, as a text activity during which it is determined whether people are able or not to understand each other";

- socio-communication (mass communication approach): social communication is analyzed as the sociology of communication and is the basis for the analysis of social communications.

- psychological (psychological-pedagogical) approach: social communication is an interdisciplinary field "which uses the achievements of many sciences at the same time." The role of social communication in social activity can be studied from two positions: from the point of view of the subject - "in the categories of hermeneutics covering his motives, beliefs, competences, interpretations, etc." and from the point of view of the place (function) of the subject "in social structures";

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- social-competent (autistic) approach: social communication is a grouping and categorization of previously known concepts of social interaction, social and communication skills, language and speech skills, etc. The behavior of social reciprocity (social interaction, social skills) and the behavior of language provision determine the ability to communicate in a social environment. That is why communication is called social [90].

Social communication is better identified by understanding social reciprocity and information sharing:

- social-information communication approach: "social communications are a means of social information" and "ensure the functioning of a person as a component of a social organism." The material basis of social communications is proposed to be considered "man-made material carriers of information and means of managing available information resources." Gradually, information acquires an independent character in the system of social communications and fulfills the role of social and informational communications.

- theoretical-communication approach: social communications are analyzed as a component of communication theory. Society is a communication unity, which is based on cultural genesis and civilizational development of mankind and communication activity of a person in society [90, p.90].

The goal of social communications is what is "realized through the functional-role behavior of the subject who transmits the social action." Social communication is "a purposeful exchange of information; positioning in the environments of human life, organization of the space of goals - the communication space of the universe";

- inmutational approach: social communications are analyzed within the framework of the metamodel of manipulation of society and manipulation of society, which occur in three entities (mutations, abmutations and inmutations) from the episteme positions of two types: object-social evaluation and subject-individual evaluation [90, pp. 90-91].

In our opinion, "social communication" is a mediated and appropriate interaction of two subjects. Communication in today's world increasingly permeates all areas of

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human existence. With appropriate social communication, the process participants pursue three goals: cognitive, that is, spreading or acquiring new knowledge; persuasive, that is, stimulating others to any actions; expressive, that is, the expression or receiving of emotions. To successfully achieve goals, the communication message must be based on knowledge, skill, and motivation. In the process of social communication, the emotions of the participants are also important, since the communicator seeks empathy, receiving sympathy, and the recipient seeks mental comfort.

A. Schopenhauer drew attention to the importance of non-verbal communication signals, and in his work [91] he emphasized that a person's face expresses more interesting things than his mouth: the mouth expresses only the opinion of a person, the face - the opinion of nature.

Internal communications can help employees understand corporate culture and goals. Each employee should have access to information about the work of not only his department, but also other structural units. This is especially important in a crisis period, when each employee is required not only to fulfill the tasks received from the management, but also to work independently, taking into account the current situation in the company's activities. The system of internal communications combines all elements of the enterprise, helps them work harmoniously as a single mechanism.

Interpersonal communication, which consists mainly of verbal communication and business correspondence between two or more people, plays an important role, in particular, in the implementation of functions in business. They are based on various emotional states of interacting people and their psychological characteristics. In contrast to business relations, which can be both officially established and unestablished. Interpersonal relations between members of the organization are divided into formal and informal. Formal are those relationships that are determined by the relevant instructions and job duties of each member of the organization, that is, by formal settings. Psychological closeness (sympathy, respect, friendship) strengthens the official group, helps to solve the tasks. Formal groups have a legal status and are created by management to consolidate the division of labor and improve its

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organization. Informal are human relations between members of the organization determined by the real position of each team member. Informal groups arise taking into account the single focus of psychological motivation, sympathy, closeness of views. Such a group is not provided for either by the staff schedule or by any instruction. For this, various interaction systems and rules for organizing communications within the enterprise have been created. The rules of communication in business communication are shown in (Fig. 3). First of all, it is the dissemination of information (communication) between employees, management, partners and customers.

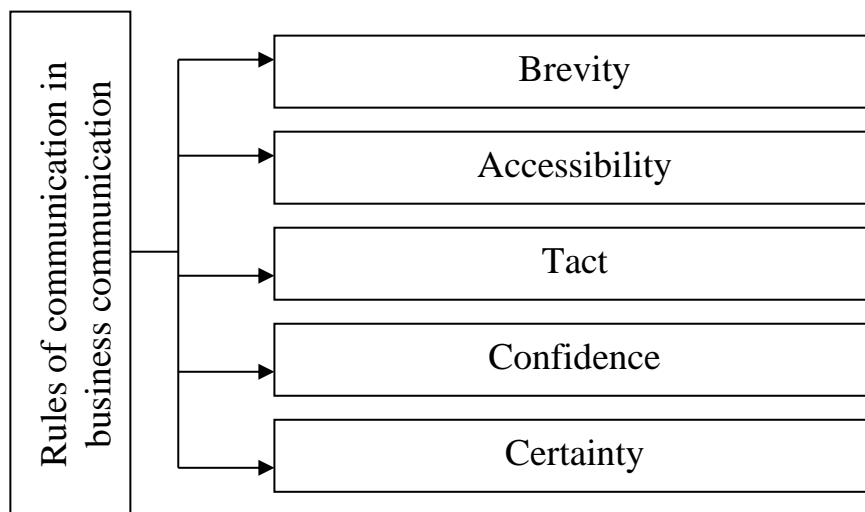


Figure 3. Rules of communication in business communication

Effective communications - exchange of information, based on which the manager gets the opportunity to make effective decisions and communicates the decisions made to the employees.

Communication is the main obstacle on the way to achieving the organization's goals. The main reason for the low effectiveness of communications in organizations lies in forgetting the fact that communication is an exchange. In the course of the exchange, both parties play an active role: it is not enough just to transmit information - it is necessary for the other party to accept it.

The main goal of the communication process is to ensure the understanding of the information being transmitted.

There are eight main categories of the communication process:

- the sender is a person (or group) who wishes to provide information;

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- message – information, content and idea that the sender wants to convey;
- channel – the way in which information is transmitted: orally, in writing, non-verbally, by telephone, via the Internet, etc.;
- a code is a system of symbols and symbols by which the content of a message is conveyed. Words spoken out loud, written text, gestures, facial expressions, conditional signals, etc. can act as a code;
- context – external environment, environment, situation, filled with individually noticeable meanings and associations;
- the recipient is a person (or group) to whom the sender wants to convey his message;
- noises (obstacles) – everything that distorts the content of the message;
- feedback – the recipient's reaction (feedback) to the received message.

Due to the imperfection of the code, differences in the interpretation of the context and the influence of noise, at each stage of the communication process, the meaning of the received message may differ significantly from the original one formulated by the sender.

Interpersonal and organizational communications are distinguished. If the problems of interpersonal communication lie in the individual characteristics of people and the context of message transmission, then the main focus of organizational communications becomes the creation of an effective system of message transmission.

The main barriers to interpersonal communication:

- perception barriers – the ambiguity of the interpretation of the content of the message, which depends on differences in individual contexts. Most often, this manifests itself in the form of conflicts between areas of competence and obstacles caused by people's attitudes;
- semantic barriers – ambiguity in the interpretation of the semantic nuances of words, paralinguistic (intonation, tone, speed) and non-verbal factors of speech (gestures, facial expressions, posture, gaze);
- feedback barriers - ineffective feedback that does not provide the sender with sufficient information about the correct perception of his message;

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- inability to listen - people are more often oriented towards the expression of their own inner world than the perception and analysis of external information.

Ways to improve the effectiveness of organizational communications:

- create feedback systems;
- regulate information flows;
- perform management actions that facilitate vertical and horizontal information exchange;
- deploy proposals collection systems;
- use intra-organizational information systems: corporate printed publications, wall newspapers, stands, intranet, etc.;
- apply the achievements of modern information technologies.

Effective communications are an important part of successful communication, information transfer, and business management. In order to establish business relations, it is necessary to follow certain rules of communication.

In business communication, brevity is what is needed for quick management decisions and achieving results. A feature of effective business communication is that it uses concise and simple language that is able to convey the main idea of the message without losing the content.

In business communication, sometimes there is only one opportunity to convey your opinion or point of view. If the information is vague and unclear, it may not be possible to correct it before it creates a problem. When conveying important information, it is necessary to be sure that, depending on whether it is written or spoken, the words are written or pronounced correctly, have the correct meaning and are understood by the interlocutor.

When communicating with business partners or clients, it is always important to provide the interlocutor with the necessary answers to questions and clarifications. When the conversation is over, you should give the other person a chance to ask a clarifying question before moving on to the next topic.

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A confident manner of speech can help increase the credibility of the information being conveyed. It is necessary to present information in a clear and commanding tone that shows knowledge and significance of the topic being discussed.

However, information transfer alone is not enough for the efficient operation of the enterprise. The main purpose of communications is the speed and quality of understanding the transmitted information. Otherwise, various problems may arise, both at the managerial and organizational levels. Undoubtedly, almost everyone faced a situation when the necessary information arrived too late, or was interpreted incorrectly, which led to the emergence of new problems and losses for the business.

You should always check the information in question. A message can be important, but if it is accompanied by incorrect information, then its importance is lost.

Conflicts are an important accompanying element of communication. Conflicts are one of the negative consequences of improper communication. Employees can use communication tools to disagree and argue with each other or with management. The conflict creates a tense situation among the employees and can stop the activity in the enterprise, disrupt meetings and disrupt the process of performing operational tasks. The source of conflicts is most often the feelings that employees have, that is, their needs are not met, there is no clear management system and transparent communication system, no opportunity to express a personal opinion and be heard, lack of an individual approach. Therefore, the management of the enterprise must use the communication system to manage and prevent conflicts in order to mitigate the consequences of disagreements between employees.

When hiring, one of the first qualities managers look for in new employees is excellent communication skills.

Useful communication skills for building positive interpersonal relationships include: active listening; understanding non-verbal signals (for example, facial expressions); maintaining eye contact; to be persistent without entering into a confrontation; remember the individual space of people; use of positive body language; understanding of different cultures and backgrounds; working with different points of

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view; possession of skills and knowledge related to the topic of your communication [92].

Experienced managers recognize that a highly qualified individual may not be a good fit for a position if he lacks the communication skills necessary to adequately realize his potential in the workplace. To improve the communication system in the production process when communicating, managers need to build on strengths while identifying and eliminating weaknesses.

The ability to communicate effectively, whether written or spoken, is a very important skill for managers at all levels of management. And in its absence, problems may arise (Fig. 4).

Given the incorrect or unprofessional manner in which a manager may communicate, and despite the fact that the standards of written communication within organizations have softened to some extent with the advent of e-mail, a message full of spelling and grammatical errors can create the impression, that the person is careless and does not respect the reader, which may even cause doubts about the professionalism or competence of such an employee.

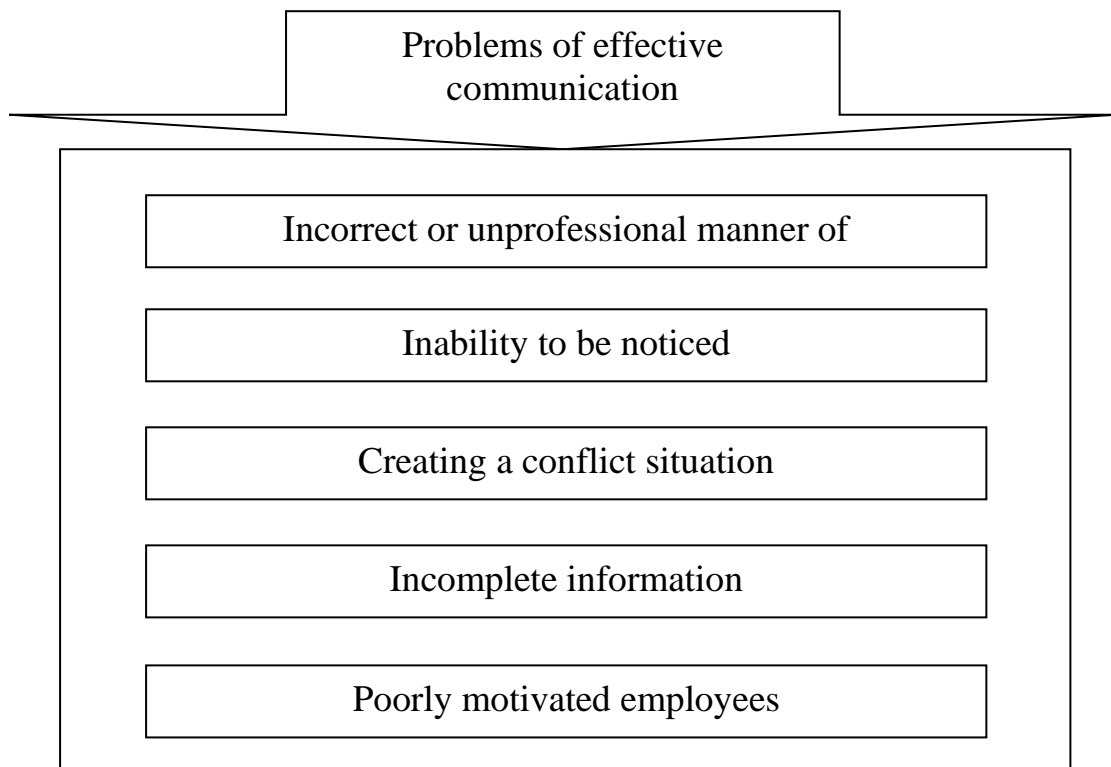


Figure 4. Problems of effective communication

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Excessively shy people cannot talk about themselves or their achievements in meetings and other situations next to those who are more confident. Managers may not learn about the work they have done, unlike more persistent and self-confident colleagues. If the manager does not learn about the contribution to the work of the organization that the employee made, then, most likely, such a person will not have the opportunity to advance up the career ladder.

In many ways, successful social and workplace communication involves not only what you say, but also how you say it. If a person often reveals such aspects of his character as rudeness, harshness, coldness and alienation, then this begins to strongly affect his communication with other employees and their attitude towards him. Verbal communication is the main tool for creating an atmosphere and minimizing disagreements within the enterprise.

The words you or your employees use are very important. Poor word-of-mouth communication can harm your business and leave customers or stakeholders dissatisfied or confused [92].

When completing assigned tasks and solving emerging problems, the greater advantage of doing everything on time arises when each member of the team receives complete and verified social information necessary to complete the task. The business stands to gain when top managers have the information they need to make informed decisions. Employees who have good communication skills understand best that information is of the most important, crucial importance. They know how to filter information and not burden colleagues with data that is not essential.

A manager's lack of good communication skills can have detrimental effects on employee morale. A person may think that he is specially kept in the dark about affairs, isolated from the processes taking place inside the enterprise. Especially the issues that directly affect his interests. Employees value good relations from management. This creates a healthy production environment. When employees are satisfied with their work, they are able to perform their duties effectively with a positive attitude. Failure to communicate effectively in the workplace leads to frustration and frustration among employees. However, managers can avoid such problems by maintaining open

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channels of communication used by social groups (departments, structural units) to regulate their activities through communication with formal and informal signs.

In summary, effective verbal and non-verbal communication skills are incredibly valuable in the workplace. Some businesses spend a lot of money to train their employees to communicate effectively. Excellent communication skills go beyond conversations, and employees need to know how to communicate through written reports and messages. Understanding all the potential benefits of effective collaboration helps the company focus on developing a team of employees who are able to communicate within the company, with customers, suppliers and international business partners.

Business is becoming more global every year, companies are getting bigger and the need for effective communication systems is constantly increasing to meet the growing global demand for goods and services. Business leaders and employees must know how to effectively communicate with partners from international companies. Differences in cultures require managers to understand specific terms that are often used in different countries and that may be considered offensive. Management that trains its employees in new verbal and non-verbal communication skills can more easily integrate into global markets than those that do not. Effective communication is the most important factor for enterprises seeking to expand their boundaries by entering foreign markets.

Effective communication in the workplace helps employees and senior managers (leaders) form high-performing teams. Employees can trust each other and management in general. Effective communication reduces unnecessary competition within departments and structural units and helps employees work harmoniously. The result of the work of such a team is high productivity, conscientiousness and responsibility. Employees know their responsibilities in the team and what they are valued for. Managers have the opportunity to correct the mistakes of employees without creating a hostile environment in the team. A manager who openly communicates with his subordinates can contribute to strengthening positive relations in the field of the enterprise.

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Taking into account the stated facts, it is necessary to separately emphasize that in every enterprise work should be carried out to provide employees with effective means of communication and periodically check their quality. This is especially important for large enterprises with a complex and multi-level management system, as well as for enterprises whose divisions and branch networks are geographically distant from each other. For example, when the branch of the company is in another part of the city or another country, many verbal orders of the management from the head office may take too long to reach it, as a result, employees are assumed to be wrong and not to blame for this, but it is almost impossible to prove it.

In order to build an effective communication system at the enterprise, it is necessary to consider the existing ways of implementing organizational communications. They can be divided into two types: traditional and electronic. Traditional communications include: staff meetings, presentations, bulletin boards, and mail. In terms of the development of information technologies, electronic communications are of greatest interest.

As a result of innovative technologies, electronic means of communication appeared at people's disposal. They helped to change the usual system of interaction in organizations, created many new opportunities, and in some places even changed the management structure of the enterprise. Thanks to electronic communication systems, it has become easier to decentralize management, to implement it in a new way.

The legislation of Ukraine regulates information relations and electronic communications, so the Law of Ukraine "On Information" regulates the principles of information relations, regarding the creation, collection, receipt, storage, use, distribution, protection, protection of information [93].

The Law of Ukraine "On Electronic Communications" defines the legal and organizational foundations of state policy in the fields of electronic communications and the radio frequency spectrum, as well as the rights, duties and responsibilities of individuals and legal entities participating in the relevant activities or using electronic communication services [94].

The Law of Ukraine "On Information Protection in Information and

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Communication Systems" regulates relations in the field of information protection in information, electronic communication and information and communication systems [95].

Thanks to the Internet, the number of users has increased, it has become possible to organize communication between people in real time over long distances with the possibility of instant information exchange. All this helps to save time and company resources.

Now, when most of the everyday and theoretical communication has moved to the information space, the processes of formation of new forms of communication are taking place, the effect of feeling the presence of another person is disappearing. Communication on the Internet becomes anonymous, local, and this creates a number of problems on the way to a constructive dialogue. We communicate with a virtual interlocutor and are often deprived of the opportunity to make sure that he exists at all. In this sense, there is alienation of communication, loss of reciprocity of language, and its chances to become a dialogue.

According to digital research [96] in Ukraine, 71.8% of the population are Internet users, of which 64.6% are active users of social networks. Social media has become a mandatory part of corporate communications. In addition to the website, many companies are represented on one of the many platforms, have their own channels and communicate with their community on a daily basis. The advantages of social media are obvious: you can distribute news and messages on your own quickly and easily, achieve a large reach without much effort, and have a direct connection with your online audience. All these factors make social media an effective communication tool – even in times of global crisis [97].

The crisis situation caused by the COVID-19 pandemic, which complicated communication processes, became an unexpected test of effective communication for company managers.

The consequences of the COVID-19 epidemic and quarantine restrictions for Ukrainian enterprises prompted managers to introduce measures for the safe work of their employees by transferring them to remote work mode. The main task during the

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pandemic is to ensure the interaction of managers and departments with each other in order to fulfill the assigned tasks with an established electronic document flow. At the same time, communication channels were determined by managers to resolve production issues and necessary communication.

At the moment, almost any enterprise has its own website, intranet, its own corporate mail for interaction both inside the enterprise and outside of it. The role of the company's internal portal is that employees quickly receive information. There is an opportunity to respond in a timely manner to the changes taking place in the market, to monitor its trends, and to control the quality of the received information. As a result, the company can prevent actions that are dangerous for business and reputation.

Also, thanks to the corporate site, interaction in enterprises that have branches is greatly simplified. The same can be said about large enterprises and organizations, which may not be divided territorially, but have a huge number of departments and structural divisions that are part of them.

Corporate mail is one of the most common tools for informing employees about all events and news in the organization. For this, almost every employee has such a program installed on their work computer as, for example, MS Outlook and the business-level e-mail service Exchange online. Over time, there are more and more such programs, both foreign and domestic production.

Despite the many obvious advantages of such a system, it has certain disadvantages. For example, if an employee receives a large number of letters (messages) with completely or partially the same content, he may start ignoring them, or the system will automatically send such letters to spam. In addition, there may be excessive enthusiasm of employees for correspondence.

Another disadvantage of the implementation of such systems is the mandatory availability of a suitable specialist from the IT department who is able to eliminate the shortcomings. Otherwise, a technical failure or a program error can lead to the blocking of work as an individual employee and the entire enterprise.

The advantage of using electronic communications is the possibility of resolving internal conflicts, as well as identifying employee preferences. In particular, the

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management can periodically conduct a survey (for example, a survey with the choice of a place for holding a corporate party) of employees and, based on the results, make an appropriate decision. Also, the message can be placed either on the internal website or distributed by corporate mail. The goal is to show employees that their opinion matters in the company and that they have been heard by management.

At the same time, such a wide distribution of electronic means of communication opens up opportunities for people who have problems with live communication. Electronic means give them a chance to express their opinion on such issues, which they would not dare to say in live communication. However, it is necessary to understand that electronic correspondence does not always guarantee confidentiality.

When communicating, electronic means of communication are not the only means of information exchange. The reason for this is what was mentioned earlier: behind a large flow of messages, something more important can get lost. In approximately 20% of cases, electronic messages are duplicated in meetings or over the phone. For example, when considering the communication system at Ukrainian enterprises, it can be seen that in most cases, management and employees cannot fully trust an electronic message, but prefer to clarify it in person.

According to the research "Impact of martial law on public participation in Ukraine", which was carried out within the framework of the Council of Europe Project "Strengthening public participation in the democratic decision-making process in Ukraine", it is stated that communication through social networks or chats should also leave an opportunity for feedback yakuza It is recommended to strengthen information and cooperation with civil society institutions [98].

However, wrongly constructed communication in social networks can itself become a trigger and driver of a crisis. Especially sharply with the beginning of the war in Ukraine, it became clear that social media play an ambivalent role in crisis communication: on the one hand, they open up great communicative opportunities, on the other hand, they hide acute risks and dangers that can create crisis situations. In most cases, a minor miscommunication is enough to cause a full-blown crisis. However, if media channels of communication are used correctly, they can become a

valuable tool for its leveling. Those businesses that are quick to adapt social media content, choose the right tone and take community concerns seriously can easily reassure users and support their information space. During a global crisis, it is better for companies to have a formed and agreed position to prevent escalated situations, which usually cause outrage in the social network [97]. This will lead to improper construction of communication, which will primarily affect the activity of the entire enterprise.

Communications from the company are of strategic importance and aim to achieve business goals. This issue becomes especially relevant during periods of crisis. The full-scale war in Ukraine became one of them.

In addition, communications from the business side have a significant impact on reputation. The results of the annual reputation study Global RepTrak Reputation Score 2022 indicate that the importance of reputational capital for the year reached 74.2% [99].

This is due to how companies have overcome the consequences of COVID-2019. Then it was a challenge for many leading companies in the world, now Ukraine is testing a new level of complexity - war.

For many managers and business owners, the first steps during the war in the country became a time of challenges. Someone first got involved in helping to evacuate the team to safe places, someone helped the family. Some people needed time to come to their senses. Experience has shown that communication initiatives, even in times of war, are useful. This should not be feared, because in this way there is an opportunity to raise the fighting spirit of Ukrainians and show an example to other companies and people how to continue social communication in a difficult time for Ukraine. What should be done when a crisis situation has occurred?

The following arguments can be used to help leadership make decisions about wartime communications:

- it is worth communicating openly about the company's position, attitude to the war and support for Ukraine. Strategically, this will have an impact on the perception of potential candidates.

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- communication with trusted mass media and prompt preparation of comments are important steps during a crisis situation. This point is important for companies that care about their reputation. For example, they provided information on army support, command assistance, and changes that occurred as a result of the start of a full-scale war.

Trust for a communications specialist from the company's management is crucial. This is how the attitude towards the team, the level of trust and value of you as a professional is manifested. If there is no specialist of this profile, it is necessary to conduct communication on behalf of SEO - content promotion in such a way that it inspires trust in search engines or the company's top management [100].

We are not sure that if a war happens in, say, Germany or the countries of the Baltic region, their residents and leaders will act in the same way as the Ukrainians. And that is why Ukraine has already taught a valuable lesson to the whole world, and our politicians, military and communications experts will be in great demand abroad, because during a war, proper communications play one of the decisive roles in uniting the nation [115].

As the portal of the "VARTO" communication agency emphasizes, the main task of communication during the war in the country was: "Not to be silent, to support, to inspire - not to disappear from the information field" [101].

Today, electronic communication wins over traditional means of communication by reducing time and overcoming distance as a barrier for internal corporate communication, which speeds up the production process of the enterprise.

Also, mobile programs - messengers - are being used more and more recently. They are mainly used to create group chats of individual departments or structural divisions of the enterprise and other social groups for instant information transmission speed. A positive thing for the company and society is that a person can read this information at any time, not only at the workplace, since he almost always has a mobile phone with him. And due to the ease of use, this type of communication is available to people of a fairly wide range of age groups. This type of communication is mostly not always regulated and may not be official, but it is quite effective. They can be used to

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conduct surveys, provide information on events, meetings, etc. And since this area is developing very actively, the management needs to monitor the main trends and start using them in a timely manner in the activities of the enterprise and society as a whole for better communication.

You can keep in touch with employees on a daily basis and understand everyone's current situation with the Microsoft Teams tool. The business messenger has many functions with which the team can [102]:

- hold online meetings with colleagues or partners from other organizations;
- show the screen to meeting participants, working together on a project or making a presentation;
- use the tool as a messenger, create corporate groups or project team chats for quick messaging;
- have shared access to work documents, the ability to edit in real time in Word, PowerPoint or Excel applications;
- have access to the work calendar directly in Teams and instantly organize meetings;
- manage team and individual tasks, prioritize tasks with internal Planner and Microsoft To Do tools.

The indisputable advantages of messengers over other means of electronic communication are:

1. Knowing the phone number of the person with whom communication is taking place. A person usually has no more than two phone numbers and it is more long-term, unlike an e-mail address, which is easy to change or forget the password.

2. Instant messages on the user's device, meaning the confidence that the message will be read quickly is much higher. This is especially important for making operational management decisions.

3. Confidentiality – in comparison with communication in other systems, privacy of personal matters is ensured in messengers.

4. In messengers, it is possible to quickly send not only text, but also images, videos, and location. In addition, there is an opportunity to make a call, if necessary,

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absolutely free of charge, regardless of the region where the participants of the communication are located.

5. The possibility of communication in real time and with a delay, that is, if the message in the messenger was sent outside working hours, then you can respond both immediately and later. This is considered more or less acceptable.

This method of communication greatly simplifies the process of transferring information, but at the same time, it can lead to the discussion of non-working and destructive topics. Therefore, the main thing to remember when using messengers in communication with colleagues or clients is that, first of all, it is necessary to follow the rules of business etiquette and not to allow informal communication. Secondly, observe literacy and punctuation in messages, check them before sending for typographical errors. Electronic communication greatly simplifies the style of writing, but at the same time mistakes can be perceived as a sign of carelessness or even ignorance of the interlocutor. As in all methods of communication, messages should be as comprehensive as possible, literate, easy to read and not contain extraneous information.

A significant disadvantage of such communications is that they cannot always be used by a large team at once, only by groups of 20-30 employees. Otherwise, confusion may arise from the excess of information in a short period of time.

Returning to the issue of the importance of the quality of information transmitted, it is worth talking about the effectiveness of communications. Communication is effective if the message that the sender conveys to another person is interpreted as the sender intended. Factors contributing to the effectiveness of communication include flow and channel. A stream refers to the sender of a message. Some sources emphasize the importance of feedback in the communication process. Feedback can help to avoid becoming a victim of misunderstanding, that is, in any matter it is important to make sure that the information is received and understood, so it is necessary to always make sure how the person, employee or client understood the information received. There is also the issue of communication culture, which is that important questions should always be clarified, and the received request should also be

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answered. For example, if a person was sent information by e-mail and he did not respond to it in any way, then it can be assumed that the message did not reach, or the person did not notice it among other emails, or he forgot to respond to it. But in fact, he might not have considered the fact that it was necessary to answer. Such a situation is unacceptable. One of the most important elements of communication is the fact that the recipient must respond to the incoming letter (even in a short form).

In summary, we can emphasize that electronic communications have firmly entered the business sphere. In the 21st century, they are becoming the dominant way of communication, rapidly developing, improving and improving. In some ways, they become simpler and more convenient for users, in some ways more complicated. In the aggregate of the selected advantages and disadvantages of electronic communication, it can be said that there is more positive influence. Many opportunities open up for people, employees and the enterprise as a whole. Especially in terms of saving resources and time. But, despite this, traditional methods of communication, in particular, personal communication, should not be neglected.

"Survey on the impact of war on approaches to human capital management" [103], by the Deloitte agency in Ukraine and the American Chamber of Commerce in Ukraine conducted a study - the intensity/frequency of communications within companies during the war, which significantly showed changes from the pre-war period:

- horizontal communication (between employees/departments) has become less intensive and amounts to 33%; did not change at all - 17%; has become more intense - 47% and 3% of respondents find it difficult to answer;

- vertical (between managers and subordinates and at the general corporate level) has become less intense and is 22%; has not changed at all - 22%; became more intense by 53%; 3% of respondents - difficult to answer.

To the question: "How often is centralized feedback on urgent issues among employees collected", the respondents answered: 42% - weekly; 28% – every day; 5% – several times a month; 6% – once a month; 8% - feedback is not collected; 11% – other.

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Researching current challenges regarding internal communication in companies, respondents chose the following factors: unavailability of some employees through common communication channels - 50%; no communication calls – 31%; inconsistency of communication messages among management - 17%; lack of effective communication tools – 14%; a large number of communication channels - 11%; large volumes of information - 11%; overload of the department responsible for communications in the company - 8%; other - 3% [103].

In our opinion, the vast majority of enterprises that found themselves in war zones significantly lost the full opportunity to work and communicate, and this led to the relocation of employees and business activities in general, which in turn caused the complication of the communication process.

Modern economic conditions of management impose additional requirements on the manager this is the possession of a set of communication skills, knowledge and skills sufficient for successful communication and solving production tasks.

The definition of the concept of "communicative competence" was first proposed by D.Hymes, who noted that for speech communication it is not enough to know only language knowledge and rules, for this you also need knowledge of culture and socially important circumstances. In his opinion, communicative competence is a manifestation of an integrative formation containing units of language and speech, which are used by participants of communication in accordance with the content of the statement in various spheres and situations of communication [104].

F. Bacevich, "Dictionary of terms of intercultural communication", gives the following definition of the concept of "communicative competence" - a set of knowledge and skills of participants of intercultural communication, interactions in general in communication in various conditions with various communications; a set of communicative strategies together with mastery of communicative rules, postulates, maxims and conventions of communication [105].

Scientists [106] claim that communicative competence is the ability to understand others and create one's own statements of various types, styles and genres

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of speech, using verbal and non-verbal means, which involve the mastery of oral and written communication.

In our opinion, communicative competence should include a set of several other competences, which fully reflect the constituent characteristics of the general concept in management activities, that is:

- situational competence – possession of a set of language tools and the ability to choose them depending on the situation and context in which communication takes place;

- sociocultural competence – readiness for interactive socially significant exchange, ability to organize communication taking into account rules and norms of behavior;

- discursive competence – knowledge of different types of discourse, as well as the ability to create and interpret them in accordance with the communicative task and communication situation in intercultural communication;

- strategic competence - the ability to use verbal and non-verbal strategies in case of difficulties in the process of oral communication, communicators can both verbally and non-verbally fill gaps in knowledge in order to convey the necessary information to the interlocutor or receive feedback from him, highlighting in the structure components: assessment, planning, implementation.

Summarizing the various components of communicative competence and its interpretation, the following conclusions can be drawn:

- communicative competence is considered as a key concept of the modern communication system, which is closely related to joint production activities.

- the main characteristic of communicative competence, which makes it more effective in the management process, is taking into account psychological, social and cultural factors that depend on a specific communication situation.

- communication competence - the ability to establish the necessary effective communications and maintain business management communication with other employees to improve management activities.

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As part of the performance of production tasks, the following measures to support communications are possible:

- formation of a management style that would ensure the involvement of employees in management decision-making processes;
- completeness and objectivity of the assessment of the executive staff;
- regular meetings, gatherings and conversations with employees, during which measures related to enterprise management are discussed;
- an effective internal organizational system for receiving and considering employee proposals, etc.

When raising the question of evaluating the effectiveness of communications in management activities and ways to increase it, it is probably necessary to determine what it should ideally be and what obstacles accompany it. First of all, it is the number of communication channels and the "quality" of the execution of joint tasks, which require the efforts of different units of the enterprise at the same time. The number of intermediary links when transmitting and receiving information, as well as the number of widespread rumors that are indicative of communication.

S.M. Petkun notes that taking into account the impossibility of effective functioning of the communication system without proper management of it, managers and managers of the enterprise in order to form quality communication systems need to improve the management mechanism on the basis of defining goals and forming the management of the communication system [107].

O.M. Lozovsky emphasizes that the construction of an effective communication system requires careful regulation and organization of all information flows, appropriate input resources, technologies, and managerial interactions [108].

D. Shtefanych and O. Dyachun are convinced that "...successful activity of enterprises requires the implementation of an effective communication policy, and, as a result, makes it possible to achieve the desired reverse reaction" [109].

Zhigalevich Zh. M. claims that only those communications are considered effective in which the received message is deciphered exactly as the sender wishes. At the same time, this does not mean that the content of the message has the same meaning

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for all participants in the communication process - the sender, intermediaries, addressee [110].

It should be noted that the dissemination of information provided in a timely manner and the adequacy of the use of information and communication channels depending on the size of the business and the field of activity are important criteria for evaluating the effectiveness of the communication system. It is also the presence of connections between vertical and horizontal communications within the enterprise, between documented (formal) information and verbal means of internal communications. The socio-psychological climate in the team and in society also reflects the state of internal communication systems. The war fundamentally changed the worldview, habits, behavior, perception of man in social time and space.

Socio-psychological climate is a qualitative aspect of interpersonal relations, which manifests itself in the form of a set of psychological conditions that facilitate or hinder joint productive activity and comprehensive development of the individual in the group [111].

A number of authors [112, p. 219] note that socio-psychological methods should be understood as a set of specific methods of action on personal relationships and connections between employees, as well as on social processes in the enterprise.

According to M. Kozak, in order to improve the social and psychological climate in the team, it is first necessary to improve communications. Many problems arise when colleagues do not want to explain their positions or decisions, do not realize the common goal [113].

Based on the above, it can be emphasized that the effective formation of management communications is achieved by several main methods:

- formation of a clear, practically achievable goal of the organization, its further specification into appropriate goals corresponding to each structural subdivision.
- a detailed plan, which regulates the main types of work of employees and divisions of the enterprise, is an effective means of regulating business contacts and controlling important communications.

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- the chosen type of organization (rational organizational structure) contributes to the formation and development of an effective communication network.

- an established system of organizational control, which is characterized by fairness, comprehensibility for employees, openness and regularity.

The main modern signs of a favorable social and psychological climate in the team are: trust of employees; fair production criticism; expressing the personal opinion of employees when discussing management decisions; personal responsibility for making management decisions, etc. As a result: low staff turnover; high level of labor discipline; high performance indicators of managerial activity; lack of tension and conflict in the workforce of the enterprise. However, one should not forget and take into account the fact that the war in Ukraine continues and significantly affects the social and psychological climate in the collective.

A favorable socio-psychological climate in the collective of the enterprise is most often manifested in stable psychological settings of employees in relation to time factors, which directly affects their production activity. That is, these are the norms of interaction and mutual relations of colleagues who are members of the team and treat their work responsibly, communicate with each other, seek help from each other, how they react to events that occur in a small group and outside it, in the organization and even more widely - in the world. This is determined by the value orientations of each team member individually and the group as a whole, which contributes to an effective moral and psychological climate of the team [75].

A socio-psychological evaluation of the effectiveness of communications takes into account the barriers (obstacles) on its way:

- distortion of messages - unintentionally, due to difficulties in interpersonal communications; knowingly, when one of the middle managers disagrees with the message and modifies it;

- status differences, which are a manifestation of communication styles between colleagues (social groups), i.e. between communication participants;

- information loads - exceeding the real capabilities of personnel to process information;

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– inefficient management structures – the higher the vertical of power in the organization (the number of hierarchical levels), the greater the probability of information distortion;

- staff incompetence - communicative, professional and methodological;

– an inefficient way of organizing work and distributing tasks, which complicates the communication process;

– conflicts both between units and between personnel (social entities).

So, the socio-psychological assessment of the effectiveness of communications in managerial activities depends on team-wide values that stand above personal aspirations and ambitions, which creates a favorable moral and psychological climate in society and the team in particular.

Communication plays an important role in product development, customer relations, personnel management - practically all aspects of enterprise and society. People are the key subjects of communication because they often serve as a conductor (human communication). If employees are fully informed, trained, motivated and have at their disposal a wide range of communication tools that can be used in wartime communication, then this will best affect the activities of the enterprise and society as a whole.

From all that has been said, it can be concluded that effective social communication has acquired a different format and is of crucial importance in interpersonal relations for the country and any enterprise during the war. War has become a powerful unifying experience of communication between people and other social subjects at different levels, exchange of information, a solid symbolic message that reflects information, style, idea, skills, knowledge, competence, emotions, etc.

Ukraine provided an example to the world and showed how it is necessary to build communications between people and other social entities during the active phase of a full-scale war that is still ongoing.

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