



УДК 740

**COMMUNICATIVE CULTURE AS A SUCCESS FACTOR BUSINESS
COMMUNICATION IN THE MANAGEMENT SYSTEM
КОМУНІКАТИВНА КУЛЬТУРА ЯК ФАКТОР УСПІШНОСТІ
ДІЛОВОЇ КОМУНІКАЦІЇ В СИСТЕМІ УПРАВЛІННЯ**

Cherusheva G. V./ Черушева Г. Б.*Phd, assoc.prof. /к. н. н., доц. /**Head of the career guidance department**Завідувач відділом профорієнтаційної роботи**ORCID: <https://orcid.org/0000-0001-9652-0913>**National Academy of Statistics, Accounting and Auditing,**м. Київ, Підгірна 1, 04107**Національна академія статистики, обліку та аудиту,**м. Київ, Підгірна 1, 04107*

Abstract. *The article discusses the conceptual foundations of communication culture, defines the key role of communication in the management system, reveals the essence of the concept of "communication competence" and its structural components. Based on the analysis of psychological and pedagogical literature, as well as the Standard of Higher Education of Ukraine for the specialty 073 "Management" (2018) and qualification characteristics, the requirements for professional communication of managers and innovative competencies in the structure of communication competence are defined. It is concluded that professional communication is an integral and important component in the structure of professional activity of a manager of any professional orientation, and the effectiveness of managerial communication largely depends on a set of individual and personal qualities.*

Key words: *communicative culture, communicative competence, managerial communication, innovative competences.*

Introduction.

An important component of the professional and psychological readiness of economic managers is communication culture, which reveals a set of abilities and qualities to ensure effective communication in the system of business relations.

The implementation of all types of management activities, from making management decisions, human resource development, innovative design, creating partnerships to interpersonal interaction in the team, is impossible without managerial communication.

Business communication as a type of activity is aimed at the effective development of the entire organisation, and at the same time is an important factor in creating a comfortable social and psychological environment, an effective factor in the professional and career growth of each member of the workforce, and the formation of managerial leadership qualities through a system of relationships.

The study used theoretical analysis, systematisation and generalisation of scientific psychological literature on the issue.

Main text.

Increasing labour productivity and efficient performance of professional tasks require a high level of communication culture of management personnel, development of their innovative competences, and expansion of the variety of communication methods in the field of business relations.



The socio-economic challenges of the communicative nature of organisational management determine the current directions of socio-psychological research of competence in the field of business communication (V. Zakharova, I. Petrovska, S. Petrushyna, E. Rudensky, N. Khryashcheva, V. Cherevko and others). However, the competence of managerial communication is mostly considered in the context of a specific professional direction of organisations' activities (O. Garashchuk, I. Gogol, A. Hrusheva, O. Dmytrenko, L. Karamushka, V. Kutsenko, V. Lugova, O. Lesko, L. Orban-Lembryk, O. Pilevych, M. Pryshchak, M. Smirnova). For example, I. Gogol considers the formation of communication competence of marketers; I. Plotnytska and M. Rud reveal the peculiarities of the development of communication abilities of civil servants and local government officials; the key problem of research by B. Kovalev L., A. Pavlyk. V., S. Fedina, R. Raupov is the development of business communications of enterprises.

For our study, the works of foreign scholars on management and communicative competence are of interest (Ralph H. Kilmann, K. W. Thomas, W. P. Richmond, Henri Fayol (2017), Frederick Winslow Taylor and others). While Frederick Winslow Taylor and Henri Fayol consider communication competence in the context of scientific management, industrial and general management, Ralph H. Kilmann and K. W. Thomas are already trying to define the strategy and tactics of communication, as well as to reveal the mechanisms of psychological measurement of conflict resolution behaviour.

The definition of the concept of "communicative culture" and its structural components is in the focus of attention of many scholars (O. Korniyaka, Y. Malyk, O. Mudryk, S. Sarnovska, S. Serhiy, M. Rud, E. Rudenskyi and others). Thus, studying the development of communication skills of civil servants, I. Plotnytska and M. Rud present communicative culture as: ... "the ability to coordinate and correlate one's actions with others, acceptance and receptivity of the other, selection and presentation of arguments, putting forward alternative explanations, discussing the problem, understanding and respecting the opinions of others and, on this basis, to regulate relations to create a community of communicators in achieving a common goal of activity; the need for the other, for expanding the boundaries of communication, comparing points of view, the ability to take the position of the counterparty; readiness for flexible tactful interaction with the other, for reflective activity, for designing communicative [5, c.12-13].

Despite the various approaches and theoretical discussions, the authors share the common opinion that communication culture should be considered as an element of the professional culture of a manager with a focus on the other subject of the communication process. It is also generally accepted that communication at any level is a process of information exchange, interaction, and the perceptual level of communication.

Managing an organisation or establishing external relations requires certain conditions for communicating with different categories of employees. In this content, the key thesis may be: "communication through interaction and for interaction", which contributes to the implementation of a whole range of practical tasks through a dialogue system of cooperation. In the process of communication, the intellectual and emotional



potential of all participants in the interaction, both the manager and the employees of the organisation, is activated, a creative, positive atmosphere of joint work is established, and the system of relationships is strengthened, based on mutual understanding and moral and ethical principles of communication and cooperation.

The basic components of business communication are clearly stated in the Standard of Higher Education of Ukraine for the first bachelor's degree in speciality 073 "Management" (2018), which form the basis of qualification requirements: "the ability to work in a team and establish interpersonal interaction in solving professional problems; the ability to create and organise effective communications in the management process; skills in analysing situations and communicating in various areas of the organisation's activities." [8]

The analysis of the qualification characteristics of a manager, a future head of organisations, allows us to identify the following requirements for professional communication: knowledge of the socio-psychological and moral and ethical foundations of business communication, key provisions of conflictology, rhetoric, etc.; a future manager should master the skills of organising and conducting public events, meetings, receptions, meetings, negotiations (presentations, press conferences, etc.); knowledge of the relevant styles of literary and business speech; fluency in Ukrainian and English.

Communicative competence as an integrative formation contains a set of innovative managerial competences, namely:

- the ability to establish partnerships and ensure constructive creative cooperation;
- information management skills;
- negotiation skills (this will allow the manager to exchange experience with partners and competitors, determine the terms of cooperation);
- engage the best employees in cooperation;
- skills and abilities to communicate with different categories of employees of the organisation, to be interested in their opinion (at meetings of the labour collective and at the interpersonal level);
- ability to listen carefully to other employees' points of view and treat them with respect;
- ability and skills to speak at forums, conferences, meetings
- possession of language culture skills, non-verbal means;
- ability to listen to the interlocutor, which contributes to understanding each other, conducting a constructive dialogue and is a sign of effective communication;
- ability to engage in constructive discussions;
- possession of skills in communication techniques;.
- should clearly articulate his/her thoughts, clearly communicate tasks, give instructions (this contributes to prompt and high-quality performance of tasks; establishing feedback to clarify operational actions and report on performance).

The effectiveness of managerial communication largely depends on the following individual and personal qualities of a manager



- demonstration of high morality in all matters and various situations of business communication (moral aspects of business relations, as an integral part of management, determine the ethical basis of relations between the manager and employees of the organisation, as well as the system of universal and moral values);

- the level of psychological culture of the manager, which involves understanding the psychology of management in general and the psychological foundations of business communication, influence on the course of negotiations and directly on partners, ensuring a positive emotional tone of business contacts, overcoming communication barriers and avoiding any manifestations of conflict, determining the strategy and tactics of communication (according to K. Thomas and R. Kilmann - confrontation or adaptation and compromise, partnership or avoidance, ignoring as a defence mechanism of the psyche) [11];

- a level of emotional culture that will ensure understanding of the interlocutor and his/her positive perception, formation of a pleasant impression of oneself in the process of communication, the ability to manage one's own mood, feelings and emotional state of the partner and to respond promptly to changes in his/her behaviour;

- initiative, creative thinking and creative approach (creativity, ingenuity, search for non-standard approaches to solving various production tasks and problem situations);

- the ability to thoroughly express and defend one's own position and bring it to the end, while maintaining self-control.

Possession of communication skills not only helps to establish business contacts, but also influences the development of these psychological properties and qualities of the leader's personality, thereby ensuring the overcoming of conflict situations in the organisation, the creation of an atmosphere of trust, goodwill and respect for each other, collective awareness of the tasks set and responsibility for their implementation.

A manager, being a recognised leader, thanks to his or her professional authority and universal qualities, has every opportunity to attract the attention of the team, to interest them with his or her worldview and vision of the organisation's development prospects, and the ability to motivate, inspire and mobilise people to achieve a high level of success. An important factor in the development of communication skills is the manager's awareness of his or her own capabilities and motivation to enrich communication experience, emotional and intellectual potential.

The analysis of the practical experience of managers of different levels has identified certain gaps in their psychological readiness, which complicates the processes of communication in its multidimensional manifestation. Experts confirm the insufficient level of psychological knowledge, which often manifests itself in the process of interpersonal business communication. Managers are not always able to identify and assess an employee's business qualities, professional awareness and potential. Insufficient knowledge of language culture in general complicates the process of public speaking.

In practice, we often face the problem of inept business image formation, i.e. the harmonious combination of the inner world of a person (his or her spirituality, intellectual content, cultural background) with a visual image (appearance, graceful



manner of behaviour, friendly look, positive emotional expression, etc.) Today, the "visual image effect" of a leader is a trend in the management system.

The main problems that many managers face are a relatively low perceptual level of communication, i.e., the rapid perception of the interlocutor, partner, understanding and formation of their image with inherent psychological properties, readiness for constructive dialogue, emotional state, dynamics of the communication process, etc. Perceptual communication is a special form of dialogue interaction where non-verbal means are key factors. Of particular importance in the process of communication is eye contact, which requires concentrated attention and observation, thus ensuring the perception and understanding of various non-verbal signals given by the interlocutor, as well as his expressive visual reactions to information and the entire process of interaction.

Possession of a sufficient level of perceptual perception of the object of communication, both its holistic image and individual behavioural manifestations, enables the manager to respond adequately, use effective reflection techniques, and, if necessary, adjust the course of communication to achieve successful results in solving production problems, practical tasks, etc. For example, the experience of marketing communications allows us to conclude that a marketer working with a client needs to anticipate and plan the negotiation process in advance, respond promptly to the client's problems and needs, which will ensure a favourable deal for both parties. If both parties are committed to mutual understanding, making a joint decision based on all the intricacies of the case, they will achieve the optimal effect in achieving individual and common goals and intentions.

The perceptual level of communication involves combining the cognitive aspects of interaction with the emotional component, which will ensure, on the one hand, awareness of one's own self, one's potential capabilities, as well as existing communication competencies, on the other hand, understanding other people in certain situations, i.e. the ability to "read other people", form a holistic image of the interlocutor, and, through mental perceptual mechanisms (identification, attraction, empathy), determine his/her internal mental state, understand his/her intentions and attitudes. Based on the analysis of the qualification requirements of future managers and the level of their readiness for managerial communication, the issue of strengthening psychological training aimed at forming a communication culture, mastering the arsenal of communication techniques in the context of various production situations arises. The solution to these problems is possible through the use of potential opportunities of educational activities of higher education institutions, in particular, in the study of normative and alternative disciplines.

Thus, it can be concluded that the maximum realisation of the manager's communication potential depends on his/her communication competence (awareness of the importance of communication activities, communication knowledge and skills in management), knowledge of his/her own communication capabilities and communication characteristics of communication partners, systematic updating of knowledge on the theory and practice of communication (we are talking about the communication training of managers, technological and methodological tools of communication).



Conclusions.

Based on the analysis of foreign and modern Ukrainian psychological and pedagogical research and practical experience, the key role of communication in the management system is determined, which is an important component in the structure of the professional activity of a manager.

Through a comparative analysis of different approaches to defining the concept of communication culture, it is proved that there are no fundamental differences between them, except for the specifics of professional orientation, and the authors share the common opinion that communication culture should be considered as an element of the professional culture of a manager with a focus on the subject of the communication process.

The conceptual foundations of communicative culture, its content and component structure are considered and substantiated, the basic knowledge necessary for professional communication (socio-psychological and moral and ethical foundations of business communication, key provisions of conflictology, rhetoric, etc.)

The complex of innovative managerial competences that form the basis of communicative competence as an integrative formation is defined and it is proved that the effectiveness of managerial communication largely depends on a set of individual and personal qualities.

The practical experience of managers of different levels has allowed us to identify an insufficient level of psychological competence, in particular the perceptual level of communication, which complicates communication processes.

We see prospects for further research in the search for and identification of potential opportunities for psychological training of managerial personnel in the system of higher education on the basis of updating the content and methods of teaching aimed at forming a communicative culture, mastering the arsenal of communication techniques in the context of various production situations.

References

1. Gogol, I. (2020). Development of communicative competence of future marketers in the process of professional training / Iryna Hohol, Valentyna Kochyna // *Topical issues of the humanities: interuniversity collection of scientific works of young scientists of Drohobych Ivan Franko State Pedagogical University* / [ed: Helvetica Publishing House, 2020. 27, Vol. 1, pp. 280-285.

2. Hrynko, T. V., Gviniashvili, T. Z., & Zahynailo, V. A. (2022). The role of leadership and communication in ensuring the development of modern entrepreneurial structures. *Business Inform.* 2022. №5. C. 75-83.

3. Gron, O. V., & Satusheva, K. V. (2019). Modern communication technologies in international business. *Modelling of the regional economy.* 2019. Issue 2 (34). C. 86-96

4. Kovalev, B. L., Pavlik, A. V., & Fedina, S. M. (2020). *Business communications: lecture notes.* Sumy: Sumy State University, 2020. 113 c.

5. Pryshchak, M.D., & Lesko, O.Y. (2016). *Communicative principles of people management. Psychology of management in the organisation: a textbook.* 2nd edition, revised and supplemented. Vinnytsia, 2016. C. 90-98.



6. Raupov R. (2020). Development of business communications of enterprises in the face of change. Regional aspects of the development of productive forces of Ukraine. 2020. № 25. С.102-107.

7. Development of communicative abilities of civil servants and local self-government officials: a study guide / National Academy for Public Administration under the President of Ukraine, Department of Organisational and Applied Research, Dnipro Regional Institute of Public Administration; [I. M. Plotnytska et al.

8. Standard of Higher Education of Ukraine: first bachelor's degree Speciality 073 "Management" 29.10.2018

9. Cherusheva G. (2023). Conceptual approaches to the definition of "soft skills" in modern models of managerial competence / Organisational Psychology. Economic psychology. No. 1(28)/ 2023, 128-137. <https://doi.org/10.31108/2.2023.1.28.13УДК159.9>

10. Fayol, Henri. (2017). Administration industrielle et générale / Paris. — Dunod et Pina t. — 1917. — 174 p.

11. Ralph H. Kilmann & K. W. Thomas. (1977). "Developing a Forced-Choice Measure of Conflict-Handling Behavior"(англ.) // Educational and Psychological Measurement. — 1977.

12. Richmond, V.P. (2005). Organizational Communication for Survival : Making Work, Work/ V.P. Richmond, J.C. McCroskey, L.L. McCroskey. ± Third Edition, 2005. ± P. 59.

13. Frederick Winslow Taylor.(2011). The Principles of Scientific Management, Harper, 1911.± P. 144

Література:

1. Гоголь, І. (2020). Розвиток комунікативної компетентності майбутніх маркетологів у процесі фахової підготовки / Ірина Гоголь, Валентина Кочина // Актуальні питання гуманітарних наук: міжвузів. зб. наук. пр. молод. вчених Дрогобиц. дер ж. педагог. ун-ту імені Івана Франка / [ред.-упор. М. Пантюк, А. Душний, І. Зимомря]. – Дрогобиц: Видав. дім «Гельветика», 2020. – Вип. 27, т. 1. – С. 280-285.

2. Гринько, Т. В., Гвініашвілі, Т. З., & Загинайло, В. А. (2022). Роль лідерства та комунікацій у забезпеченні розвитку сучасних підприємницьких структур. Бізнес Інформ. 2022. №5. С. 75–83.

3. Гронь, О. В., & Сатушева, К. В. (2019). Сучасні технології комунікацій в міжнародному бізнесі. Моделювання регіональної економіки. 2019. Вип. 2 (34). С. 86-96

4. Ковальов, Б. Л., Павлик, А. В., & Федина, С. М. (2020). Бізнес-комунікації : конспект лекцій. Суми: Сумський державний університет, 2020. 113 с.

5. Прищак, М.Д., & Лесько, О.Й.(2016). Комунікативні засади управління людьми. Психологія управління в організації : навчальний посібник. 2-ге вид., перероб. і доп. Вінниця, 2016. С. 90-98.

6. Раупов Р. (2020). Розвиток бізнес-комунікацій підприємств в умовах змін. Регіональні аспекти розвитку продуктивних сил України. 2020. № 25. С.102-107.

7. Розвиток комунікативних здібностей державних службовців і посадових осіб місцевого самоврядування : навч.-метод. посіб. / Нац. акад. держ. упр. при Президентові України, Упр. орг. фундамент. та приклад. дослідж., Дніпропетр. регіон. ін-т держ. упр.; [І. М. Плотницька та ін.] — К.: НАДУ, 2010. — 43 с.

8. Стандарт вищої освіти України: першого бакалаврського рівня Спеціальність 073 «Менеджмент» 29.10.2018



9. Черушева Г. (2023). Концептуальні підходи до визначення «soft skills» у сучасних моделях управлінської компетентності /Організаційна психологія. Економічна психологія. No 1(28)/ 2023, 128-137. <https://doi.org/10.31108/2.2023.1.28.13УДК159.9>
10. Fayol, Henri. (2017). Administration industrielle et générale / Paris. — Dunod et Pina t. — 1917. — 174 p.
11. Ralph H. Kilmann & K. W. Thomas. (1977). “Developing a Forced-Choice Measure of Conflict-Handling Behavior”(англ.) // Educational and Psychological Measurement. — 1977.
12. Richmond, V.P. (2005). Organizational Communication for Survival : Making Work, Work/ V.P. Richmond, J.C. McCroskey, L.L. McCroskey. ± Third Edition, 2005. ± P. 59.
13. Frederick Winslow Taylor.(2011). The Principles of Scientific Management, Harper, 1911.± P. 144

Анотація. У статті розглянуто концептуальні основи комунікативної культури, визначена ключова роль комунікації в системі управління, розкривається сутність поняття «комунікативна компетентність» та її структурні компоненти. На основі аналізу психолого-педагогічної літератури, а також Стандарту вищої освіти України спеціальності 073 «Менеджмент» (2018) та кваліфікаційної характеристики визначені вимоги до професійного спілкування менеджерів й інноваційні компетенції, як компоненти комунікативної компетентності. Зроблено висновки, що професійне спілкування є невіддільним і важливим складником в структурі професійної діяльності керівника будь-якої професійної спрямованості, а ефективність управлінської комунікації в значній мірі залежить від комплексу індивідуально-особистих якостей.

Ключові слова: комунікативна культура, комунікативна компетентність, управлінське спілкування, інноваційні компетенції.