

COMMUNICATION PROCESS MANAGEMENT AS A TOOL TO IMPROVE THE EFFICIENCY OF MODERN ORGANIZATIONS

Alimova Shamsiya Abidovna

Asian International University

ARTICLE INFO.

Keywords: communication management, communication process in the organization, external communications, internal communications.

Abstract

Communication is the main leadership quality and the basis of management work in modern organizations. Effective communication and good communication skills are important factors for success in business relationships. The article reveals the essence of the communication process substantiates the key role of internal communications and suggests directions for the development of communication methods in the organization.

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The communication process is a complex and multi-level algorithm that requires detailed study. Initially, you should study and analyze the differences in corporate communications in various fields of activity. But despite the different specifics of an organization's work, communications still occupy one of the most important roles in management, so this process requires detailed study and research.

The current economic situation has led to increased interest in business communication, which indicates the importance of this issue for companies. Due to the urgent need for a more in-depth study of this issue, scientists are conducting research on the scientific and methodological foundations of business communication in the field of human resource management.

Effective communication is vital to the coordinated functioning of any organization.

The communication process is divided into two main subtypes: internal and external communications [6].

Internal communication includes all communication processes within an organization, that is, between different levels of hierarchy, departments, services, branches or individuals.

Key internal communications include:

- ✓ written - notes, reports, forms, bulletin boards, home magazines, manuals;
- ✓ oral - interviews, consultations, formal and informal meetings, rumors;
- ✓ telecommunications - telephones, intercoms, private lines, faxes, computers, e-mail, etc.

External organizational communications include all communications of an organization with the public or other organizations.

The objectives of external communication range from public relations and image building to government, educational, environmental, etc.

External communication channels include media, advertising, letters, company reports, open days, local/community participation, sponsorship, trade fairs and exhibitions, conferences, etc.

Internal communication in all organizations has formal and informal communication channels.

Thus, communications in corporations and firms are an integral part of the work process. To be effective, internal communications, like any other form of communication, must adhere to the following characteristics: openness, reliability, timeliness, clarity, impartiality, independence.

These signs acquire particular importance during periods of constant flow of news, which is not always reliable [5]. Internal communications in difficult and uncertain times, the purpose of which is to support employees, regulate the situation, prevent consequences, and prevent similar situations in the future can be called anti-crisis.

The following requirements apply to internal communications:

- 1) It is important that support in difficult times comes directly from company leaders. Top management should have an open dialogue. This could be a live broadcast with managers, where employees will have the opportunity to get an answer to their question.
- 2) Broadcast plans and further steps, understand your goals, adjust if necessary, assessing existing risks.
- 3) Speed is important. A delay of several days will most likely aggravate the situation within the team and give rise to questions and doubts. If there is no accurate information and a formulated plan, you should come out with person-centered and empathetic communication. But do this without waiting for a certain moment.
- 4) Be in touch, support and ask "how are you doing." Continue regular communication with employees, monitor sentiment, update information according to new input from outside: follow news, updates of regulations

Communications within an organization perform many functions related to one goal - to unite organized activities within the organization into a single whole, creating an effective working environment in the enterprise.

Basic functions of communication [1]:

- information - transfer of information between people working in the same organization;
- control - communication (written, oral or even non-verbal) is also used as part of management control, for planning operations, evaluating performance, directing and motivating staff;
- motivation. The challenge for managers is to find a balance between control, motivation and efficiency. Excessive control can reduce initiative and actually lead to decreased productivity, with less focus on what the customer wants and more emphasis on what workers think management wants.

The restrictive and regulatory function of the traditional sequential communication model no longer ensures the timely delivery of the right information to the right people at all levels of the modern organization.

Since vertical communication is bound by hierarchy and function, communication is limited and there is no integration between functions. The sequential model limits innovation and prevents organizations from using information resources effectively.

A new model of parallel communication is evolving - it is goal-oriented and emphasizes an interactive process that supports simultaneous and spontaneous communication.

Since communication is an important element of the organizational structure, a new type of

“Networking” organization is developing with formal and informal interactive communication structures in all departments and at all levels [2, 3].

As the environment becomes more dynamic, the general trend is for organizations to move from a mechanistic structure to an organic structure in order to remain competitive.

There are generally four types of networking within an organization:

- wheel: this type exists when there is a manager with several subordinates reporting directly, without consultation or communication with each other;
- chain: in the chain of a communication network, information is transmitted sequentially to the next employee higher or lower on the career ladder;
- circle: this type is a three-level hierarchy in which lower-level employees communicate with each other and directly with the person at the next level. This level then reports directly to the level above. Communication also occurs down between levels;
- star, channel networking, is more an ideal than a reality: every member of the organization can communicate directly on an equal basis with all other members.

The most common type of networking is the "wheel", the least common is the "star", where there are the most opportunities for feedback and usually the highest employee morale.

All the aspects of effective communication (verbal and non-verbal) that we have covered are critical to creating and maintaining team spirit in an organization.

A group has certain attributes that a random collection of people do not have. These group characteristics include:

- sense of identity. There are generally accepted group boundaries that define who is “in” and who is “out,” who is “us” and who is “them.” People generally need to feel like they “belong” and are accepted by others. Organizations try to create a sense of corporate identity among their employees and create an attractive corporate image;
- conformity or acceptance of “norms” of behavior and attitudes that unite the group;
- purpose and leadership. Most groups have a clearly defined purpose or set of objectives, and most spontaneously or formally select individuals or subgroups to lead them. Leadership helps coordinate and direct group members and their activities.

Innovative digital technologies when working with personnel also reduce the percentage of conflicts between management and employees, thanks to the accuracy of work.

It is advisable to highlight the following prospects in management functionality when working with communication channels using information and technical resources:

- 1) negative dynamics of labor intensity, an increased level of flexibility in the management structure of decisions made and an increase in the quality indicators of analytical information arising in the organizational process;
- 2) developing a strategic agenda and tools for forecasting subsequent key circumstances;
- 3) formation and implementation of subsequent information technology tools for management decisions.

In the course of managing business processes and performing daily tasks, employees, due to the lack of incentive to communicate and exchange information between departments and divisions, regularly encounter contradictions, conflicts and misunderstandings. This primarily affects the engagement and corporate spirit of employees, and of course, efficiency, complicates cohesion, increases the cost of

human resources and even leads to the liquidation of the company (because employees do not feel protected). Therefore, it is important to understand that the basis for building a corporate culture is communication.

Communication is fundamental to the functioning of any company or organization. Thanks to communication, information is collected, analyzed and systematized inside and outside the organization, ensuring interaction with customers, partners, competitors and suppliers. Verbal communication, as well as digital documents and reports, occupy an important position and play a key role in communication within an organization. Intra-company communication, like our everyday communication, is exclusive to a specific organization.

Communication is a common process for all employees, but the main responsibility lies with middle and senior managers of the company, as they actively influence the process of organizational communication through management. Therefore, improving communication skills and strengthening them among middle and senior managers is the key to effective interaction.

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