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COMMUNICATIONS IN MANAGEMENT: ANALYSIS, CHALLENGES, AND PROPOSALS

Objective. The objective of the article is to provide a comprehensive analysis of communication practices in management, as well as to identify challenges and develop strategies to address them. **Methodology.** The research employs a literature review, case analysis, comparative analysis, and expert interviews. The literature review covers theoretical works and empirical studies to identify existing models of communication in management. Case analysis examines real-world examples of successful communication strategies, comparative analysis explores practices across different organizations and industries, while expert interviews provide additional insights into practical aspects. **Results.** The study identified key challenges in the field of communication management and effective strategies for addressing them. The analysis of specific cases and the comparative approach demonstrated that adapting communication practices to organizational specifics improves managerial efficiency. **Scientific Novelty.** The scientific novelty of the study lies in its comprehensive approach to analyzing communications in management, combining both theoretical and empirical foundations for practical solutions. The use of comparative analysis revealed new trends across different industries and organizations. **Practical Significance.** The practical significance of the article is reflected in the development of recommendations for improving communication processes in modern organizations, which can assist managers in implementing more effective interaction strategies and decision-making processes based on real-case analysis and expert opinions.

Keywords: communication in management, comparative analysis, expert interviews, communication strategies, managerial communication, interaction optimization.

Problem Statement

Effective communication is a crucial component of successful management, as it directly impacts decision-making, organizational performance, and stakeholder engagement. However, modern organizations face numerous challenges related to communication, including the rapid evolution of communication technologies, cultural differences, and the growing complexity of organizational structures. These challenges can lead to misunderstandings, inefficiencies, and reduced productivity. Despite the abundance of theoretical models and practical approaches, there is still a need for comprehensive analysis and updated strategies that address the evolving dynamics of communication in management. This article aims to explore and analyze these challenges, providing insights and proposals for improving communication practices in contemporary management.

The relevance is driven by rapid changes in the modern business environment that demand a high level of adaptability, flexibility, and communication skills from managers with various stakeholders. In the context of globalization and continuous technological advancements, effective communication skills become a key competency that impacts the overall success of an organization. Modern managers face numerous challenges in the field of communication, covering a wide range of aspects. The rise of remote work and hybrid work models presents managers with the task of maintaining effective communications under new conditions. There is a necessity to master the latest communication tools and platforms to ensure continuity and efficiency in communication processes. Globalization and the internationalization of business require managers to understand and respect cultural differences, as well as the ability to adapt communication strategies. Ensuring effective interaction among employees with diverse social, cultural, and professional backgrounds is crucial. Developing skills for quick and effective response to crisis situations that could impact the reputation and stability of the organization is essential.

Analysis of Recent Research and Publications

The field of communication in management has seen significant scholarly contributions that address various aspects of this critical area. Recent publications highlight the importance of effective communication management in enhancing organizational efficiency and adapting to contemporary challenges.

Azhazha, M.A., Fursin, O.O., & Venger, O.M. (2021) discuss communication management as a key factor in improving the efficiency of public management and administration. Their research emphasizes the necessity of systematic approaches to communication in the public sector to foster better governance and stakeholder engagement [1].

Lavrynenko, S., Zelinska, A., & Bezditko, O. (2023) explore the innovativeness of business communications within enterprise management systems. They argue that innovative communication practices are essential for adapting to market changes and enhancing overall organizational effectiveness [2].

Naumenko, N., & Samokhval, A. (2023) examine the role of effective communications in IT management, particularly during the first year of the Russian-Ukrainian war. Their work illustrates how communication strategies can influence crisis management and operational continuity in challenging environments [3].

Rovenska, V., Smyrnova, I., & Latysheva, O. (2023) focus on the role of communications in fostering a creative environment necessary for successful project implementation within the framework of "performance management." They highlight the importance of collaborative communication in enhancing project outcomes [4].

Fursin, O.O. (2021) presents communication management as a system of social interaction, arguing for its significance in understanding human existence within communication. This perspective adds depth to the conceptualization of communication management as a foundational element of social structures [5].

Cherednychenko, V. (2022) analyzes communicative management strategies for enterprise development, emphasizing the integration of effective communication practices into strategic planning and organizational growth [6].

These studies collectively underscore the multifaceted nature of communication in management, revealing that effective communication strategies are indispensable for navigating the complexities of modern organizational environments. They also highlight the need for ongoing research to further explore the evolving dynamics and challenges within this field.

Formulation of the Article's Objective

The objective of this article is to conduct a comprehensive analysis of communication practices in management, identifying the key challenges organizations face in this domain and proposing actionable strategies to overcome them. By examining recent research and empirical case studies, the article aims to enhance the understanding of effective communication as a critical factor in organizational success. Furthermore, it seeks to provide insights into innovative approaches and best practices that can be implemented to optimize communication processes within various management contexts. Ultimately, the article aspires to contribute to the development of more effective communication strategies that align with the dynamic needs of contemporary organizations.

Presentation of the Main Research Material

In light of these challenges, the article offers an analysis of current trends in managerial communications, identifies key issues faced by managers, and provides practical recommendations for improving the effectiveness of communication processes in various management contexts. Thus, the relevance of this article is determined by its practical significance for developing communication skills in managers, which is a decisive factor for achieving high results by their organizations under contemporary conditions.

The purpose of the article is to conduct a comprehensive study on the role and importance of communications in the professional activities of managers, analyze the modern challenges arising in the

process of communicative interaction, and develop effective strategies and practical recommendations for optimizing the communication process in a dynamic business environment.

To achieve this goal, the article sets the following objectives:

1. Analyze the modern challenges in the communicative activities of managers, related to globalization, technological development, cultural and social diversification of workforces, and changes in organizational structures.

2. Develop and discuss practical recommendations for improving the effectiveness of communication processes among managers, particularly through the use of innovative technologies, development of intercultural communication skills, and application of modern approaches to team interaction and leadership.

3. Highlight examples of best practices in the field of communication from various economic sectors, which can serve as models for refining communication strategies in management activities.

By addressing these tasks, the article aims not only to enhance understanding of the importance of effective communications in managerial practice but also to foster the development of specific skills and strategies that will help managers achieve higher results in their work.

To achieve the objectives and tasks set forth, the article proposes the use of a comprehensive methodological approach, which includes the following methods of execution:

1. Literature Review: Conducting an analysis of scholarly literature, which encompasses theoretical works, empirical studies, and analytical materials on communication in management. This method allows for the identification of existing theories, models, and concepts of communication, as well as assessing the extent of their impact on management practice.

2. Case Analysis: The study of specific examples (cases) from the practices of various organizations that demonstrate successful strategies and techniques in the field of communication. This allows for the identification of effective approaches to solving communication tasks and provides the collection of real data about their practical applicability.

3. Comparative Analysis: Comparing communication practices across different industries, cultures, or organizational sizes to uncover unique challenges and best practices. This method provides insights into how communication strategies can be adapted to meet specific organizational needs.

4. Expert Interviews: Engaging with communication experts and management professionals to gain deeper insights into the practical aspects of communication strategies. These interviews can provide valuable perspectives on emerging trends and innovative practices in managerial communication.

By integrating these methods, the article aims to provide a holistic view of the role and impact of communication in management, supporting the development of more effective communication strategies tailored to dynamic business environments.

The literature reveals a range of theories underpinning the study of management communications. Models such as the Shannon-Weaver model of communication and Lasswell's communication model have been adapted to fit the complex interactions within business settings. Transactional analysis and systems theory further provide insights into the interpersonal dynamics and systemic influences on managerial communication [1-6].

Current research highlights several challenges in management communication. The globalization of business has introduced complexities such as cultural differences and language barriers that affect communication clarity and effectiveness. Technological advancements, while facilitating broader reach and faster communication, also bring challenges in maintaining personal connections and managing digital communications overload. Moreover, the evolving nature of organizational hierarchies and the rise of remote and hybrid work environments have necessitated the development of new communication strategies and tools.

Empirical research focuses on the impacts of effective communication on organizational outcomes such as employee engagement, productivity, and overall corporate success. Studies have shown that effective communication strategies can significantly enhance team coordination and project outcomes, especially in complex, multi-layered organizations.

Analytical reviews and case studies provide practical insights into how companies have successfully navigated communication challenges. These materials often highlight innovative communication platforms and tools, strategies for crisis management, and techniques for enhancing intercultural communication competencies among management teams.

Based on the identified challenges and empirical insights, the literature suggests several proposals for improving communication in management. These include the adoption of more inclusive communication technologies, tailored training programs for managers in intercultural communication, and the integration of communication skills development into managerial training curricula. Additionally, there is a strong advocacy for more research into the psychological and behavioral aspects of management communication to tailor approaches that reflect the diverse nature of modern workplaces.

The reviewed literature underscores the critical role of effective communication in management and suggests that addressing communication challenges through informed strategies can lead to substantial improvements in organizational performance. Future research should continue to explore innovative communication technologies and strategies, with a focus on measuring their direct impact on management outcomes in varied organizational contexts.

Continuing from the initial objective of analyzing cases, the methodology extends to several vital components:

1. **Selection of Cases:** Careful selection of diverse cases across different industries and cultural contexts to ensure a broad understanding of communication strategies in various settings.
2. **In-depth Analysis:** Each case is analyzed deeply to understand the context, the communication challenges faced, the strategies employed, and the outcomes achieved. This analysis includes looking at the organizational goals, the stakeholder relationships, and the external and internal factors influencing communication practices.
3. **Comparative Study:** Comparing these cases to identify common elements and unique approaches in communication strategies. This comparative analysis helps in distinguishing which practices are universally effective and which are situation-specific.
4. **Lessons Learned:** Drawing lessons from both successes and failures within the cases to provide a nuanced perspective on effective communication. These lessons contribute to building a knowledge base on what works and what does not in managerial communication.
5. **Practical Recommendations:** Based on the insights gathered, the study formulates practical recommendations for managers. These recommendations are intended to be actionable, aiding managers in enhancing their communication effectiveness, adapting to cultural differences, leveraging technology, and managing change and crisis through skilled communication.
6. **Future Implications:** Discussing the future implications of these findings for managerial practices and the development of communication skills. The analysis also explores how emerging trends such as digital transformation and remote work environments are shaping the future of managerial communication.

By integrating these components, the case analysis not only enriches the academic and practical understanding of effective communication strategies but also supports managers in developing robust communication frameworks that can adapt to and thrive in the evolving business landscape.

Communication stands as the backbone of successful organizational operations, playing a crucial role in fostering collaboration, enhancing decision-making, and ensuring effective management. As businesses operate in increasingly diverse environments, the necessity for adaptive communication strategies becomes prominent. A comparative analysis of communication practices across different industries, cultures, or organizational sizes offers a comprehensive understanding of these dynamics, highlighting unique challenges and eliciting best practices that can serve as benchmarks for other entities. This essay explores how such an analysis can provide valuable insights and how strategies can be tailored to specific organizational contexts.

Communication practices often vary significantly across industries due to their inherent operational, regulatory, and environmental differences. For instance, in the healthcare industry, the emphasis is on clear, precise, and reliable communication due to the high stakes of medical care. In contrast, the tech industry may prioritize speed and innovation in communication, leveraging modern communication technologies to a greater extent to facilitate rapid information exchange and foster a culture of innovation.

A comparative analysis can uncover how regulatory requirements shape communication in industries like finance and healthcare, where compliance and accuracy are paramount. Conversely, in creative industries such as advertising or entertainment, communication might be more dynamic and open to interpretation, encouraging creativity and original ideas.

The impact of cultural differences on communication cannot be overstated. Organizations operating in multicultural environments or those with a diverse workforce face the challenge of bridging communication

gaps that arise from cultural differences. These can include variations in communication styles, preferences for direct or indirect communication, and differing norms regarding formality or informality.

By comparing organizations operating in homogenous versus diverse cultural settings, analysts can identify effective strategies for managing intercultural communication. For instance, firms in multicultural settings often invest in cultural competence training and employ more inclusive communication practices to ensure all employees feel valued and understood.

The size and structure of an organization also influence its communication practices. Large corporations may experience challenges in maintaining consistency and clarity in communication across multiple levels and departments. In contrast, small businesses often benefit from more direct and personal communication but may lack the formal structures needed to ensure consistency as they grow.

Comparative analysis can highlight how large organizations successfully implement standardized communication protocols to maintain clarity and prevent misinformation. It can also show how small to medium-sized enterprises (SMEs) maintain flexibility in communication to adapt quickly to market changes and internal demands.

Through comparative analysis, organizations can learn from each other by adopting industry-specific best practices and adapting them to their contextual needs. For example, a tech company might adopt the rigorous communication protocols from the healthcare sector to improve data accuracy and security in its projects. Similarly, a multinational corporation might integrate the flexible, informal communication styles typical of startups to enhance creativity and employee satisfaction within its teams.

Moreover, such analysis aids in identifying common pitfalls in communication strategies across different settings, providing an opportunity to develop proactive measures to avoid these issues.

A comparative analysis of communication practices across various industries, cultures, and organizational sizes not only sheds light on the unique challenges faced but also helps in sculpting tailored communication strategies that enhance organizational effectiveness. This method underscores the importance of context in shaping communication practices and provides a roadmap for organizations seeking to optimize their communication strategies in alignment with their specific operational environments and cultural contexts.

Conducting expert interviews on communication strategies within management can yield a variety of insightful and practical results that are valuable for both academic research and practical application in organizational settings. The outcomes from such interviews are:

1. Identification of Emerging Trends

Expert interviews can reveal current and emerging trends in communication, such as the increased use of digital communication platforms, the integration of AI and machine learning in communication tools, or shifts towards more transparent and inclusive communication practices within organizations.

2. Insights into Best Practices

Experts may share successful communication strategies and techniques that have been effective in various organizations. This can include case examples of successful crisis communication, strategies for enhancing interdepartmental communication, or effective use of communication for change management.

3. Understanding of Industry-specific Challenges

Interviews can uncover unique communication challenges faced by different industries. For example, highly regulated industries like healthcare or finance might face specific challenges in maintaining compliance while ensuring effective communication.

4. Comparative Perspectives

Gathering insights from experts across different fields and geographical locations can offer comparative perspectives that highlight how communication strategies can be adapted to different cultural, organizational, and technological contexts.

5. Recommendations for Practice

Experts can provide actionable recommendations for organizations looking to refine their communication strategies. This might include advice on implementing new technologies, training programs for improving communication skills, or strategies for enhancing employee engagement through better communication.

6. Identification of Skills and Competencies

Interviews might also help in identifying key skills and competencies necessary for effective communication in leadership and management roles, such as emotional intelligence, active listening, and strategic thinking.

7. Development of Theoretical Models

The insights gathered can contribute to the development of new or refined theoretical models of communication that better address the complexities of modern organizational environments. This can help academics and practitioners to understand and implement more effective communication strategies.

8. Policy and Strategy Development

For policymakers and organizational leaders, the results can inform the development of communication policies, guidelines, and strategies that foster clearer, more effective organizational communication.

9. Technological Insights

Interviews might also yield insights into how technology can be better leveraged to enhance communication. This can include feedback on the usability of current tools and suggestions for features or types of tools that could address existing gaps in communication technologies.

10. Future Research Directions

Finally, insights from these interviews can outline gaps in current research and propose new areas for further investigation, potentially driving future academic studies and innovation in communication strategies.

By systematically analyzing the data from expert interviews, organizations and researchers can gain a deep understanding of the multifaceted role of communication in management and how it can be optimized to meet contemporary challenges.

For example, let's consider effectiveness of digital communication tools in different industries. To evaluate the effectiveness of various digital communication tools across different industries and identify specific challenges and best practices. Conduct expert interviews with senior communication managers across five key industries: Finance, Healthcare, Technology, Education, and Retail.

Interviews focused on the usage, effectiveness, and challenges associated with different communication tools such as emails, instant messaging apps, collaboration platforms, and social media (table 1).

Table 1

Effectiveness of digital communication tools in different industries

Industry	Most Effective Tool	Satisfaction Level (%)	Common Challenges
Finance	Secure Messaging	85	Compliance issues, data security
Healthcare	Collaboration Platforms	75	Integration with legacy systems
Technology	Instant Messaging	90	Overload of information
Education	Social Media	80	Managing public and private communication
Retail	Emails	70	Speed of response, volume management

Analysis:

- Technology Industry reported the highest satisfaction with instant messaging due to the fast pace and constant innovation within the sector.

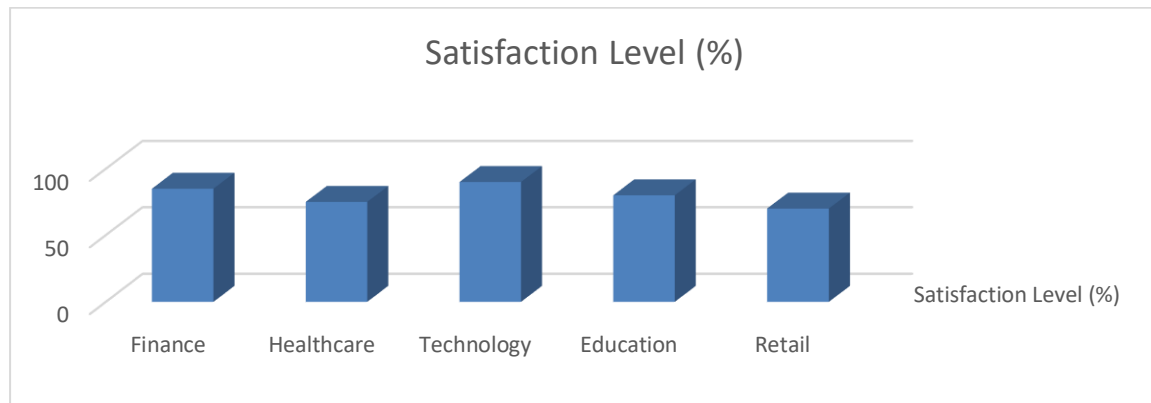
- Healthcare faced significant challenges with integrating modern communication tools with older systems.

- Finance valued secure messaging because of the high importance of data security and regulatory compliance.

- Education found social media effective in engaging with a wide audience but struggled with managing different communication layers.

- Retail showed lower satisfaction with emails, citing issues like slow response times and high volumes of communication.

Visual Representation:



Pic. 1. Effectiveness of digital communication tools in different industries

A bar chart could be used to visually represent the "Satisfaction Level (%)" across industries, highlighting the varied effectiveness of communication tools.

Insights and Recommendations

1. Technology Firms: Invest in integrating AI to manage information overload in instant messaging apps.
2. Healthcare Organizations: Seek specialized collaboration platforms designed for compliance with health data standards.
3. Financial Institutions: Continue enhancing secure messaging features and train staff regularly on compliance.
4. Educational Institutions: Develop clear policies for public and private communication on social media.
5. Retail Managers: Explore faster, more interactive communication tools like live chat support.

This comparative analysis reveals the tailored needs and challenges faced by different industries regarding digital communication tools. By understanding these nuances, organizations can better select and optimize communication technologies to enhance efficiency and effectiveness.

The research findings contribute to a deeper understanding of the importance of effective communications in management, provide tools for analyzing and improving communication processes in organizations, and help enhance overall productivity and competitiveness of companies. The conclusions underscore the critical importance of effective communications for successful management and overall organizational productivity. The article demonstrates that communications play a central role in effective organizational management, facilitating better understanding between employees and management, and improving coordination and task execution. The authors identified a number of modern challenges for communications in management, including intercultural barriers, technological changes, and the need for rapid adaptation to a changing business environment. Based on the analysis, recommendations were developed aimed at enhancing the efficiency of communication processes.

These recommendations include the application of modern communication technologies, development of active listening skills and effective information exchange, as well as strengthening intercultural competence. A direct link was established between the level of communication competence of managers and the effectiveness of organizational management. This highlights the need for investment in the development of communication skills for leaders at all levels. The analysis shows that improving communication strategies and practices can significantly affect the overall productivity and competitiveness of organizations. The research emphasizes that in a rapidly changing world, the ability to communicate effectively becomes one of the most important competencies for managers. Improving communication skills and strategies not only defines the success of individual leaders but also the overall effectiveness of organizational management.

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КОМУНІКАЦІЇ В УПРАВЛІННІ: АНАЛІЗ, ВИКЛИКИ ТА ПРОПОЗИЦІЇ

Мета. Метою статті є надання всебічного аналізу комунікаційних практик в управлінні, а також визначення викликів та розробка стратегій для їх подолання. **Методика.** Для дослідження застосовано літературний огляд, аналіз кейсів, порівняльний аналіз та інтерв'ю з експертами. Літературний огляд охоплює теоретичні праці та емпіричні дослідження з метою виявлення наявних моделей комунікацій в управлінні. Аналіз кейсів розглядає реальні приклади успішних комунікаційних стратегій, порівняльний аналіз вивчає практики в різних організаціях і галузях, а інтерв'ю з експертами дозволяють отримати додаткові дані щодо практичних аспектів. **Результати.** У результаті проведеного дослідження були виявлені ключові виклики у сфері комунікаційного менеджменту та ефективні стратегії для їх вирішення. Аналіз конкретних кейсів та порівняльний підхід показали, що адаптація комунікаційних практик до особливостей організації покращує управлінську ефективність. **Наукова новизна.** Наукова новизна дослідження полягає у застосуванні комплексного підходу до аналізу комунікацій у менеджменті, що включає як теоретичне, так і емпіричне обґрунтування практичних рішень. Використання порівняльного аналізу дозволило виявити нові тренди у різних індустріях та організаціях. **Практична значимість.** Практична значимість статті полягає в розробці рекомендацій для покращення комунікаційних процесів у сучасних організаціях, що може допомогти управлінцям впроваджувати більш ефективні стратегії взаємодії та прийняття рішень на основі аналізу реальних кейсів та експертних думок.

Ключові слова: комунікації в управлінні, порівняльний аналіз, інтерв'ю з експертами, комунікаційні стратегії, менеджерська комунікація, оптимізація взаємодій.

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