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**Aigul M. Bakirbekova,**

Candidate of Economy Sciences, Associate Professor,  
L.N. Gumilev Eurasian National University,  
Astana, The Republic of Kazakhstan

**Aliya R. Suleimenova,**

L.N. Gumilev Eurasian National University,  
Astana, The Republic of Kazakhstan

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## EFFECTIVE COMMUNICATION IN THE ORGANIZATION PERSONNEL MANAGEMENT

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### Abstract

*Purpose* – The article presents an analysis of the state, development and application of effective communications in the management of the organization's personnel, to identify the role and importance of effective communications in the management of the organization's personnel, as a moving factor to the success of the company.

*Methodology* – This study was conducted using a deductive research method, in which communication was seen as an effective management tool were identified the main aspects of the development of effective communication in the organization, which leads to an important role for the development of effective communication through best practices. In the course of the research, the survey of employees of companies such as TBM Kazakhstan, White wind, JSC NC KTZ proved, as a result, the relevant conclusions were made, which became the solution of Postal goals in the research.

*Originality/value* – The authors described the main aspects of the development of effective communication in personnel management in the organization. Based on the study of research of foreign and domestic scientists in the application of communications and influence the development of effective communications management, identifies the problems and suggests ways and means to resolve problems in the development of effective communication in the organization personnel management and ways of their solution. As an example, the processes in such Kazakh companies TBM Kazakhstan, White wind, JSC NC KTZ were considered.

*Findings* – The results of the study showed that the main tool in the successful personnel management of the organization is the development of effective communication in management. The communication is the communication process needed for any important management action that the Manager role is one of the most important. An effectively functioning communication system allows you to set the transparency in the relationship between company management, broadcast goals of the organization and professionals, including those working with clients. As a result high company control, sensitive response to the change of the market situation, a higher quality of customer service, increased staff motivation, involvement in the management of the organization. Thus, effective management begins with the development of right built management actions.

Communications are the connections between functions, departments of the management system, between people. Effective communications were considered, as a result of a survey of employees of such companies as TBM Kazakhstan, White wind, JSC NC KTZ, identified the main aspects that the implementation of effective communications is a linking process that has a positive impact on the company's activities

*Keywords* – communication, effective communication, developing effective communication in personnel management, personnel management

### Introduction

In the process of activity people exchange different views, ideas, views, suggestions, knowledge and attitudes. All of this can be seen as information, and the communication process is represented as a process of

information exchange. Precisely because the exchange of information is built into all principal management activities, we refer to the communication connecting process.

Improving the development of effective communication in the organization is the degree of success of the organization.

Therefore, improving the management of effective communications in the organization and enhancing the communicative competence of the staff is part of good development organization.

The development of effective communication in personnel management of the organization is the driving factor to the success of the company. as in any actively functioning of the company, there are problems hindering the development of effective communication in personnel management.

Examining the importance of effective communication in personnel management system of the organization, the impact of the development of effective communication in personnel management should argue that they are an indicator of the success of the enterprise.

Theory and practice of personnel management was a major focus of management. Currently, the scientific direction "personnel Management" is formed at the interface of theory and management, psychology, sociology, ethics, labor Economics, labor law, politics and other Sciences. Within individual organizations most used term is "staff", i.e. people with a complex set of individual qualities – social, psychological, professional, motivational, etc., the presence of which distinguishes them from the real factors of production. The management staff of the organization – focused activities of the management team of the organization, managers and specialists of departments of the personnel management system, including development of concept and strategy of personnel policy, principles and management methods staff of the organization [1].

The role of the modern Manager in the management of staff is large and has a significant role in the establishment of the entire personnel management system. The functioning and work of any organization is impossible without communication in the organization.

During the joint activities people exchange different views, ideas, views, suggestions, knowledge and attitudes. All of this can be seen as information, and the communication process is represented as a process of information exchange. Precisely because the exchange of information is built into all principal management activities, we refer to the communication connecting process. And one of the most important management tools in the hands of the Manager is available to it information. Using and passing on this information as well as receiving feedback signals, it organizes, directs and motivates subordinates.

So much depends on it's ability to convey information in such a way as to achieve the most adequate perception of this information by those to whom it is intended.

Communication is the exchange of information, based on which the Manager receives the information necessary for making effective decisions, and communicate decisions to employees. If communication is poor, decisions can be wrong, people can misunderstand what he wants from them, or, finally, from this may suffer interpersonal relationships. The effectiveness of communication is often determined by the quality of decisions and how they actually will be implemented.

Admittedly, communications are of utmost importance for the success of enterprises and represent one of the difficult problems of management. Essentially it is a kind of "circulatory system" of a single organism of the company. Efficient managers consider those who are effective in communications. Managers need to master the art of communication, as, figuratively speaking, they do the work "proxy". Therefore, this topic is actual nowadays.

Communication (lat. communicatio), literally meaning "General" or "shared". In practical terms, is the process of exchange of ideas and information between two or more people, leading to a mutual understanding.

Communication is communication across functions, units, control systems, between people. Communication - cooperation, bilateral efforts, without which there can be joint activity, that is the first condition for the existence of any organization [2]

Communication is the glue that connects the trace elements of the company – the individual project teams or departments – and the entire company at the macro level. Without it the whole structure will crumble to pieces. Communication is the air that brings fresh ideas, new information and knowledge. Without air, the atmosphere becomes stagnant and becomes heavy and monotonous. Communications is the driving force that is able to disperse and inhibit any initiative in the company. Unmanaged Lokomotiv threat [3]

According to industrial psychologist L. Jewell, there are four traditional areas of communication research in management: 1) the use of communication channels, the effectiveness of different channels in different situations; 2) direction of communication links and type of message; 3) the direction of communication and accuracy of the message; 4) the influence of communication patterns on performance and job satisfaction.

The objectives of the communications:

1. Ensure effective exchange of information between subjects and objects of management.
2. Improvement of the interpersonal relations in the process of information exchange.
3. Creating information channels for the exchange of information between individuals and groups and coordinate their objectives and actions.

Regulation and rationalization of information flows. Communication are divided into following types:

- interpersonal or organizational communication based on oral communication;
- communication based on written exchange of information.

Interpersonal communication, in turn, are divided into:

- formal or formal. Communications are determined by the policies, rules, job descriptions specific to your company and implemented by the formal channels;
- informal communication that does not follow the General rules of a particular organization; they are carried out according to the established system of personal relationships between employees of the organization.

Typical information transmitted through the channels of informal communications: the coming downsizing of production workers, new penalties for the late change in the structure of the organization, the upcoming move and improve, a detailed statement of the dispute of the two leaders at the last meeting sales, someone who assigns a date after work, etc.

Among the formal organizational communications release:

- vertical, when information is moved from one hierarchy level to another;
- the horizontal, among different units, which is used to coordinate the activities of various departments.

Vertical communication, in turn, are divided into:

- rising, when the information is sent bottom-up (from lower levels to higher). This type of communication provides the necessary information for managers to assess the scope of activities for which they are responsible;
- top-down implemented from the top down. This type of communication is directly associated with the management and control over the workers.

Interpersonal communication is divided into:

- verbal (verbal);
- non-verbal, designed to exchange information without the use of words, for example, using gestures, voice intonations, facial expressions, etc.

Verbal and not verbal forms of communication not always and not necessarily mutually exclusive. As a rule, the interpretation by the receiver of the message is based not only on words but also on such elements as gestures and facial expressions that accompany the words of the disclosing party. [4]

Distinguish communication barriers macro – and micro-level.

Macrosurgery communications hinder successful communication in General. Such barriers include:

- overload of the information and the distortion information;
- the need for increasingly complex information;
- internationalization of business contacts and the increasing role of foreign languages, etc.

Microsurgery communications hinder successful communication in a particular narrow area. These include:

- the ratio of the source (sender) of information to the recipient (addressee);
- the relation of the destination to the source information;
- lack of feedback.

Difficulties in communication occur because of the biased representations of people rejecting new ideas because of their novelty, apparent from the first glance questionable or climate of opinion generated by certain conditions (stereotypes).

The end result is distorted perception of the message, slows down and distorts the feedback process, reduced the effectiveness of the message.

Communication process is the exchange of information between two or more people.

The main goal of the communication process – understanding of information which is the subject of exchange, i.e. messages. However, the mere fact of sharing information does not guarantee the efficacy of communication involved in the exchange of people. You, of course, faced with cases of ineffective exchange of information with friends, family, co-workers at work. To better understand the process of exchange of information and the conditions of its effectiveness, you should be aware of the stages of the process, which involves two or more people.

Consider the elements and stages of process of communications.

In the process of exchange of information it is possible to allocate four basic elements.

1. The sender is the person generating ideas or collecting information and transmitting it.
2. The message is the actual information encoded in characters.
3. The channel the means of transmitting information.
4. The recipient, the person to whom information is intended and which interpreterpath her.

In the exchange of information sender and receiver go through several interconnected stages. Their task is to create a message and use the channel for transmission in such a way that both parties understood and shared the original idea. It is difficult, because each stage is also the point at which meaning can be distorted or completely lost. These interconnected stages are:

1. The emergence of the idea.
2. Encryption and channel selection.
3. Transmission.
4. Decoding.

In practice, according to research, the Manager spends from 50 to 90% of the time on communication. It seems improbable, but it becomes clear if we consider that the head is engaged in it to realize the roles in the interpersonal relations, information exchange and decision-making processes, not to mention administrative functions of planning, the organization, motivation and control. It is because information exchange is built into all major management activities that we call communication a connecting process.

Recently, the problem of effective communication links has become the subject of scientific interest of domestic researchers. Among heritage scholars should be allocated to thorough exploration I. Zavadsky, Osowski, N. Martynenko, M. Turyanska that justified the contemporary institutional, theoretical, methodological, and psychological aspects of information and communication technologies.

Among the works of domestic authors, devoted to the study of communication, it should be noted the works of Erzhanova A. M., Abdygapparova S. K., Nysanbaeva A. N., Dunayev V. Yu., Kosichenko A. G., Kurgan V. D. etc.

However, it should be noted that most of the scientific research devoted to the study of communications is of a General nature, regardless of the specific field of activity. For the same reason, the topic of the communications system in the process of personnel management is not sufficiently studied.

Despite the undeniable relevance of these works and significant contribution of their authors to the development of theoretical and methodological problems of communication in human resources management, there is no comprehensive approach to the development of an effective communication strategy, the analysis of forms of communication is fragmented.

As noted above, the dynamics of the development of a modern organization is determined not only by its economic indicators, but also by the existence of effective technologies that provide information exchange and communication.

According to statistics, no more than 20% of Kazakh companies are consistently and successfully engaged in building effective communications between employees, both vertically and horizontally, promoting the values of the company.

Analysts of the Kazakhstan labor market note that modern workers are prone to changes within the company. Professionals today have a lot of independence. They do not hesitate to implement various

organizational changes. For them, the needs of the company as well as personal are very significant. In the end, just depends on how much effort employees exert when performing a particular job. Employees want to be sure that employers care about them. Thus, there is a positive trend and there are promising developments of effective communications in the Kazakhstani market.

*The results of the study*

It is almost impossible to overstate the importance of communication in management. Almost everything that makes the leaders to facilitate the organization achieving its objectives, requires effective exchange of information. If people can't exchange information, they will not be able to work together to formulate goals and achieve them. However, communication is a complex process consisting of interrelated steps. Each of these steps is very necessary in order to make our thoughts clear to another person. Every step is a point at which, if we are careless and don't think about what we do, the meaning may be lost [5]

Communication is the process of interaction in which there is a transfer or exchange of information. The communication is considered successful if it completed a full cycle. The sender information to the recipient, the latter clearly understand its contents. A successful communication process depends also on the sequential construction of an information message by the sender: attracting attention – interest – the transition to the main part – details – discussion – conclusion – call to action. The expected result of successful communication is to change behavior of the recipient.

The ideal model of communication within the organization is that all management decisions should be made available to the employees, but the decisions themselves should be based on the information flows that come from different departments with well-established communication links. With the creation of a well-functioning system of communications, the organization receives uniform standards and approaches to work, a system of corporate values, decreases employee turnover. This is of particular relevance in terms of branching and remote structural divisions of the organization.

The main characteristics of quality communication is to involve staff in the process of communication, their willingness to cooperate and ability to work with large information collections; the informal nature of communication in organizations, presence an atmosphere of trust in the organization; the use of effective communication technologies; the number of communication channels; a favorable socio-psychological climate and the timeliness of information dissemination

Since the head takes three of his roles and performs four basic functions in order to formulate the organization's goals and achieve them, the quality of the exchange of information can directly affect the degree of realization of goals. This means that the success of individuals and organizations necessary for effective communication.

Because in our country the emergence and establishment of communications (and management) took place not long ago, a huge role in their further development is the correct approach to studying the experience of companies of foreign countries and contemporary Kazakh entrepreneurs.

In Kazakhstan, communications have undergone a radical change. From the administrative-command system, the country moved sharply towards the market. If earlier the management of the enterprise was largely that of management to subordinates received orders that it was impossible not to clarify, not to discuss, initiative is punished and savvy employees could not be promoted, the leaders prefer a different approach to the organization of work with subordinates. The initiative is now encouraged, held collective meetings to discuss problems of development of firms and listened to requests of subordinates, apply not only moral, but also material incentives. Of course in both of these scenarios, there are exceptions. So if the command-administrative system were companies with established communications, but was most prevalent with disparate communication streams without feedback, etc.

So now there are firms where the organization's leadership is at a low level, mistakenly built communication.

In comparison with foreign authors in the study of communication it should be noted that there are experts interpret its features are very wide (communication across the organization), saying that the purpose of internal communications is to contribute to the achievement of strategic business objectives. In the Toolbox, which applies to foreign companies dominated by the principle of "simplicity and accessibility of communications."

Although it is widely accepted that communications are of great importance for the success of organizations, the survey showed that 73% of American, 63% of English and 85% of Japanese heads consider communications by the main obstacle to achieving efficiencies in their organizations. According to another survey, about 250 thousand workers in 2000 a variety of companies, the exchange of information is one of the most difficult problems in organizations. These surveys show that poor communication is one of the main areas of problems. Deep understanding of communication at the level of the individual and the organization, we must learn to reduce the incidence of ineffective communication and to become better, more effective managers. Effective leaders are those who are effective in communications. They represent the essence of the communication process, have a well-developed ability of oral and written communication and understand how the environment affects information exchange [6,7]

Reflecting on the exchange of information in the organization, usually think about people who speak in the process of personal contact or in groups, in meetings, talking on the phone or read and make notes, letters and reports. Although these cases account for the bulk of communication in organizations, communication constitute a pervasive and complex process. Let's start with identifying where the inside and outside of the organization requires effective communication. This means that the success of individuals and organizations necessary for effective communication.

Ineffective communication is one of the main areas of problems. Deep understanding of communication at the level of the individual and the organization, we must learn to reduce the incidence of ineffective communication and to become better, more effective managers. Effective leaders are those who are effective in communications. They represent the essence of the Communication process, have a well-developed ability of oral and written communication and understand how the environment affects the exchange of information [8].

Carried out communications through the transmission of ideas, facts, opinions, feelings or perceptions, feelings and relations from one person to another in oral or any other form for the purpose of receiving in response to the desired response.

When considering the communication process must be considered, and conditions of human communication is not only important how the information is transmitted, but also how it is formed, specified, develops. Communication and information are different, but related things. Communication includes both what is transmitted and how it is "what" is transmitted.

In order to place communication, you need at least two people. Therefore, each participant is entitled to all or certain abilities: see, hear, touch, sense of smell and taste. Effective communication requires each party to have certain skills and abilities.

Communication should be viewed not only as a sending and receiving of information, as we are dealing with ratio of two individuals, each of whom is an active subject – the mutual information require the establishment of joint activities. Therefore, in the communication process occurs not only motion information, but also active exchange.

In specifically human information exchange a special role for each participant of the communication plays an importance of the information, as people don't just exchange words, and tend to develop shared meaning. And this is possible provided that the information is not only accepted, but understood, comprehended [9]

In the analysis of the communication process in the organization reveal a number of issues, namely:

1. Poor organization of the wording of the message.

Regardless of how the message is delivered, vagueness and nebula - too-frequent phenomenon. Such faults as poorly chosen and empty words, careless omissions, lack of coherence, poor presentation of ideas, awkwardness of sentence structure, the lack of lexical means, the banality, the striking repetition, jargon, etc., are quite common. The lack of clarity and precision leads to costly mistakes.

2. Incorrect translation of information at various stages of transmission.

Managers of the organization are in the centers of communications in businesses and operate as receivers and senders of the messages. They receive various types of messages from superiors, from colleagues and from subordinates and, in turn, must translate information destined for subordinates, their colleagues and leadership, they understand the language. It is often not enough to convey information word for word, or it needs to be expressed in words that are understandable to people in the area in which the recipient works, or should be

accompanied by explanations that will be understandable to the recipient. This process requires skill, which is often missing. Since employees are usually only about understanding each other, efficiency is constantly suffering from it, leading to significant losses.

### 3. The distortion of messages.

When information moves internally up and down, the meaning of the text is distorted. Messages are distorted unintentionally because of difficulties in interpersonal communications. Conscious misrepresentation occurs when any Manager does not agree with the message. In this case, the Manager modifies the message so that the change point occurred in his interests. The problem of information exchange due to the distortion of the message also arise due to the filter. In the organization there is a need to filter messages, so that from one level to another level of the organization or Department being made available only to those messages that concern it. Because managers determine which messages to send, all kinds of obstacles in interpersonal relationships can push them to the exclusion of some and the emphasis on other messages. This selection becomes the reason of missing vital information in another sector of the organization or receipt of the information out there with significant distortion of the content. Messages sent upstairs distorted because of the discrepancy between the status levels of the organization. Senior executives have higher status, so there is a tendency to provide only positive information is perceived [10]

This leads to the fact that the slave does not inform the supervisor about potential or existing problem because they do not want to tell the boss bad news. An additional cause of the deterioration coming up information is increased attention to middle managers to messages from the upper levels of power in comparison with the information from their subordinates .

### 4. Failure to report information to employees and management staff;

Reason for late report of information used and the geographical location of the organization, i.e. its extent across parts of the Republic, just not a responsible attitude of the Manager to the information.

### 5. Mental attitude;

In the organization there is a critical attitude of the employees, which hinders the development of formal and informal relations between employees of the organization.

To solve this first problem it is necessary to formulate the message precisely. Choose meaningful words, to Express their thoughts accurately and with consistency, and to make proposals lexically competent. Although communication is often thought of as just a message in order for it to have any value, it must pass the test according to the principle of clarity: the message has clarity if it is expressed in a language and transmitted in such a way that can be understood by the recipient.

To solve the second problem, it is necessary to begin to establish a feedback. Feedback is important because it allows you to determine whether your message is being received by the recipient, interpreted in the sense that you originally gave him. There are a number of ways to provide feedback. One of them is the evaluation of the language of postures, gestures and intonations of man, as if to indicate confusion or misunderstanding [11] Feedback can also be set by controlling the first results. Relevant information will allow us to evaluate the extent to which embodied what he intended to communicate. In the same way in which feedback can contribute to the improvement of interpersonal information exchange, can act and feedback system created in the organization. Such systems are part of systems of control and management information systems in the organization. One of the options feedback system – the movement of people from one part organization to another to discuss certain issues. Poll workers – another version of the feedback system. Such surveys can be carried out with the aim of obtaining information from managers and workers, literally hundreds of questions [12].

Correctly to build high-quality communicative space within the organization, a modern Manager must possess certain skills and abilities, as well-built communication in personnel management system of the organization, are an effective tool for the management of the organization, and the key to a stable and developed economy. The following skills and abilities include:

- the ability of the Manager to cause staff involvement in the process of communication, their rapid response to the message, initiative and willingness to cooperate;
- creation of a rather informal, which bears the personal nature of communication, an atmosphere of trust;

- formation of high quality communication messages;
- proper alignment of openness, interactivity, network communications. Completeness, actuality and availability of the transmitted information;
- quality use of effective communication technologies, optimal use of communication channels;
- focus on continuous improvement of communications efforts of all team members.

Thus, the modern Manager is the main link in the effective and quality communication in the system of personnel management as the main tool for the successful operation of the organization. Well-built communication in the organization, are key to the success and well-being of the organization as a whole, the ability of the Manager to integrate his work brings great benefits to the economy as a whole, we are highly skilled and competent managers are the driving engine in the system of personnel management [13].

Admittedly, communications are of utmost importance for the success of enterprises. Essentially it is a kind of "circulatory system" of a single organism of the company. Efficient managers consider those who are effective in communications. Managers need to master the art of communication, as, figuratively speaking, they do the work "proxy".

The role of communication is obvious as in small firms and powerful companies and corporations. The effectiveness of communication and interactions depends the future of not only the company as an economic entity in the market, but also people working in the enterprise, and at the global level and the welfare of the whole country [14]

The experience of both domestic and foreign companies shows that the effectiveness of communication depends primarily on the psychological mood of the team.

The process of formation and development of modern Russian business culture corporate communications, public relations, communication in business requires new approaches in the management system. The modern model of personnel management is impossible without well-organized process of effective communication. The whole concept of quality management based on the principle that all actors have the same access to relevant information, productively communicate with each other, creating optimal conditions for successful decision making, conflict resolution, team work.

As a concrete example, let's consider how the process of development of effective communications in JSC "NC "KTZ" in the Department of development of HR projects.

The activity of the HR projects development Department is aimed at developing the human potential of the company's moving resource. Human resources are the basis of the company, which in its manifestation is an important element of the entire personnel management system.

Department of development of HR projects (hereinafter – the Department) was established in order to form a policy in the field of professional development, training of employees of "national company" "Kazakhstan Temir Zholy" in accordance with the HR-strategy of "national welfare Fund "Samuryk-Kazyna" and The company based on the analysis of business needs.

The Department is actively engaged in developing various projects in the field of human resource management. The monitoring of the human potential of the company is carried out, and when launching any new projects, the current realities and participation of employees in these decisions are taken into account. Thus, the communication process in the Department has been successfully established.

As for the development of effective communications in the company, based on a survey of employees. In the survey forms asked questions of the character:

1. How can you describe the communication process in the company?
2. How effectively do the methods work in the direction of developing the effectiveness of communications in the company?
3. What do you think works effectively in determining the role of effective communications?

Most were satisfied with the state of the communication process in the company, which is reflected in their own activities.

Thus, it should be concluded that the company is dominated by a positive trend in the development of effective communications, this is observed in the interaction of employees, both among themselves and between management. Thus, the process of effective communication in the company has been successfully

established, which characterizes the use of various techniques in the development of effective communications, both domestic and foreign.

According to the results of the survey, it was also found that special attention is paid to the favorable interaction between employees, the following is clearly seen here that the process of communication between employees and management is constantly improving. Namely, carried out the survey, through the compilation of a blitz - survey, using the method of "brainstorming»

Corporate training, revealed the peculiarities of properly structured communication in the Department. Employees quickly and easily perceive information sent by a colleague, thus there are no barriers to communication. Consequently, the process of communication is correct.

Communication in organization – an integral part of the activities of managers and subordinates. Some researchers believe that the effectiveness of personnel management is proportional to the efficiency of communication processes in the organization.

Casually organized communication increase time on any issue and hinder the achievement of the result, generate conflicts and misunderstandings. Besides customized internal communications improve governance and, therefore, reduce time spent on onboarding, mitigate resistance to change by staff. Organization for configured communication connections shows quick response to changes in the labour market, quality service, high staff motivation [15].

Informatization of modern society on the one hand deepens and diversifies the communication processes within the organization through continuous improvement and development of tools and information channels with other actualizes the problem of creating effective communication strategies to accommodate the diversity of today's communicative technology.

To create an effective system of communication in the organization personnel management there is a need to analyze the performance of the most common forms of communication within the organization.

In the average company in the growth of the organization, increasing the number of employees increases and their specialization. Despite the fact that the division operations economically viable, this process has a negative side: employees performing certain duties, cease to understand how their work affects the overall process, what their contribution to the solution of assigned tasks and as provided by interlinkages with other departments. This misunderstanding can have a serious impact not only on the psychological climate in the team, but also on the financial performance of the company.

However, the list of costs to be reduced in the first place, rarely are the costs of communication within the company. Some managers do not think about them and often do not understand what is the importance of internal communication.

An effectively functioning communication system allows you to set the transparency in the relationship between company management, broadcast goals of the organization and professionals, including those working with clients. As a result high company control, sensitive response to the change of the market situation, a higher quality of customer service, increased staff motivation, involvement in the management of the organization.

With the construction of the internal communications system, a unified system of values, common language and standards of work, which is especially important for large companies, especially for those who have a large branch network. Therefore, any organization must allocate internal communication in an independent activity.

The main characteristics of high-quality communications that operate in Kazakhstan companies such as TBM Kazakhstan, White wind, JSC " NC " KTZ»:- involvement of employees in the communications process, their prompt reaction to messages

- initiative and willingness to cooperate;
- an informal, personal nature of communication, an atmosphere of trust;
- high quality communication messages;
- openness, interactivity, network communications;
- completeness, actuality and availability of the transmitted information;
- use effective communication technologies;
- optimal use of communication channels;
- the ability of employees to work with large amounts of operational information (this is ensured by the competence of the recipient);

– continuous improvement of communications efforts of all team members.

Quality of communication allow us to make the company a learning organization, to ensure the ease of formation of a common vision, high coordination and speed of General tasks, as well as "drive" together.

At the initial stage of forming high-quality internal communications need to understand what type of corporate culture belongs to the majority of employees of the company and in parallel to explore the level of development of internal communications depending on the type of crop

The next step is to define the tasks, who should serve as corporate communications in the company. Denote the main:

- the formation, maintenance and strengthening of the corporate culture.
- to attract young and talented (professional) professionals through the improvement of quality employer brand (company image in the labour market);
- accelerate adaptation of new employees;
- creation of effective system of motivation of employees;
- the improvement of relations in the team, aimed at keeping staff;
- manage conflict situations that arise in the team;
- evaluation of personnel;
- as a consequence – increase in the capitalization of the company ahead of the market the latest technology.

Despite the fact that the company's organizational structure impede the development of horizontal communication between the representatives of structural divisions, preferring hierarchical communication, horizontal communication is an important factor and an essential element of successful communications outside of departments.

Strengthening of horizontal cooperation within the organization is carried out by creating unified information system, electronic document management system, encourage and support interpersonal communication. The development of horizontal connections provides the opportunity for each employee to form their own informal, impartial picture of the activities of the organization and thus to feel his seat, his involvement in its activities. Horizontal communication is less prone to inaccuracies and have focal in nature, as people tend to talk more openly and trustingly with colleagues that have the same social and professional status, than with senior management.

Effective internal communications system synthesizes the theory of management, theory of organization, theory of management psychology, theory of communication.

Failures, incompetent or ineffective actions in one area will lead to errors in all other areas.

Modern economic development, the latest scientific achievements in the field of management and a significant number of information channels and resources offered by the present, and encourages the search for the most effective forms of communication. To continuous improvement of existing communications, and provides impetus to the development of qualitatively new scientific techniques and constructive approaches to development of internal communications.

Recommendations for improving the system of communications within the organization.

Summing up we can say that the communication is the communication process needed for any important management action that the Manager role is one of the most important. First of all Manager should be an excellent psychologist who could predict the slightest change in the mood of the team a Psychological factor - one of the most important factors for successful communications. Second, the Manager must possess the oratory skills and ability to convince. The rhetoric of communication in the developed companies is one of the leading companies in the development of communications. The ability to communicate with subordinates depends, above all, the future of the enterprise, and with it the future of each individual employee. The Manager must be able to find a common language with closed and uncommunicative people, and at the right moment to interrupt the flow of speech talkers, to give voice to other employees.

So, we can conclude that without the help and cooperation of management and staff, it is impossible to establish effective interaction of enterprise communications.

As recommendations can offer the famous statement of L. Iacocca: "All business operations can be ultimately reduced to the designation of three words: people, product, profit. In the first place are the people.

If you don't have a reliable team, then other factors not have much to do." Also, in my opinion, domestic companies should develop a formal top-down vertical communication, to increase the effectiveness of informal communications between managers and subordinates.

### *Conclusions*

Summing up we can confidently say; that the communication is the communication process needed for any important management action that the Manager role is one of the most important. First of all, the Manager should be an excellent psychologist who could predict the slightest change in the mood of the team a Psychological factor - one of the most important factors for successful communications. Second, the Manager must possess the oratory skills and ability to convince. The rhetoric of communication in the developed companies is one of the leading companies in the development of communications. The ability to communicate with subordinates depends, first of all, the future of the enterprise, and with it the future of each individual employee. The Manager must be able to find a common language with closed and uncommunicative people, and at the right moment to interrupt the flow of speech talkers, to give voice to other employees.

In our turbulent times, the information revolution, the relevance of the communications is not decreasing, but rather increasing. Communication is important in all spheres of human activity. We all live, exchanging information with each other. And the more effective this exchange, the more we open possibilities for effective work and successful personal life. For a Manager communication is the lifeblood. In the broadest sense, communication is the process of informing. And what the Manager can work normally without new information? Because the Manager every day in his work is faced with a stack of Newspapers, letters, documents, meets with a huge number of people, settling the disputed questions, giving orders, controlling performance of the work, etc. the essence of Manager's job is to implement effective communication at all levels of interactions. The conversation with the chief of communication upward, talking to subordinates, in descending order, the conversation with the chief parallel of the Department of communication horizontally. It seems to us that the issue of effective communication is also important for the Manager, as the question of decision-making. Moreover, these two aspects of management activities complement each other. And the existence of one impossible without the other.

Summing up the work done, I would like to note that the communication function is also important for management, as well as the functions of planning, organizing, motivating, controlling. The manager must constantly improve the communication processes for the successful implementation of his difficult but interesting professional activities improved information exchange in the organization.

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### Резюме

В статье авторами исследованы актуальность определения роли и значимости эффективных коммуникаций в управлении персоналом организации. Выделены основные аспекты развития эффективных коммуникаций в организации, повышения коммуникативной компетентности персонала. Авторами выявлено, что развитие эффективных коммуникаций в управлении персоналом организации, являются движущим фактором к успеху компании, это положительно влияет на функционирование всей компании.

### Түйін

Мақалада авторлармен тиімді коммуникация персоналды басқарудағы ұйымдастыру өзектілігін анықтау рөлі мен маңыздылығы зерттелді. Бөлінген дамытудың тиімді коммуникацияның негізгі аспектілері және персоналдың коммуникативтік құзыреттілігін арттыру рөлі көрсетілген. Басқару ұйымының қызметкерлердің тиімді коммуникация дамыту жөнінде компанияның табысқа қозғаушы факторы болып табылады, бұл бүкіл компанияның жұмыс істеуіне оң әсер етеді деп авторлар анықтады

### Summary

In the article the authors studied the urgency of determining the role and importance of effective communications in the management of the personnel of organization. The main aspects of the development of effective communications in the organization, enhancing the communicative competence of personnel are singled out. The authors found that the development of effective communications in the management of the personnel of organization is a driving factor to the success of the company, this positively affects the functioning of the entire company.

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### JEL classification: L2

**Berik Bekmurzayev,**

PhD student,

Al Farabi Kazakh National University,  
Almaty, The Republic of Kazakhstan

**Magbat Spanov,**

Doctor of Economic Sciences, Professor,  
Al Farabi Kazakh National University,  
Almaty, The Republic of Kazakhstan

## THEORETICAL AND PRACTICAL BASICS OF PROJECT MANAGEMENT IN INTERNET-COMMERCE

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### Abstract

*Purpose* – The main objective of the research is to study the theoretical foundations of project management in Internet commerce and build an economic model for managing the transformation of the traditional form of conducting business activity of a trading enterprise into an electronic one. According to the purpose, the following tasks were set and solved in the work: the study of the theoretical foundations of electronic commerce as a new form of conducting business activity on the Internet; a study of the state of electronic commerce and the factors that determine its development.

*Methodology* – In the work were used general scientific methods of observation, analysis, synthesis, comparison, induction, deduction. During the research, was used a complex of general scientific methods of cognitive activity, observation and comparison, including system-structural, logical and other methods of research.

*Originality / value* – it all depends on the development and development of the electronic commerce market, as well as the increased use of project management in Internet commerce.