

## COMMUNICATIVE COOPERATION IN THE FRAME OF A DEVELOPING ORGANIZATION

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The article deals with the problems of communicative cooperation in the frame of a developing organization.

The economic and a social organization in science is a many-sided concept, but more often it is understood as a group of people cooperating with each other by means of material, economic, legal and other conditions to decide problems facing them and to achieve the aim. It is significant that there are two various meanings of concept "organization". According to the first, "organization" is a certain social unit or the collective, according to the second it is a structure with organizational features, both structural, and remedial, within the limits of social units or collectives which in this meaning "are organized" in a special way.

The difference between these two values is understood better when we realize that the organization (in the first meaning) possesses not only organizational features, but also a number of other additional properties: its activity directs techniques, technologies, the physical capital and strategy for the aim of achievement, the definite purposes and specific targets. After creation the organizations develop appreciably independently, and sometimes completely irrespective of the people who have created them, entering with them certain mutual relations. They use possibilities of inside united people for its own strengthening and development also demand a certain experience, knowledge, qualification, active participation in affairs, sense of duty, responsibility, discipline, submission to the established rules and norms of behavior, acceptances of the purposes.

The organization development and its normal functioning depend on the equation of mutual relations between it and the person. An appearance of an infringement of the mutual relations balance, as a result of abuse from one and the other side when the organization does not give the possibility for disclosing the work-

er's abilities, or the worker uses the organization for mercenary purposes, causes damage to its reputation and potential. The organization possesses organizational structure which can vary eventually, simultaneously with the communications system.

The actions directed to development and organization updating can be characterized as organizational process. For example, the Saratov factory of technical glass created in 1958 changed the organizational structure several times. The last change was in 2000 when the shareholders started reorganization and enterprise re-structuring aimed at increasing the investment appeal and the transparency of each business processes management and. For today, on an industrial platform of a single organization, work 11 enterprises forming the group of the companies "Incorporated glass factories of Saratov" (CG "IGFS").

The isolation expressed in isolation of internal processes which create the borders separating the organization from an external environment is one of organization signs. The organization can develop on the basis of a self-regulation principle, independently and in its own way solve different questions of an organizational life and realize external commands, taking into account definite circumstances.

The organization, which can have an intra-organizational centre co-coordinating the activity of members of the organization and providing their unity in carrying out self-regulation. In CG "IGFS" the role of such centre plays a management of group of the companies, headed by president of CG. It is necessary to notice that the large organizations (for example, CG "IGFS") can have some centres, but one of them will always carry out main function (management CG), and the others - peripheral (an orga-

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nizational management entering in CG). Thus, there are typical tendencies of the polycentrism formation, allowing organizations to be more flexible and, hence, steady and that confirms the estimations in the economic literature concerning the changes in organizational structure in modern economy. The management of CG "IGFS" based on tendencies of the organizations' development in economics, has achieved preservation of positions in the branch and in the region. OJC "Saratovstroysteklo" (produces sheet glass) remains in the twenty of the most successful enterprises of the Saratov region according to the parameters as sales volume and dynamics of development. The use of newer and progressive technologies have allowed OJC "Saratovstroysteklo" to start the production some sheet glass in the float-way as the first in branch among the few in our country.

The process equipment used at the enterprise allows wide variation of the sizes of let out glass, to receive glass of various face values (from 2 to 10 mm.) and also to make packaging of international standards. Deep understanding of the market requirements and aspiration in maximum satisfy them have allowed OJC "Saratovstroysteklo" to adjust long-term cooperation with buyers and to carry out deliveries of sheet glass both on Russian, and on the foreign market, actively participating in foreign trade activities.

The Saratov glass is delivered to more than in 20 countries of the world, including to Italy, Germany, Greece, Turkey, Bulgaria. OJC "Saratovstroysteklo" specializes on the multilayered automobile glass (triplex) and the tempered glass, the tempered glass for the ground transport, the tempered glass for household appliances and furniture, safe multilayered building glass, glass protective multilayered shockproof (a class of protection A1, A2, A3), and glasses protective multilayered bulletproof (a class of protection 1, 2, 3). The manufacture of complete automobile glass is carried out on the Italian line of firm INGLÉN. The company makes glass at level of international standards. It is delivered to conveyors of such enterprises, as VAZ, YA3, GAS, PAZ, KamAZ and also for glazing the advanced models of domestic cars. Every fourth Russian car is glazed by OJC "Saratovstroysteklo" production. Besides it, the wide scale of

windcreens for all models of domestic cars and more than 50 kinds of windcreens for foreign cars is delivered on the market of spare parts. The automobile glass which is produced by the enterprise, was highly appreciated by such firms, as "Opel", "Fiat", "Reno". CJ "Saratovinterersteklo" specializes on release and realization of a crystal ware, and also products and furniture from glass. Ltd "Unistar" Open Company - the joint Russian-Canadian enterprise formed in 1994 aimed at providing the Russian market with household fixtures, chandeliers, a scone and desk lamps. Other organizations (Ltd "Promstroytara", Ltd "Technotransautopany", Ltd "Autotranssteklo", Ltd "Universal-protection", Ltd "Mechanical-repair base" and Ltd "Promtechservis"), entering in CG "IGFS", specialize on the production of wooden containers, various kinds of transportation, protection of a life and health of citizens, protection of property, repair and equipment service. Analyzing changes in the organizational structure CG "IGFS", for the last period, we can conclude that the company tends to development in a direction of network structure. The network organization combines elements of the functional form specialization, the autonomy of separate structures and the possibility of a transfer of the matrix organization resources. Analyzing activity and management CG "IGFS" principles it is possible to reveal another tendency, common for economic development in the 19<sup>th</sup> and 20<sup>th</sup> centuries in the developed countries: occurrence of the organizations with "home markets". They use business principles and market relations in the enterprises. Such an approach spreads to all linear and functional organization structures and even on the top management. All of them participate in intra-firm and inter-firm communications, united with the help of uniform information and financial systems and business cultures. The organization principles of the "internal market" the companies usually are based on:

1. Transformation of hierarchy of management in internal business divisions. "The internal enterprises" create building blocks for intra-firm market system. All industrial and auxiliary divisions will be transformed in enterprises, which become responsible not only for result of activity, but also for taking up production management as the independent enterprises.

2. The creation of an economic infrastructure for decision-making. Experts form and regulate an infrastructure given "organizational economy", creating the general systems of the reporting, communications, stimulus, the administrative policy, business cultures, etc.

3. The corporate management for organization of joint activity." The internal economy "is a generality of the enterprises, interested in joint activity (creation of joint ventures, sharing of technologies, participation in the problems decision etc.) between internal and external partners.

The corporate management provides the regulations of this "home market", directing and encouraging development various strategy. Interaction as in the enterprises forming the organization with network structure and between them is impossible without reliable system of communications. For the effective organization of work and for management of joint activity inside CG "IGFS" it is very important connection with reception, processing and an information transfer. Much depends on the organization, construction of communicative structure, communicative communication of the organization. There is a great need of effective information interchange, for the head to achieve a definite purpose, that is communications are required. It is necessary to notice that communications and the information are various, but at the same time the concepts connected among themselves.

Communications include also "what" is transferred, and how it is transferred. In the Russian conditions processes of the communications which are the vital links between heads and subordinates, heads of one level, are often broken by an external environment. In daily activity the head should use the information from various accessible sources, but this requirement in the Russian conditions is not always observed. An operative activity of the head differs from its activity on decision-making. These two kinds of activity are interconnected and depend on the information processed and transferred in the organization, the same connections exist between them. Communications processes allow heads find the way of the best direction for an aim achievement and perform their work more effectively.

The practice shows that effective communications in CG "IGFS" are the main condition

of successful organization work, and the efficiency of the personnel management directly depends on efficiency of the communication processes occurring in the organization.

The analysis of communicative interaction in CG "IGFS" shows that for increase of efficiency of organization activity among the group of the companies, it is necessary to improve both information transfer channels, and communicative structure which is understood as the set of channels with which help interaction to be carried out. It can be global and cover the organization in whole or local if concerning only one part. An interaction realization only through one any central link means that the communication structure is centralized, and the link represents itself as the basic source of the communications having the form of vertical communications, as is observed in CG "IGFS" where the management of the companies group has full access to all information of the organizations entering into group, and represents itself as the central link.

The communication process allows us to provide a straight line and a feedback between operating and operated system. Traditionally, for the direct communication description allocate following stages:

1. The message sending. Begins with identification of the subject and a formulation of sense and value of communications. It is very important stage as it defines efficiency of communications. The unreasoned message interferes with understanding achievement. The message passes through transformation transferred value in the message or a signal, including a choice of a data carrier or designation system. Carriers will be organized in the certain form, the message containing the data with certain value which should be received with full understanding of how the put value is as a result formed.

2. The message transfer. It assumes message receipt through the transmitter in transferring channel. Means, chemical or physical state of environment, the person can be transmitters. After definition of the message form it is necessary to choose a corresponding way of its transfer, considering time factor, possibility of hindrances, distortions of the information to increase the efficiency of communications. The sender himself chooses the optimal way of information transfer. The channels technical de-

vices, adaptations and environment can be used as communication. It is important, that the chosen channel corresponded to idea and the message purpose. It is desirable to use a certain combination of transmission media of the information, exact several channels. The simultaneous use of oral and written means of communications promote more effectively communication process in comparison with application only written messages.

3. The message reception. It consists not only in fixing of the message reception, but also substantially in its understanding. The feedback is carried out by an exchange of roles of participants of process of the communications, thus all cycle repeats, but in the opposite direction. The arising feedback closes turning out a communicative contour and gives the chance to learn about successful delivery of the message, understanding and perception degree. By a feedback the efficiency of communication process and its dynamics raises. It is possible to ascertain that displays of each of the above described barriers are rather essential considering features of the Russian workers and heads' mentality.

At realization of communication process it is very important to account the possible consequences of display of each of the above described barriers to the subsequent elimination of negative influence deforming the received information. The arising communication problems of the organization directly are connected with communication requirements of the organization and can be solved by the accurate commu-

nication policy including statement of the communications purposes, the search of ways of achievement, planning and realization, and development and perfection of interrelations in the course of change of organizational structures should promote their elimination. Thus, the communication policy of the organization is carried out in two directions: internal and external.

A problem of an internal communication policy is connected with working out and propagation of the organization philosophy, formation of organizational values, samples of behaviour, an organizational climate and corporate culture. The external communication policy defines the strategic targets of the organization connected with contacts of the organization with the financial markets, a labour market, the consumer market, and also with the power structures, influential party movements, mass-media etc.

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