

Mariia Buhaieva, Ludmyla Zapirchenko

Central Ukrainian National Technical University

Yaroslav Hrynko

Vocational College of the Private Higher Education Institution

“Central Ukrainian Innovative Biotechnological University”

INFORMAL COMMUNICATIONS AS A COMPONENT OF THE INFORMATION AND ANALYTICAL SYSTEM FOR ENSURING EFFECTIVE BUSINESS PERFORMANCE

The article defines the conceptual content of the term “communication”, focusing in particular on various modern forms and types of communication processes that influence business efficiency. It provides definitions and characteristics of both formal and informal communications, substantiating their key role in understanding the dynamics of internal communication processes within a company, especially in the context of their impact on the information and analytical system that ensures effective business operations. Based on the study of leading national and international research, the authors present their own definition of informal communications as processes of information and idea exchange that take place outside of official, structured communication channels. The article offers a more detailed analysis of informal communications, particularly through key questions regarding their significance for business. It is concluded that informal communication plays a crucial role in building flexible and adaptive organizational structures. The paper also identifies and substantiates specific aspects that demonstrate a comprehensive approach to using informal communication as an element of the information and analytical system aimed at enhancing overall business performance. The authors propose defining informal communications, within the framework of an information and analytical system for ensuring effective business operations, as spontaneous processes of information exchange that occur outside official communication channels, enabling fast and flexible transfer of knowledge and ideas within the organization. The article defines the information and analytical support system for effective business activity as a structure that encompasses the collection, analysis, storage, and distribution of information necessary to support operational, tactical, and strategic management decisions. To conduct an in-depth analysis of informal communications within such a system, the authors outline and substantiate specific aspects: the role of informal communication in information collection and exchange, its influence on decision-making and strategies, cultural and social context, technological support, and impact measurement. Based on a comprehensive study, scientifically grounded recommendations have been developed to optimize informal communication within the information and analytical system of business operations, presented by the authors in the form of a generalized model.

Keywords: communication, formal communication, informal communication, information and analytical system, business efficiency, management processes, corporate culture.

Statement of the problem and its relevance. The research problem lies in identifying the role and place of informal communications within the structure of information and analytical systems aimed at ensuring effective business performance. Informal communications serve as a significant factor in the management process, yet they are often excluded from systematic analysis and optimization. This can lead to an underestimation of their impact on business operations and strategic planning. The relevance of the chosen research topic stems from the critical role of informal communications within the structure of modern corporate information and analytical systems aimed at ensuring business efficiency. Informal communications play a key role in the decision-making process, facilitating the prompt exchange of critically important information and providing mechanisms for tacit coordination among various departments within a company. These communications can influence the formation of corporate culture, drive innovation processes, and foster staff cohesion by encouraging knowledge and experience sharing across all levels of management. In light of this, the importance of developing and implementing

methodologically sound approaches to the analysis and optimization of informal communications within business information and analytical systems becomes evident.

Analysis of recent research and publications. The issue of communication development and implementation in personnel management has been reflected in the works of numerous foreign scholars who actively investigated this subject from the late 20th century to the early 21st century. Among the prominent researchers in this field are A. Fayol, H. Münsterberg, C. Shannon, W. Siegart, L. Lang, H.T. Graham, R. Bennett, B. Adams, and E. Mermann. Their studies have significantly contributed to understanding the structure and models of communication processes within the context of organizational analysis and management, particularly regarding personnel.

The development of methods for the effective organization of communications has been widely reflected in the works of numerous domestic scholars. Notable among them are O. Androsova, H. Bazarova, V. Bezruk, T. Bielska, T. Burmaka, O. Dehtyar, L. Dolynska, T. Yezhyzhanska, O. Zhuk, N. Liubchenko, A. Nesmeeva, V. Orel, L. Piddubna, V. Spivak, M. Turianska, V. Filipov, A. Khmelenko and

others. These researchers have expanded the modern understanding of how communication processes can be structured to enhance the efficiency of organizational and information-analytical activities. However, some aspects of this issue remain insufficiently explored and require further investigation, particularly regarding the role of informal communications and their significance in ensuring the effective functioning of businesses.

Objectives of the article. To scientifically substantiate the significance of informal communications as a component of the information and analytical system that ensures the effective functioning of a business; to define their content, characteristics, and functional roles; and to develop a conceptual approach to integrating informal information flows into the overall management analytics system of an enterprise in order to enhance its adaptability, innovative capacity, and overall efficiency.

Summary of the main research material. In the context of the topic under study, it is essential to define the key concepts and terms. In general terms, communication is the process of transmitting information and interacting between individuals or groups, carried out through the exchange of symbols, language, or other means with the aim of achieving mutual understanding. Communication encompasses not only verbal (oral and written) methods of conveying thoughts and ideas but also nonverbal means, such as gestures, facial expressions, tone of voice, body language, and visual imagery.

In scholarly literature, numerous interpretations of the term “communication” can be found. According to C.H. Cooley, the term describes a mechanism that sustains interaction and the development of human relationships, encompassing all intellectual symbols and the methods of their transmission and preservation [27]. On the other hand, C. Cherry defines communication as a social process in which individuals interact through language and symbols, creating shared rules and norms to carry out purposeful actions [26].

Communication serves as a mechanism for transmitting information between people, where one mind functions as a transmitter and another as a receiver (according to P. Smith, K. Berry, and A. Pulford). It represents a process that involves not merely the exchange of data but also the transfer of emotional and intellectual messages, which is essential for understanding corporate culture and its influence on the management of modern organizations [1].

H.H. Pocheptsov, a Ukrainian researcher of modern communications, emphasizes the broad definition of the term “communication”. He notes that although numerous definitions exist, the core idea of connection is central to understanding communication as a process of interaction [19].

According to A. Ackoff, the communication process involves selecting an appropriate message by the generator of the information complex, then encoding it into signals by the transmission device, and finally decoding these signals back into the original message by the recipient of the information. The effectiveness of information transfer is assessed by the accuracy with which the message is received as intended [7].

The study of communications within the context of organizational structures in the early 1970s was based on a systems approach. In this context, communication refers to the process of generating, transmitting, and storing information that ensures the functioning of organizations. This process involves active interactions between different management levels and structural units, ensuring the efficient distribution of information flows [7].

In the first half of the 20th century, the interpretation of communication was primarily focused on the behaviorist approach, in which the communication process was considered a direct influence of messages from the communicator to the recipient. In this model, the recipient was viewed merely as a passive object who reacts to the received information without actively participating in the communication process [10].

In its broadest sense, communication is a complex process of interaction that involves the exchange of messages between various entities such as individuals, groups, organizations, or social institutions. This process is a vital aspect of social existence. Researchers claim that managers spend between 50% and 90% of their working time on communication. This process is crucial for leaders at all levels, as it ensures effectiveness in interpersonal interactions, information exchange, decision-making, motivation, planning, and control. The central role of the communication process in managerial activities helps integrate various parts of a company into a unified organizational structure [25].

Within the framework of communication research and the study of works by leading scholars [2; 3; 8; 11; 13; 19], it is important to consider various modern forms and types of communication processes, including informal ones, that influence business efficiency. These types can be classified as follows: 1. Verbal communication. This includes oral communication through conversations and written communication through documents, electronic messages, and other textual materials. Verbal interaction is the primary channel for conveying information and instructions in business. 2. Non-verbal communication. It encompasses gestures, facial expressions, body language, and other means that can convey or alter the meaning of verbal messages. For example, facial expressions can enhance or weaken the impact of spoken words. 3. Digital communication. This type includes all forms of electronic interaction using digital platforms such as email, social networks, and messaging apps. Digital communication ensures the rapid and effective dissemination of information over long distances and to large audiences. 4. Organizational communication. This includes formal channels of information transfer within an organization, such as official meetings, internal reports, guidelines, and instructions. It helps ensure coordinated actions and the preservation of corporate culture. 5. Interpersonal communication. These are personal relationships between colleagues that involve emotional connection and support, which are important for building trust and motivation within the team.

Understanding these modern types and forms of communication allows for better adaptation of communication strategies to ensure effective interaction within the company and in its external relations.

In the context of this research topic, it is important to distinguish between formal and informal types of communication. Formal communication typically occurs through official channels and structured processes within the organization. This includes business letters, reports, official meetings, instructions, and more. Formal communication is important for ensuring clarity and formality in information exchange, enabling company leadership to control processes and ensure consistent dissemination of critical information [24]. Informal communication occurs outside official channels and often arises spontaneously among colleagues in informal settings such as lunches, coffee breaks, or casual meetings. This type of communication fosters social connections among employees and can play a vital role in transmitting important unformalized information, which may be valuable for innovation, analytical procedures, and prompt problem-solving [24]. Both types of communication are essential for ensuring business efficiency, each offering its own advantages and limitations.

Based on the analysis of leading research by domestic and international scholars [3; 5; 6; 8; 13; 25; 28], an authorial definition of informal communication can be proposed. Informal communication can be defined as the processes of exchanging information and ideas that occur outside official, structured communication channels. These are spontaneous, often casual interactions that include informal conversations, communication via social media, informal meetings, and other forms of personal interaction. Informal communication facilitates the rapid exchange of ideas and knowledge, stimulates innovation and creativity, and supports social connections among employees, which is essential for team cohesion and corporate culture. At the same time, this type of communication requires careful understanding and management, as it may lead to the spread of uncontrolled or inaccurate information.

Turning to a more detailed examination of informal communications, modern scientific research reveals that these processes play a crucial role in shaping the information and analytical system that ensures effective business operations. Often overlooked in official documentation, informal communications are in fact vital for the realization of information flow, especially in large and complex organizations.

Therefore, we propose addressing several key questions in the context of defining informal communication (Table 1).

Thus, based on the analysis of informal communications, it can be concluded that these types of communication play a crucial role in creating flexible and adaptive organizational structures. They contribute not only to better understanding and execution of work processes but also form the foundation of a corporate culture built on trust and openness. Such communications enhance the company's innovative potential and influence its ability to respond quickly to changes in market conditions and the technological environment. With effective management of informal communications, employee satisfaction and motivation can be significantly improved, which in turn contributes to increased productivity and overall business efficiency.

Transitioning to the examination of informal communications as an integral component of the information-analytical system for ensuring effective business operations requires a deeper exploration into the specifics of such communications and their impact on business processes. Therefore, we propose to define and substantiate the key aspects that demonstrate a comprehensive approach to utilizing informal communications as an element of the information-analytical system aimed at enhancing the overall efficiency of business performance (Tab. 2).

Managing these aspects of informal communication requires an understanding of their impact on the organization and the development of strategies to optimize their use within the company's overall information strategy.

Thus, informal communications play a critical role in business effectiveness, as they are fundamental for building strong

Table 1 – Key questions in the context of defining informal communications for business

Question	Answer
What are informal communications?	Informal communications involve the exchange of information and ideas that occur outside official, structured communication channels. These may include casual conversations, social media interaction, informal meetings, and other forms of interpersonal communication. They are usually faster and less structured than formal communication and often encourage creativity and innovation.
How do informal communications impact business?	Informal communications allow employees to share knowledge and experience, which can be valuable in solving work-related tasks. They also contribute to building stronger social bonds and improving team morale. Moreover, informal communications can help uncover and disseminate ideas and information that may not always fit within the framework of formal discussions.
Why is it important to manage informal communications?	Despite their usefulness, informal communications may also carry inaccurate or distorted information, which can lead to misunderstandings or conflicts. Therefore, it is important for management not only to acknowledge these channels but also to influence them in a way that ensures the information shared informally is accurate and beneficial.
How can informal communications be optimized?	One way to optimize informal communications is by fostering a positive and open corporate climate where employees feel free to discuss emerging ideas and issues. This can be achieved through regular informal meetings and social events, as well as by encouraging openness and trust in relationships across all levels of management.

Source: compiled by the authors

Table 2 – Aspects Demonstrating a Comprehensive Approach to the Use of Informal Communications as an Element of the Information-Analytical System Aimed at Improving Overall Business Efficiency

Aspect	Description
The Importance of Informal Communication in Business	Informal communication facilitates an information flow that often goes beyond officially established procedures, yet it plays a critical role in enabling rapid response to changing conditions and in addressing non-standard tasks. It can significantly accelerate decision-making processes by allowing for faster exchange of important information among employees at all organizational levels.
The Role of Informal Communication in Information and Analytical Systems	Informal communication serves as an important complement to formal information systems in business. It can act as a mechanism for collecting unstructured but meaningful information that may be used to analyze trends, identify problems, or uncover opportunities that would not be detected through standard analytical channels.
Integration of Informal Communication with Formal Processes	For maximum efficiency, it is important to integrate informal communication with formal information management processes. This may include the development of systems that facilitate the collection and processing of informal data, ensure its verification, and incorporate it into the overall business analytics flow.
Challenges and Management of Informal Communication	Managing informal communications requires consideration of the risks associated with the spread of unverified or inaccurate information. It is necessary to develop mechanisms for monitoring and correcting such information to ensure its accuracy and relevance.
The Role of Informal Communication in Corporate Culture	Informal communication can play a key role in shaping and maintaining corporate culture. It contributes to the creation of an open environment where employees feel free to express their ideas and opinions, which can have a positive impact on innovation and creativity.
Influence on Decision-Making	Informal communications often provide management with insider information or perspectives that are not accessible through formal channels. This can contribute to more well-informed decision-making, especially in complex or uncertain situations.
Team Strengthening and Employee Engagement	Informal communication helps build stronger relationships among colleagues, which can enhance overall job satisfaction and employee engagement. It can also contribute to better understanding and resolution of conflicts.
Understanding information flows	Analysis of informal communications can help management understand how information spreads within the organization and identify potential barriers to effective communication flow.
Innovation and adaptation	Informal communication promotes the rapid exchange of ideas and knowledge, which can be crucial for the implementation of innovations and the adaptation of an organization to changes. It allows for quicker responses to new opportunities, technological shifts, or changes in market conditions, ensuring flexibility and competitiveness for the company.

Source: compiled by the authors based on sources [3; 5; 7; 9; 11; 14; 17; 18; 20; 23]

relationships within teams, supporting corporate culture, and fostering innovative thinking. Their significance grows in environments where the speed of information exchange and flexibility of decisions are crucial for adapting to a constantly changing market environment. However, the presence of informal communications also requires management to be aware of potential risks, such as the spread of inaccurate information and the emergence of conflicts. Optimizing these communications by creating an open and trustful climate can significantly enhance their positive impact on business.

We propose defining informal communications as part of the information-analytical system for ensuring effective business operations, as processes of information exchange that occur spontaneously and outside of official communication channels, providing fast and flexible transmission of knowledge and ideas within the organization. Such communications contribute to the business’s adaptation to changes in the external environment, enriching the analytical system with real, up-to-date data arising from informal communication. This allows companies to respond effectively to new challenges and opportunities, optimize strategic planning, and decision-making based on quickly obtained information, which, in turn, improves the overall competitiveness and effectiveness of the business.

The information-analytical system for ensuring effective business operations is a comprehensive structure that

includes the collection, analysis, storage, and distribution of information necessary to support operational, tactical, and strategic management decisions. This system is aimed at ensuring the accuracy, accessibility, and timeliness of information, which is critically important for the achievement of corporate goals and the adaptation to a changing market environment.

In the context of the information-analytical system, informal communications play a significant role as they complement official channels of information exchange. Although these communications often occur spontaneously and unstructured, they can provide significant advantages by rapidly disseminating knowledge and information, especially in the dynamic and fast-changing conditions of modern business. Therefore, in the next section of the study, we will focus on defining and examining the impact of informal communications within this system, considering their effect on decision-making speed, organizational culture, innovation potential, as well as the potential risks associated with the transmission of unreliable information.

Therefore, for a thorough analysis of informal communications within the information-analytical system for ensuring the effective functioning of the business, it is important to identify the following aspects: 1. Role of informal communications in gathering and exchanging information. Informal communications often occur sponta-

neously and may involve the exchange of key information that is not recorded in official documents or management databases. They play a critical role in responding quickly to changes and can help identify unexpected opportunities and risks. 2. Impact on decisions and strategies. Due to their informality and openness, informal communications can significantly influence decision-making processes. Ideas and thoughts that arise during informal conversations can initiate changes in strategies or lead to the implementation of innovative solutions. 3. Cultural and social context. Informal communications are closely tied to corporate culture and can reflect the real relationships and interactions within the team. Understanding this helps analyze the social structure of the company and the effectiveness of communication processes. 4. Technological support. Modern technologies can facilitate informal communications by providing platforms for virtual interaction that support the exchange of ideas and information regardless of employees' physical location. Studying these technologies and their impact on informal communications can be valuable. 5. Measuring impact. Although informal communications are difficult to measure quantitatively, it is important to develop methods to assess their impact on business effectiveness. This may include analyzing employee satisfaction, their productivity, or even innovative activity.

The identified and substantiated aspects will help deepen the understanding of the importance and impact of informal communications within the business activity support system. Based on the above results, recommendations can be developed for optimizing the information-analytical system and improving its efficiency. To optimize informal communications within the information-analytical system for ensuring the effective functioning of the business, the

following scientifically grounded recommendations can be considered, as shown in Figure 1.

In conclusion, the proposed recommendations will strengthen informal communications as a vital component of the information and analytical system supporting business operations, enhance their effectiveness, and make a significant contribution to the overall success of the organization.

Conclusions. Informal communications play a critical role in ensuring operational efficiency, adaptability, and innovation within organizations. They stimulate the exchange of knowledge and ideas that can influence strategic decisions and daily operations. Informal communications contribute to the formation of a corporate culture based on trust and openness. They help maintain flexibility in management processes, adapt to changes, and make innovative decisions. It is important to integrate informal communications with formal information systems to ensure greater efficiency and control. This will allow for better utilization of the potential of informal information flows and ensure the accuracy of decision-making. The development of monitoring and management systems for informal communications is crucial to prevent risks associated with the spread of inaccurate information and conflicts. Optimizing informal communications can significantly increase the overall productivity and competitiveness of the organization. Using informal communications to support innovation and strengthen teams can greatly enhance internal collaboration and employee satisfaction. Given the importance of informal communications in modern business structures, further research and the development of effective strategies for their use are key to building a successful, adaptive, and innovative organization.

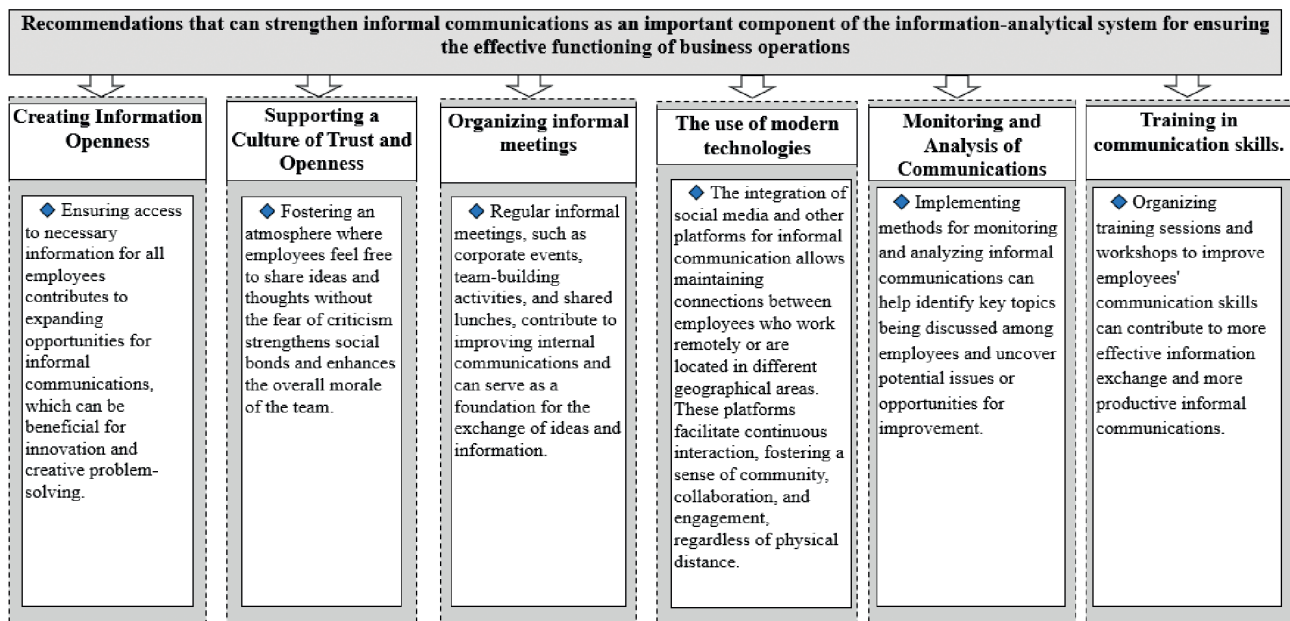


Figure 1 – Recommendations to strengthen informal communications as an important component of the information-analytical system for ensuring business operations

Source: compiled by the authors

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М. В. Бугасва, Л. Д. Запірченко

Центральноукраїнський національний технічний університет

Я. В. Гринько

Фаховий коледж приватного закладу вищої освіти

«Центральноукраїнський інноваційний біотехнологічний університет»

НЕФОРМАЛЬНІ КОМУНІКАЦІЇ ЯК СКАДОВА ІНФОРМАЦІЙНО-АНАЛІТИЧНОЇ СИСТЕМИ ЗАБЕЗПЕЧЕННЯ ЕФЕКТИВНОЇ ДІЯЛЬНОСТІ БІЗНЕСУ

У статті визначено змістовне наповнення категорії «комунікації», зокрема розглянуті різні сучасні форми та види комунікаційних процесів, які впливають на ефективність бізнесу. Надано визначення і особливості формальних та неформальних комунікацій, обґрунтовано, що вони є ключовими для розуміння динаміки внутрішніх комунікативних процесів у компанії, особливо в контексті їхнього впливу на інформаційно-аналітичну систему забезпечення ефективної діяльності бізнесу. Сформульовано авторське визначення неформальних комунікацій як процесів обміну інформацією та ідеями, які відбуваються за межами офіційних, структурованих каналів комунікації. Детально розглянуто неформальні комунікації, зокрема розкрито основні питання в контексті визначення їх значення для бізнесу. Визначено, що ці комунікації мають важливе значення у створенні гнучких та адаптивних організаційних структур. Також визначено та обґрунтовано аспекти, що демонструють комплексний підхід до використання неформальних комунікацій як елемента інформаційно-аналітичної системи, спрямованого на підвищення загальної ефективності діяльності бізнесу. Запропоновано визначати неформальні комунікації як складову інформаційно-аналітичної системи забезпечення ефективної діяльності бізнесу – як процеси обміну інформацією, що відбуваються спонтанно та поза офіційними комунікаційними каналами, забезпечуючи швидку та гнучку передачу знань та ідей усередині організації. Дано визначення системи інформаційно-аналітичного забезпечення ефективної діяльності бізнесу як такої структури, що включає збір, аналіз, збереження та розподіл інформації, необхідної для підтримки операційних, тактичних і стратегічних рішень управління. Для глибокого аналізу неформальних комунікацій у цій системі визначені й обґрунтовані їх специфічні аспекти: роль у зборі та обміні інформацією, вплив на рішення та стратегії, культурний і соціальний контекст, технологічна підтримка, вимірювання впливу. На основі проведеного дослідження розроблено науково обґрунтовані рекомендації щодо оптимізації неформальних комунікацій в межах інформаційно-аналітичної системи забезпечення ефективної діяльності бізнесу, які представлені авторами у вигляді узагальнюючої моделі.

Ключові слова: комунікація, формальні комунікації, неформальні комунікації, інформаційно-аналітична система, ефективність бізнесу, управлінські процеси, корпоративна культура.

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