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## MODERN COMMUNICATION MANAGEMENT PARADIGM IN THE HOSPITALITY INDUSTRY ENTERPRISES

## СУЧАСНА ПАРАДИГМА УПРАВЛІННЯ КОМУНІКАЦІЯМИ НА ПІДПРИЄМСТВАХ ІНДУСТРІЇ ГОСТИННОСТІ

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The article is devoted to proving the importance and exclusivity of the modern paradigm of communication management in the hospitality industry. The purpose of the study, outlined as an analysis of existing theories and identification of features of the modern paradigm of communication management in the hospitality industry, has been realized. It is shown that communications between the management and the managed systems are carried out through direct and feedback. The study of theoretical approaches to the key characteristics of information and communication in the management system of a hospitality industry enterprise has made it possible to identify differences in the interpretation of researchers associated with a shift in emphasis on certain aspects of information exchange, and to move on to considering communication as a process of information exchange both within the enterprise and with the external environment aimed at achieving its goals.

**Keywords:** communication, communication process, information, hospitality industry enterprises, information transmission channels.

Стаття присвячена доведенню важливості і винятковості сучасної парадигми управління комунікаціями на підприємствах індустрії гостинності. Мету дослідження, окреслену як аналіз наявних теорій та виявлення особливостей сучасної парадигми управління комунікаціями на підприємствах індустрії гостинності, було реалізовано. Поставлені завдання щодо дослідження поняття підприємства як складної соціально-економічної системи; розгляду сутності, місця та аспекту інформації в економіці; з'ясування місця комунікаційного процесу в діяльності підприємства індустрії гостинності; формулювання основних цілей комунікацій; визначення елементів комунікаційного процесу; систематизації основних видів комунікацій; виокремлення місця інформації та комунікацій у процесі управління підприємством індустрії гостинності, були досягнуті. Показано, що комунікації між керуючою і керованою системами здійснюються за допомогою прямого і зворотного зв'язку. Каналами прямого зв'язку відбувається передання управлінських рішень, наказів, розпоряджень і вказівок у керовану систему, де здійснюють необхідний вплив. Таким чином, дослідження теоретичних підходів до ключових характеристик інформації та комунікацій у системі управління підприємством індустрії гостинності дало змогу виявити відмінності в трактуванні дослідників, які пов'язані зі зміщенням акцентів на окремі аспекти інформаційного обміну, та перейти до розгляду комунікації, як процесу обміну інформацією як усередині підприємства, так і із зовнішнім оточенням, що спрямований на досягнення його цілей. Проведений аналіз дозволив визначити систему комунікацій як сукупність взаємопов'язаних складових (технічної, інформацій-

ної, соціальної, управлінської, організаційної), що забезпечують процеси інформаційної взаємодії як усередині підприємства індустрії гостинності, так і з зовнішнім оточенням, спрямовані на досягнення його цілей. Встановлено, що управління комунікаціями передбачає здійснення цілеспрямованих управлінських впливів, спрямованих на досягнення ефективної комунікації, як усередині підприємства індустрії гостинності, так і із зовнішнім середовищем.

**Ключові слова:** комунікація, комунікаційний процес, інформація, підприємства індустрії гостинності, канали передачі інформації.

**Introduction.** Today one of the urgent tasks for enterprises of the hospitality industry is the effectiveness of management, since the economic crisis has weakened their position in foreign and domestic markets. In order to improve the efficiency of management they need to provide an adequate response to changes in the external environment. To achieve these goals, it is rational to use various resources of hospitality industry enterprises, including intangible.

Due to the changes taking place in the management of enterprises in the hospitality industry, the so-called "new type enterprises" are formed – this is an enterprise that works in real time and constantly, without the slightest delay adjusts to the changing turbulent conditions of activity, due to the speed of information.

**Analysis of recent publications.** The theory of communication found its reflection in many works of foreign and Ukrainian scientists such as: L. Balabanova, J. Burnett, V. V. Bozhkova, O. V. Vinogradova, V. Gerasymchuk, L. K. Glinenko, O. E. Gudz, J. A. Daikovsky, F. Kotler, J.-J. Lambin, T. O. Primak, E. V. Romat, O. O. Stelmakh and others. It was they who actively covered the issues related to enterprise communications. However, today this problem still remains insufficiently investigated both in theoretical and practical aspects. The issues related to the modern paradigm of communication management in the enterprises of the hospitality industry are not sufficiently disclosed.

**Setting the goal of the article.** Thus, it is advisable to form the purpose of the proposed study as an analysis of existing theories and identify the features of the modern communications management paradigm in the enterprises of the hospitality industry. To achieve the goal it is logical to solve the following tasks:

- to investigate the enterprise concept as a complex socio-economic system;
- to consider the essence, place and aspects of information in the economy;
- to clarify the place of the communication process in the activities of the enterprise of the hospitality industry;
- to formulate the main objectives of communication;

- to determine the elements of the communication process;

- to systematize the main types of communication;

- to identify the place of information and communication in the management process of the enterprise of the hospitality industry.

**Presentation of the basic material.** In this regard, it is advisable to consider the concept of the enterprise as a complex socio-economic system, which gives O.G. Melnik, "functions in a rigid external environment and forms the internal space with its own economy" and also emphasizes that "it is in this aspect information acquires factor signs of a productive resource that has value and exists as a product, takes part in economic turnover and has the ability to recreate" [1].

The process of managing an organization is defined as the process of evaluating and analyzing information. The quality of the management decision depends on the quality of the information in terms of content, time and processing capability [2]. He also singles out information as the main factor influencing the quality of hospitality industry organization management. It is important to note that scientists in their definition of the enterprise hospitality industry emphasizes the importance of information as an integral part of the management activities of the enterprise, as well as highlight it as a productive resource that can improve the efficiency of the organization.

In addition, at the same time there is a position, which is held by Benko M. M., information is defined by him as information (data), which has a meaningful nature, is the result of human intellectual activity, has a certain value for a particular consumer by reducing uncertainty in decision-making [3].

From the point of view of managerial activity of the enterprise of the hospitality industry, information is a set of information about the state of the controlling and managed subsystem, as well as the environment [4]. Information is the basis of cyclically repeated management process, which consists in obtaining and processing information about the state of the controlled object and

transferring control commands to it. The main role of information in the management process is the elimination of uncertainty. "Information allows you to streamline business processes and align them with the external environment and the internal needs of the enterprise. By eliminating or reducing uncertainty, information determines the firm's strategy and how to achieve its goals" [5].

Information in economics contains many aspects, let us consider the main ones:

- information is a commodity, acts as an object of purchase and sale;
- some fragments of information are a public good, the consumption of which takes place by all members of society;
- production of information;
- information is an element of the market mechanism, which affects the determination of the optimal and equilibrium states of the economic system;
- information is a factor of production;
- information is one of the most important factors in competition;
- information acts as a reserve used in decision-making and shaping public opinion [6].

Information is inextricably linked to the communication process of the enterprise of the hospitality industry, which determines the effectiveness of operational decision-making. If information flows within an enterprise and communications with the outside world are disrupted, the very existence of this enterprise is threatened. Information alone is not enough. Only when it is appropriately transformed and processed, i.e., when there are communication links, the existence and effective operation of the organization is ensured [7].

Analysis of literary sources showed that the communication is a subject of study of many scientists, but to date there is no single point of view in determining their essence and place of information in the communication system of the hospitality industry. Different authors define communication in terms of managerial, technical and social aspects. Many scholars study communication as a process, the content of which is transmitted information, in which it is defined as the interaction between people. It is a process of information exchange, and the transfer of information between individuals and their groups, communication processes allow managers to do their job effectively and decide on the best strategy to achieve their goals [8].

M. Mescon defines communication as a complex process consisting of interdependent

steps. Each of these steps is very necessary to make our thoughts understandable to the other person. Each step is a point at which, if we are careless and do not think about what we are doing – the meaning can be lost. Considering the content of the communication process, many of the authors emphasize the duality of the transmitted information, highlighting the intellectual and emotional components [9]. Thus, most authors consider communication as an interaction based on information, interests, motives and values of people, analyzing the above, it is obvious that we cannot consider communication only as an information process, as this approach does not reflect the social nature of this phenomenon. Based on the analysis of the opinions of various authors, let us define communication. Communication is a process of information exchange both within the enterprise and with the external environment, allowing for operational management decisions and aimed at achieving the goals of the hospitality industry enterprises.

Let us distinguish the main objectives of communication:

- the effective exchange of information between management objects and subjects, as well as between the enterprise and its environment;
- rationalization of interpersonal relations in the process of information exchange;
- building information channels for the exchange of information between individual employees and groups and coordination of their tasks and actions;
- regulation and improvement of information flows [10].

Analyzing the goals of communication it is possible to identify the main idea of the communication process, its essence is to ensure the correct perception of the information that is the subject of exchange. In modern enterprises of the hospitality industry information transfer covers all types of activities and structural units, that is why the activity of the enterprise depends on the effectiveness of communication processes. However, there are a number of difficulties, as a result of which information can be misunderstood, distorted or perceived. The effectiveness of information exchange can be achieved only when one party transmits information and the other perceives without distortion [11].

Researchers distinguish a different number of elements of the communication process. The model of communication developed in

the 40s included five elements: the source of information; the transmitter; the channel of transmission; the receiver; the final goal. The model presented was subject to modification to fit other areas of research. The transformed model included six components: source, encoder, message, channel, decoder, and receiver [12].

In this model, information exchange begins with the formulation of an idea or selection of information to be sent. The sender chooses an essential idea, which becomes the subject of exchange [13]. Previously, the sender has to encode his idea by means of symbols, turning it into a message. The next step is to choose a transmission channel that corresponds to the type of encoding symbols. If the channel does not match the idea, the effectiveness of the exchange decreases dramatically. The final stage of communication involves decoding the message, translating the encoded thoughts of the sender into information for the recipient. If the symbols chosen by the sender have the same meaning for the receiver, the communication can be considered successful. From a manager's point of view, an exchange of information should be considered effective if the recipient has demonstrated understanding of the idea by receiving the expected response.

In most cases, however, the recipient attributes a slightly different meaning to the message than that intended by the sender. Such distortions are due to the presence of noise in the communication process. Noise is any interference with any part of the communication process which distorts the meaning of the message. C. Shannon was the first researcher to introduce the concept of noise or entropy, as well as data redundancy. Entropy or noise refers to the impact of external factors that distorts the message, disrupts its integrity and ability to be perceived by the receiver. Redundancy refers to the repetition of elements of the message to prevent communicative failure [14].

Due to the distortion of information, the effectiveness of communication can be significantly reduced. According to the statistics of the available studies, the effectiveness of horizontal communication reaches 90%, vertical – 20-25% (the amount of information coming from the leaders reaches the executor in the correct interpretation) [15].

M. M. Mescon defines feedback as "a reference reaction to what is heard, read or seen; information (verbal or non-verbal) is sent back to the sender, indicating the degree of understanding, confidence in the message,

assimilation and agreement with the message. Effective information exchange must be two-way: feedback is necessary to understand the extent to which the message has been perceived and understood... A leader may think that everything he or she says or writes will be understood exactly as he or she intended. A leader who relies on such a false assumption cuts himself off from reality. A supervisor who fails to provide feedback to the recipient of the information will find that the effectiveness of his managerial actions is drastically reduced. Similarly, if employee feedback is blocked, the manager will eventually find himself isolated or deceived" [9]. Thus, a feedback communication process improves the quality of communication by having a response that the recipient communicates to the sender, thus reducing the impact of unplanned environmental interventions and distortions called "noise."

The complexity of the communication processes of the enterprise of the hospitality industry determines the need to use different types of communications. There are different approaches to their classification. I. Simenko classifies communications according to the following features [16]:

- depending on the direction of information flow (horizontal, vertical);
- according to the status of the channel of information transfer (formal, informal);
- depending on the direction relative to the control system (input and output);
- by information transfer workload (intensive, not intensive);
- by the level of complexity (simple, complicated);
- by time of occurrence (regular, periodic, operative);
- by the opportunity to carry out administrative activity (controllable, not controllable);
- by the degree of openness (open, closed);
- according to the way information is transmitted (personally, in writing, by telephone, etc.).

American researchers M. Mescon, M. Albert and F. Khedouri distinguish two basic types of communication: communication between the organization and the environment and communication between levels and departments [9].

K. Naumik offers an approach according to which communications have the following classification:

- relative to the enterprise system (internal, external);

- according to the vector (unilateral, bilateral);
- by regulation (formal, informal);
- by the subject (interpersonal, institutional);
- by method (verbal, nonverbal);
- by form (verbal, written, visual);
- by levels (vertical, horizontal, diagonal);
- by function (cognitive, affective, evaluative) [17].

Thus, having analyzed the various approaches of scientists, we can conclude that the classifications of communications differ primarily in the feature underlying them. Different typification does not make it possible to display the fullness of their diversity. In this regard, let us highlight the following classification attributes, which will allow the most complete coverage of communications used in management processes (Table 1).

In turn, external communications can be divided into input, output and end-to-end. At that, external input communications imply receiving information resources by an enterprise

from external entities, and external output communications imply issuing information by an enterprise of hospitality industry to representatives of external environment. Modern enterprise management system consists of two subsystems of control (management subject) and controlled (control object), which are in constant interaction (Figure 1).

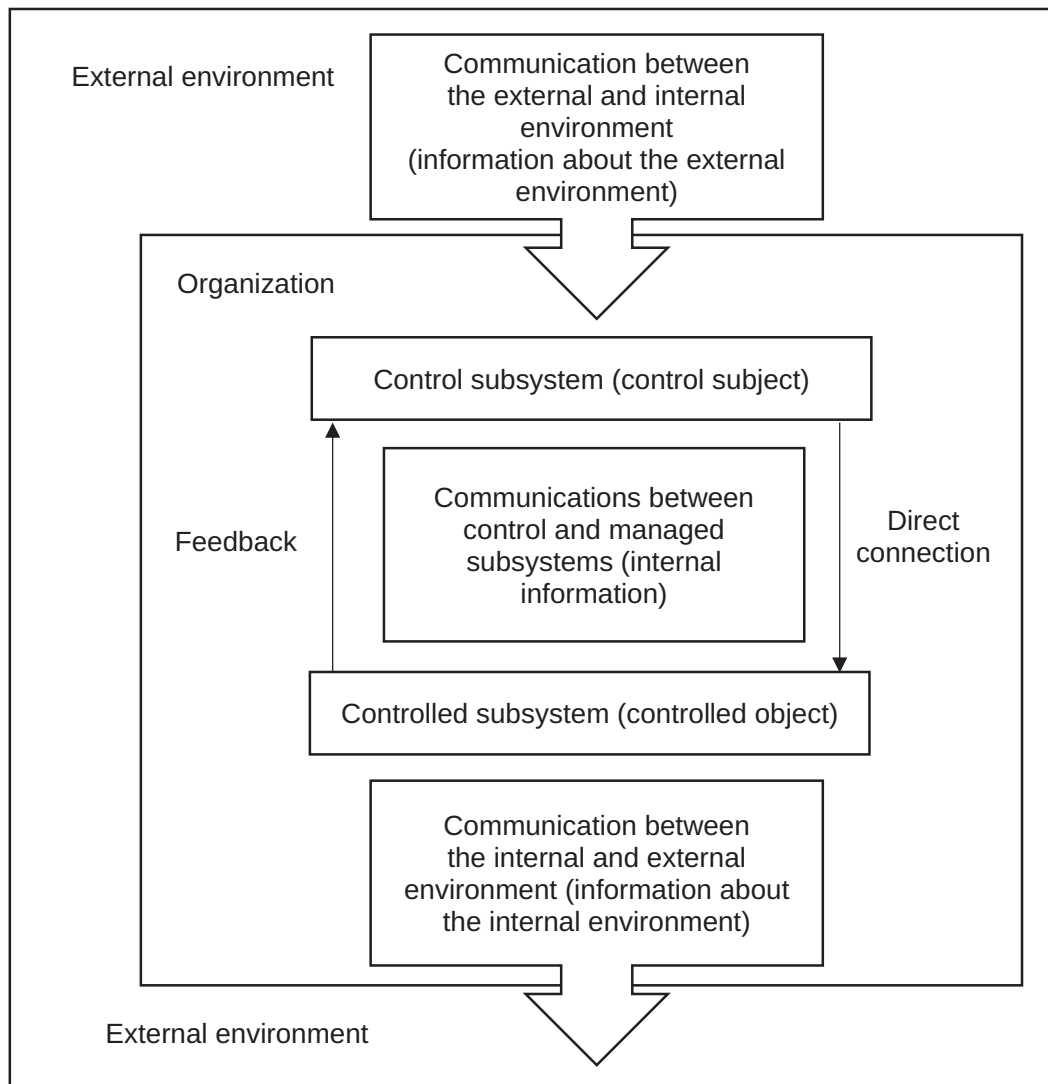
The management apparatus, in the course of its activity, performs the following functions: creates a system of management methods, develops plans for purchase of material resources, output, and hiring employees. Management subsystem performs a set of general management functions, the basis of which are: planning; organization; motivation; control; coordination. General management functions reflect the order of enterprise activity. Implementation of each management function of the hospitality industry enterprise leads to the formation of certain communication links and preparation of management decisions.

Table 1

#### Systematization of communication types

Classification sign	Types of communication
By relation to the external environment	Internal, external
External communications in the field of relations	with consumers, public, competitors, state
By direction of the information flow	Vertical, horizontal, diagonal
Vertical communications by vector	Ascending, descending
By status of the information transmission channel	Formal, informal
By composition of participants	Intrapersonal, interpersonal, group, massive
By types of communication networks	"circle", "wheel", "pinwheel", "chain", "Y"
By level of protection	Open, closed, confidential
By area of use	Marketing, communications in management, business, political, social
By frequency of occurrence	One-time, recurring, periodic
By form of data display	Oral, written, visual
By method of implementation	verbal, non-verbal
By way of information transfer	In person, in writing, by phone, by mail, online
By main function of the communication process	Control, motivation, dissemination of information
By function	Cognitive, affective, evaluative
By significance level	Key, basic, current, servicing
By composition	«Head-leader», «leader-group», «leader-subordinate», «between leaders», «between groups», «between performers»
By level of difficulty	Elementary, complex, integrated
By types of social communication	Micro communications, midi communications, macro communications

Source: systematized by the authors



**Figure 1. Placement of information and communications in the process of enterprise management in the hospitality industry**

*Source: systematized by the authors*

Communication between the controlling and managed systems is carried out by means of direct and reverse communication. Direct communication channels transfer management decisions, orders, directives and instructions to the managed system, where the necessary impact is made. Feedback channels transmit reactions to incoming orders, information about inaccuracies, imperfections and deviations. After that, a new management decision is formed in the controlling system. Thus, the system works in a closed control cycle.

**Conclusion.** The managed subsystem consumes various types of resources and produces products, services. All occurring deviations from the set parameters are recorded by the services of the enterprise of the hospitality industry in order to transmit the received

remarks to the control subsystem. Thus, the communicative factor in the development of economic systems becomes a condition for economic progress and an internal element of sustainable economic growth of enterprises in the hospitality industry.

Thus, the study proves the importance and exclusivity of the modern communication management paradigm in the enterprises of the hospitality industry. The purpose of the study, designated as the analysis of existing theories and identification of the features of the modern communications management paradigm in the enterprises of the hospitality industry, has been implemented. It is important to note that the objectives were achieved regarding the study of the concept of enterprise as a complex socio-economic system; consideration of the

essence, place and aspect of information in the economy; clarification of the place of the communication process in the activities of the enterprise hospitality industry; formulation of the main objectives of communication; definition of elements of the communication process; systematization of the main types of communication; highlighting the place of information and communication in the enterprise management of hospitality industry. The study made it possible to highlight the unresolved part, which should be aimed at developing an organizational and economic mechanism of information and communication management, as well as the concept of formation of the organizational and economic mechanism for the implementation of communication and information processes in the enterprises of the hospitality industry.

Thus, the theoretical approaches study to the key characteristics of information and

communication in the hospitality industry enterprise management system has allowed to identify differences in the interpretation of the researchers associated with a emphasis shift on certain information exchange aspects, and go to the communication consideration as a information exchange process both within the enterprise and with the external environment, aimed at achieving its objectives. The analysis allowed us to define the communication system as a set of interrelated components (technical, informational, social, managerial, organizational), which provide the processes of information interaction both within the enterprise hospitality industry, and with the external environment, aimed at achieving its goals. It is established that communication management involves the purposeful managerial impacts provision aimed at achieving effective communication, both within the enterprise hospitality industry, and with the external environment.

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