

MANAGEMENT OF COMMUNICATION CULTURE OF THE COMPANY IN MODERN CONDITIONS

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Abstract: *Communicative culture is one of the key factors of a company's efficiency. In this regard, the article is aimed at analyzing the general theoretical concept of communicative culture and its interaction with the organizational structure and corporate culture of a company. The leading approach to the study of this problem is the method of comparative critical analysis of conceptual approaches to the definition of a communicative culture of a company. Methods of structural analysis and classification of types of communicative culture are also used. The article, based on an integrated approach, presents the concept of corporate culture as an individualized unity of organizational structure, communicative culture and administrative culture. The article reveals the goals and criteria for the effective management of the company's communicative culture and analyzes the types of corporate culture. The materials of the article have practical value for improving the management of the communicative culture of a company in the context of the general trend of transition from organizational cultures and closed, bureaucratic, hierarchical structures type to open, flexible cultures that involve effective business communication based on creating a favorable psychological climate, value-orientation unity of the team, creative communication and collaboration strategies.*

Keywords: organizational structure, business communications, communicative culture of a company, corporate culture, management style.

Effective business, as well as the effective functioning of non-commercial organizations, in modern conditions involves the formation of suitable communication culture in a modern market economy. The conditions of the post-industrial era necessitate a change-over to new concepts and principles for organizing the communicative culture of a company. Instead of impersonal-bureaucratic approaches, organizing the company's communicative culture is increasingly introducing humanistic-democratic approaches, as a result of which the company's organizational and communicative culture becomes "... aimed at initiating the creativity

and personal activity of each employee, thereby providing the company with an increase in intellectual capital, development and innovation"¹.

In a post-industrial society, along with a change in the organizational structure and principles of effective companies, the role of the internal communicative culture of organizations increases. "Organizational structures based on costing and profit calculation are being replaced by organizations that create a powerful foundation in the form of culture, values, and effective communication strategies.

Organizational culture increasingly defines the functionality of company management"².

The dynamism and flexibility of the post-industrial economy require companies to introduce a new organizational and business philosophy based on the ability to create a creative team and establish effective communications within the organization and external contacts³.

Communicative culture is one of the key factors of a company's efficiency⁴. It is largely determined by its organizational structure. Therefore, its improvement in accordance with modern requirements also implies a relevant transformation of the company's organizational structure. However, the relationship between organizational structure and communicative culture has not been sufficiently studied in scientific discourse. "Until now, research devoted to the direction of improving the organizational structure of a firm and the study of organizational culture existed, as it were, in parallel"⁵. There is not yet a generally accepted definition of the company's communicative culture, as well as a unified classification of its types. "Almost every author offers his own classification of organizational culture"⁶.

¹ E.A. Gridneva, "Corporate culture as a practice of communicative management", *Bulletin of the NSTU. R.E. Alekseeva. Management in social systems. Communication technologies*, 2014, vol. 3, p. 71-77.

² O.V. Astashina, "Communication strategies in the organization", in *Bulletin of Science and Education of North-West Russia*, 2015, vol. 1, no. 4, p. 151-156.

³ G.V. Tsukerman, "Corporate culture: business interpretations and specificity of sociocultural interpretation", in *Chebysinsk Humanitarian*, 2016, vol. 3, no. 36, p. 22-27.

⁴ E.A. Gridneva, "Corporate culture as a practice of communicative management", *Bulletin of the NSTU. R.E. Alekseeva. Management in social systems. Communication technologies*, 2014, vol. 3, p. 71-77.

⁵ M.A. Makarchenko, "Organizational culture in the information and communication system of the enterprise", in *Economics and Environmental Management*, 2007, no. 1. Available at: <https://cyberleninka.ru/article/n/organizatsionnaya-kultura-v-informatsionno-kommunikatsionnoy-sisteme-predpriyatiya>.

⁶ *Ibidem*.

Theoretical development of the concept of a communicative culture of a company, and in particular its interaction with the organizational structure of a company, is a prerequisite for its practical improvement.

Materials and methods

The study of the subject field described by the term "communicative culture of the company" suggests the pluralism of terms used to define it. Almost every author addressing this problem proposes his own term and his own definition of the studied phenomenon, based on the author's methodology. So, there is no terminological and methodological unity in the theoretical analysis of the communicative culture of the company, but there is a substantive unity, because different terms and different methodological approaches are tied to one subject field. The research material is modern domestic and western concepts of corporate communication organization.

The methods of comparative critical analysis of conceptual approaches to the definition of the company's communicative culture are used, on the basis of which an integral, generalizing definition is introduced. Methods of structural analysis and classification of types of communicative culture are also used. During studying the problems of managing the communicative culture of a company, a comparative approach is used, due to the sociocultural pluralism of the ways of managing the communicative culture of the company.

The organization of corporate communication within the company is described in various terms: 'communicative culture', 'organizational culture', 'corporate culture'. Moreover, each of these terms has many different interpretations.

The most common is the term 'organizational culture'. In determining organizational culture many researchers use a value-psychological approach, which reduces it to a system of collective representations, symbols and values adopted in a particular organization and determines the style of activity of its employees and interactions between employees. For example, E. Shane considers organizational culture as a system of 'collective basic ideas acquired by a group in solving problems of adaptation to the external environment and internal integration, which have proved their effectiveness and therefore are considered as value and transferred to new members of the group as a

correct perception system thinking and feeling in relation to these problems⁷.

The most productive approach to the definition of organizational culture is a comprehensive or systems which combines in this concept the criteria of value-psychological and regulatory and regulatory approaches. The set of these criteria as well as their number are diverse, but common to an integrated approach is, firstly, the specificity of the criteria and, secondly, the combination of various elements that form the culture of business communication of the company. S.P. Robbins highlights nine criteria for a company's organizational culture which can be divided into three groups. The first group includes criteria characterizing the activity of an employee: 1. personal initiative, i.e. the degree of responsibility, freedom and independence that a person has in an organization; 2. the degree of risk, i.e. the willingness of the employee to take risks; 3. conflict, i.e. the willingness of the employee to openly express their opinions and go to the conflict. The second group includes criteria characterizing the organization of management of employees' activities: 1. focus of actions, i.e. the organization sets clear goals and expected results of implementation; 2. coordination of actions, i.e. a situation in which actions of divisions and people within an organization are coordinated in a certain way; 3. managerial support, i.e. provision of free interaction, support and assistance to executives from management services; 4. control, i.e. the degree of identification of each employee with the organization; 5. pay system, i.e. the degree of accounting for work performance, organization of the reward system.

The third group is a criterion of a formal organizational hierarchy of a company: interaction models, i.e. the degree of interaction within the organization in which the interaction is expressed in a formal hierarchy and subordination.

S.P. Robbins combines in the concept of organizational culture three elements: 1. organizational structure of the company, 2. style of employee behavior, 3. style of management of employee behavior.

Another example of an integrated approach to the characterization of organizational culture is presented by F. Harris and R. Morgan, who identify ten criteria for organizational culture. These criteria can be grouped in three directions. The first direction is the criteria that characterize the corporate identity and behavior of employees:

1. awareness of themselves and their place in the organization.
2. appearance, clothing and self-representation at work.

⁷ E.Kh. Sheyn, *Organizational culture and leadership*, Piter, St. Petersburg, 2002.

3. food habits.
4. awareness of time, attitude to it and its use.
5. Faith in leadership, success, strength, justice, ethical behavior.
6. The process of employee development and training.

The second direction is the criteria characterizing business communications in a company:

1. communication system and language.
2. interactions between people, different in age and sex, status and power, experience and knowledge, etc.

The third direction is the criteria characterizing corporate values and norms:

1. moral and ethical principle, goals and preferences, encouraged motives of activity, as well as how these values are preserved and protected.
2. work ethic and motivation of employees.

In Russian discourse, along with approaches in solidarity with Western ones, there are suggestions of original interpretations of organizational culture. M.A. Makarchenko offers an integrative definition of organizational culture ‘Organizational culture is an integrated system consisting of the following components – subsystems: a goal system, knowledge systems, communication systems, systems of moral values and norms, systems of methods for organizing the functioning and development of culture, system of protection of culture’⁸. In this definition the value-ideological, regulatory and organizational and managerial elements that determine the nature of the company's business communications are combined. M.A. Makarchenko also notes the need to distinguish the declarative and real organizational culture of the company. ‘The first exists on paper (in the form of annual reports, the official mission (code) of a company, slogans put forward by it, etc.) and represents the desired state of affairs. A real culture, perhaps, both close in spirit to the declared, and sharply contrasted with it’⁹.

E.A. Gridneva considers ‘corporate culture’ as ‘a complex system represented by five forms, each of which leads its own’ party, realizing a

⁸ M.A. Makarchenko, “Organizational culture in the information and communication system of the enterprise”, in *Economics and Environmental Management*, 2007, no. 1. Available at: <https://cyberleninka.ru/article/n/organizatsionnaya-kultura-v-informatsionno-kommunikatsionnoy-sisteme-predpriyatiya>.

⁹ *Ibidem*.

specific set of functions in the general order of corporate life activity”¹⁰. In the corporate culture she includes: 1. Corporate mythology, performing adaptive, identification, integrative and pedagogical functions 2 Corporate philosophy, which as a form of the system of basic – terminal and instrumental values of the company 3. Corporate ethics as a set of morals established rules and norms that create poli-corporate communication 4. Corporate image as a symbolic expression of the specificity and uniqueness of the company and 5. Corporate aesthetics as a special language that exists in a variety of primarily auditory and visual signs of corporate identity of the corporation¹¹.

The presented Gridneva attempt of integral definition of a corporate culture looks like a rather artificial division of that element of intercorporate relations which can be defined as the corporate spirit. Aside there remains another important element is corporate practice and organization. Gridneva is trying to distinguish concept of ‘corporate culture’ and ‘organizational culture.’ The first concept characterizes the individual uniqueness of a particular organization and the second one the general patterns of social organization¹². Such an attempt to dilute the meanings of the terms ‘corporate culture’ and ‘organizational culture’ is not successful.

In scientific discourse **the ratio of terms used to denote a culture of business communications within a company** is interpreted differently. ‘Corporate culture can be studied as part of an organizational culture or adhering to a different point of view we can consider organizational and corporate culture as independent phenomena’¹³. Most often, the terms ‘organizational culture’ and ‘corporate culture’ are used as synonyms¹⁴.

The question of the relationship between the organizational culture and the organizational structure of the company is also problematic. ‘A researcher who wants to analyze the organizational structure of a company taking into account its conformity with the

¹⁰ E.A. Gridneva, “Corporate culture as a practice of communicative management”, *Bulletin of the NSTU. R.E. Alekseeva. Management in social systems. Communication technologies*, 2014, vol. 3, p. 71-77.

¹¹ *Ibidem*.

¹² E.A. Gridneva, “Corporate culture as a practice of communicative management”, *Bulletin of the NSTU. R.E. Alekseeva. Management in social systems. Communication technologies*, 2014, vol. 3, p. 71-77.

¹³ A.V. Okatov, “Concept and types of corporate culture”, in *Bulletin of the Tambov University. Social Science Series*, 2017, vol. 3, no. 3 (11), p. 35-47.

¹⁴ *Ibidem*.

organizational culture inevitably faces a number of problems, the most important of which is the lack of a developed methodology and clear tools for carrying out the research. Creating such a methodology and toolkit based on a systems approach is one of the most urgent tasks of modern organization theory¹⁵.

There is a wide variety of descriptions of the structure of an organizational (corporate) culture. So, for example, E. Shane identifies three levels of organizational culture: 1. the upper or superficial level, represented by visible artifacts (emotional atmosphere, workplace, clothing style, symbols, rituals and ceremonies, technologies, observed patterns of behavior and architecture) 2. average (subsurface) level representing employees' value orientations and beliefs (they are expressed in the mission and mottos, goals of the company, its strategy and philosophy, in ethical rules) 3. a deep level hidden from the observer, describing the attitude of the carriers of the organizational culture to the person and his activities, his beliefs and beliefs, the national mentality, relationships with nature, understanding of reality, time and space¹⁶.

G.V. Tsukerman highlights approximately the same elements in the structure of the corporate (organizational) culture but in a different configuration. In his version corporate culture consists of five elements. The first element is communicative includes written and unwritten corporate value orientations and norms, the official and non-official exchange of information within the company. The second element is the myth-ideological one includes corporate myths and legends, metaphorical stories, anecdotes, beliefs. The third element is the program ideological one expresses the company's official credo which fixes the purpose of the activity, the basic principles, the style of the company, certain obligations in relation to customers, shareholders, business partners, personnel, and society. The fourth the ritual-symbolic element is associated with a clear demonstration of the goals and values of the company. The fifth element – attributive-identification – is associated with advertising attributes and external-aesthetic manifestation of the company's specific philosophy¹⁷.

A common drawback of numerous attempts to characterize the structure of an organizational culture is an empirically descriptive

¹⁵ M.A. Makarchenko, "Organizational culture in the information and communication system of the enterprise", in *Economics and Environmental Management*, 2007, no. 1. Available at: <https://cyberleninka.ru/article/n/organizatsionnaya-kultura-v-informatsionno-kommunikatsionnoy-sisteme-predpriyatiya>.

¹⁶ E.Kh. Sheyn, *Organizational culture and leadership*, Piter, St. Petersburg, 2002.

¹⁷ G.V. Tsukerman, "Corporate culture: business interpretations and specificity of sociocultural interpretation", in *Chebysinsk Humanitarian*, 2016, vol. 3, no. 36, p. 22-27.

approach, in which emphasis is placed on the completeness of the description of its elements and not on analyzing the structural links between them and not on isolating and grouping subsystems of organizational culture.

Results

Organizational culture is considered as a general concept characterizing the way employees organize their activities and manage the company's business relations. It includes 1. fixed in the respective constituent documents of the organizational chart, 2. communicative culture as a way and style of business communications of employees, 3. administrative culture, as a way and style of management of the company management organizational structure and business communications. Each of these three elements must be considered in concert with others. **Corporate culture** is an individualized type of organizational culture of a particular company.

The communicative culture of the company as an individualized style of business communication is one of the key components of corporate culture. The company's communicative culture includes the following subsystems of business relations: 1. internal communications (between employees, as well as between employees and management), 2. external communications (with customers, partners, competitors, related, higher and lower organizations, with public organizations, Media, etc.) Each of these subsystems of business relations is implemented on two difficult interacting levels: 1. formal and 2. informal communication.

Considering the communicative culture as a style or type of business communication of the company, it is necessary to clarify the terms communication and interaction. 'In the Anglo-Saxon linguistic world view, there are two terms, the scope of which includes the Russian term communication: communication is the process of transmitting verbal and non-verbal messages and intercourse – interaction of any kind'¹⁸. Obviously, the second tradition characterizes a more holistic approach to analysis of business communications company.

The attempts to reduce the communicative culture only to the informational moment are quite common. For example, O.V. Astashina asserts that '... communications in organizations are informational interactions that people enter when performing their functional duties or

¹⁸ O.V. Astashina, "Communication strategies in the organization", in *Bulletin of Science and Education of North-West Russia*, 2015, vol. 1, no. 4, p. 151–156.

job descriptions¹⁹. S. Belyalova also believes that organizational communication is ‘... a system of functioning information flows between organizational units of the organization, revealing the effectiveness of communication channels and processes within this system’²⁰. Such a limited interpretation of business communications can be justified by the fact that it is the information component business communication system is most accessible for formalization and analysis. ‘Communication, unlike communication, can be measured, evaluated, built / modeled, therefore communication can be controlled. In the modern information society, the basis of the organization’s management structure is communicative models. By adjusting the communication, we adjust the entire management system of the organization as a whole’²¹.

When defining a communicative culture, a psychological-informational approach is also used. MA Kravets combines in the concept of communicative culture, on the one hand, the company's psychological climate, on the other hand, the culture of information exchange. In its interpretation, communicative culture acts as a ‘composition of values, norms and patterns of communication shared by employees, which creates a certain atmosphere in the team, measured in the following characteristics: support, participation in decision-making and goal-setting practice, trust, confidentiality, openness and directness, information adequacy, semantic informational distance and communicative satisfaction’²².

Obviously, the term communication includes not only the process of information transfer, but also other aspects of business communication, including perceptual and interactive. It would be not only impossible, but not possible, to highlight the informational aspect of business information, abstracting perceptual and interactive. correctly. Therefore, a narrow interpretation of communication only as a system for the transmission and exchange of information is not adequate when analyzing the company's communicative culture.

The factors determining the company's communicative culture are:

¹⁹ *Ibidem*.

²⁰ S.S. Belyalova, “Current trends in effective structural construction of internal organizational communications”, in *Tavrichesky Scientific Observer*, 2016, vol. 5, no. 10, p. 287-290.

²¹ O.V. Astashina, “Communication strategies in the organization”, in *Bulletin of Science and Education of North-West Russia*, 2015, vol. 1, no. 4, p. 151–156.

²² M.A. Kravets, “The mechanism of influence of the communicative culture on organizational efficiency, job satisfaction and organizational commitment”, in *Modern Economy: Problems and Solutions*, 2012, vol. 6, no. 30, p. 114-121.

1. organizational structure.
2. administrative culture.
3. Characteristics of the company staff.

The organizational structure creates an abstract, formal, or impersonal framework for business communications, reinforcing the separation of business functions between employees and fixing their business competencies. It also sets the basic parameters of the requirements for the staff of the company.

The specific organization of business communications and their correction is one of the important functions of company management. Managing a communicative culture of a company is in the context of a common corporate culture an important part of it, an administrative culture that plays a key role in organizing a communicative culture. Communicative culture management includes: ensuring quality and an effective way to develop a management decision, creating effective business information transmission mechanisms, creating value-orientation unity within the team, creating a creative business climate in intra-organizational relationships, effectively motivating business relationships within the organization and external relations.

Since the company's communicative culture should be considered in the unity of the three moments of communication: communication (information exchange), perception (emotional moment) and 3. interactive moment (business interaction), the goals of managing this culture can be formulated as follows: 1. ensuring an effective balance of all three sides communication, 2. ensuring the effectiveness of each of the parties in accordance with criteria specific to each of them.

Criteria for the effectiveness of communication: – speed and clarity of transmission and transmission of management decisions; – literacy and clarity of reports on their performance; – the effectiveness of the receipt and processing of information for making management decisions. The criteria for the effectiveness of perception – a positive moral and psychological climate in the team, a comfortable psychological environment of communication. Criteria for the effectiveness of business interaction: – the value-orientation unity of the team, high cohesion; – the coincidence of formal and informal leadership; – flexible balance of directivity and initiative, independence; – effective feedback between management and employees.

M.A. Makarchenko formulates a number of criteria for effective corporate culture of the company:

1. stability and conscious cultivation,

2. orientation to achieve better results
3. originality, uniqueness,
4. the adequacy of the external social environment of the company,
5. organizational and technological efficiency²³.

Managing the communicative culture of a company implies, firstly, creating a positive culture within the company, and secondly, maintaining it in the context of continuous changes when the company interacts with the external environment.

How to ensure the effective management of the communicative culture of the company? Here the decisive role belongs to the leadership. It is important that the organizational structure, as well as the formal and informal ideological foundations of the company meet the criteria of a positive (fruitful) communicative culture, and do not contradict them. It is important to involve the entire team of the company in the organization and preservation of a positive communicative culture. The key points of managing the communicative culture of a company are:

1. management of the organizational structure, adequate effective business communication,
2. Personnel management, ensuring a high team cohesion and motivation of labor activity.

It is extremely important for effective business communication in a company to create a cohesive team, not only to create, but to systematically work on its composition and balance. "Team management is not limited to the selection of participants and the distribution of tasks to achieve the objectives of the project. The manager should continuously work on balancing the team in terms of basic socionic parameters: setting on the type of activity, social temperament, communication skills, activity incentives, stress tolerance parameters. The microclimate of a group is determined by a system of intertype relationships. Personality types may vary depending on the project implementation conditions, but the integral role structure based on the psychological compatibility of the participants should be unchanged²⁴. The company's management should be focused on creating a positive psychological climate in the team.

²³ M.A. Makarchenko, "Organizational culture in the information and communication system of the enterprise", in *Economics and Environmental Management*, 2007, no. 1. Available at: <https://cyberleninka.ru/article/n/organizatsionnaya-kultura-v-informatsionno-kommunikatsionnoy-sisteme-predpriyatiya>.

²⁴ V.V. Yatsenko, "Effective management of the project team and organizations", in *Discussion*, 2017, vol. 6, no. 80, p. 64-68.

When forming the motivation of the company's personnel '... it is important to correlate corporate motivators with an individual motivational profile of an employee, which depends on many factors: personal needs, psychotype, temperament, social circle, upbringing, inner culture, self-esteem, etc'²⁵.

When forming an effective communicative culture of the company, the management style is important. In the modern world, an authoritarian style, as it does not seem paradoxical, unlike the democratic one, does not contribute to the effectiveness of business communications. 'The effectiveness of communications depends solely on the psychological mood of the team. Consequently, the use of hierarchical communication by the head, thereby generating its inertial system, contributes to the fragmentation of the team, and, as a result, low labor productivity and high staff turnover'²⁶.

The management style is associated with the company's overall communication strategy. O.V. Astashina considers the communication strategy of the organization as the whole system of verbal and non-verbal communication tools used in the company. 'In our understanding, an organization's communicative strategy is a program for implementing the whole range of verbal and non-verbal means of a company, developed on the basis of research and analysis of development trends, opportunities to achieve goals, resources and organization's potential'²⁷.

Communicative strategy as a conscious setting of the company's management in relation to the organization of business communications finds expression in corporate goals and values that define the internal corporate climate, which can be defined as a communicative climate.

M.A. Kravets identifies three main types of organizational climate and two types of communicative climate: 'three different organizational climates: a climate based on power-motivated climate; affiliation-oriented climate; achievement-oriented climate.

For the communicative climate, the division into a defensive and supportive climate is taken, the latter is recognized as more effective,

²⁵ *Ibidem*.

²⁶ S.S. Belyalova, "Current trends in effective structural construction of internal organizational communications", in *Tavrishesky Scientific Observer*, 2016, vol. 5, no. 10, p. 287-290.

²⁷ O.V. Astashina, "Communication strategies in the organization", in *Bulletin of Science and Education of North-West Russia*, 2015, vol. 1, no. 4, p. 151-156.

because the defensive climate creates barriers to the transmission of information²⁸.

The most effective communication strategy for creating and maintaining an effective communication culture is, of course, a cooperation strategy. **The cooperation strategy** (in the internal environment of the organization), first of all, is aimed at achieving full and reliable employee awareness of the essence of what is happening in the company, of its direct role in achieving the goals of the company. The transparency and openness of the company's goals for employees ensures a high level of trust and motivation. Vertical communications (top-down) are not orderly, mandative, instructive in nature. On the contrary, they help the employee to become involved in the company's activities. So, the collaboration strategy uses persuasion tactics. - 'We do one thing. We have a common task.' In turn, this will provide adequate feedback, i.e. vertical communicative flows (bottom-up) will be more objective and reliable, since the level of mutual trust will be quite high²⁹.

An important element of the management of the communicative culture of a company is the communicative psychological competence and theoretical literacy of the manager in matters of organizational culture, since he has a decisive role in organizing effective business communications. The lack of such competence can lead to the fact that instead of an effective communicative culture an organization will be responsible for the negative communicative culture which will certainly affect the effectiveness of the organization.

Negative communicative culture is characterized by the following vicious set of features³⁰:

1. For employees, indifference is characteristic, they avoid showing their own or sharing other people's feelings or emotions that occur at the enterprise by and large does not bother anyone.

2. Disclosure of problems and dilution of responsibility, at meetings and meetings held by managers, there is almost never a specific last name.

²⁸ M.A. Kravets, "The mechanism of influence of the communicative culture on organizational efficiency, job satisfaction and organizational commitment", in *Modern Economy: Problems and Solutions*, 2012, vol. 6, no. 30, p. 114-121.

²⁹ O.V. Astashina, "Communication strategies in the organization", in *Bulletin of Science and Education of North-West Russia*, 2015, vol. 1, no. 4, p. 151-156.

³⁰ M.A. Makarchenko, "Organizational culture in the information and communication system of the enterprise", in *Economics and Environmental Management*, 2007, no. 1. Available at: <https://cyberleninka.ru/article/n/organizatsionnaya-kultura-v-informatsionno-kommunikatsionnoy-sisteme-predpriyatiya>.

3. Blind submission. Ordinary workers and low-level managers never challenge those who are in power and always wait for them to take the initiative in solving problems.

4. Tough conservatism, the organization aims at the absence of any changes and perceives any changes as a negative factor.

5. Employees work in isolation from each other. Discussions and exchange of views on official matters are not allowed, communication between employees is kept to a minimum.

6. Negative expansiveness (actively manifested antipathies between employees). Employees of the organization perceive each other mainly as opponents and competitors.

The problem of theoretical and psychological competence of a company leader is particularly acute in Russia. "The leaders of educational, medical, agricultural, industrial and other organizations have only education in their specialty, without having the appropriate qualifications of a manager, which does not allow them to manage the internal communications and psychological climate of the team with high quality"³¹.

Discussion

Managing the communicative culture of a company involves choosing the ideal model of corporate culture. Consequently, the management of the communicative culture of the company must be adequate to the chosen ideal model.

Such a choice implies a discussion of the types of organizational (corporate) culture that determine the nature of the communicative culture. Considering organizational culture as "... the focus of basic assumptions, orientations and values"³², Cameron and Quinn distinguish four main types of organizational culture:

1. hierarchical
2. clannish
3. market
4. adhocracy

³¹ S.S. Belyalova, "Current trends in effective structural construction of internal organizational communications", in *Tavrichesky Scientific Observer*, 2016, vol. 5, no. 10, p. 287-290.

³² K. Kameron, R. Quinn, *Diagnosis and change of organizational culture*, Piter, St. Petersburg, 2001.

Each of these types is characterized not only by basic values and assumptions, but also by a specific type of leadership, as well as by specific criteria of the effectiveness of an organization's activities with the focus of management of this activity. An important feature by which Cameron and Quinn are distinguished types of organizational culture are also alternative quality strategies that lie in the range between flexibility and individuality, on the one hand, and control and stability, on the other. Each of the four types of organizational culture implies different ways of managing this culture, characterized by the type of managers, main goals and management tools. The generalized comparative characteristic of organizational culture types distinguished by Cameron and Quinn was made by A.V. Okatov: 'The values on which the clan culture is built: participation, teamwork, cohesion. Employees in such companies share the values and goals of the organization and have a lot in common. In the long run, emphasis is on personal development. Roles of a leader in a clan culture: 1) associate; 2) tutor; 3) parent. The culture of organizations in which 'control contributes to profitability' is called hierarchical (bureaucratic).

The criteria for the effectiveness of a hierarchical culture are the profitability, timeliness, and smooth progress of the organization's activities. The long-term perspective depends on the stability of the procedures governing the activities of employees. Leader roles in hierarchical culture: 1) coordinator; 2) mentor; 3) the organizer.

Market culture is focused on the external environment and does everything to make the company a success. Leaders care about the tasks assigned, thereby ensuring the company's good reputation in the market. A company is considered successful if it has a large share of sales in the market, or its goods (services) are sold everywhere. The roles of a leader in market culture: 1) supervisor; 2) opponent; 3) manufacturer.

Adhocracy culture implies a creative approach to work. Innovation and individualism of employees is welcomed and encouraged. In the long term is the discovery of new resources. 'Now' is the provision and production of unique services and goods. Roles of the leader in adhocracy culture: 1) innovator; 2) an entrepreneur; 3) the seer³³.

The classification of Cameron and Quinn does not focus on the communicative culture of the organization as an important element of corporate culture. The problem of the comparative effectiveness of the four types of organizational culture is addressed by Cameron and Quinn

³³ A.V. Okatov, "Concept and types of corporate culture", in *Bulletin of the Tambov University. Social Science Series*, 2017, vol. 3, no. 3 (11), p. 35-47.

in the socio-cultural and historical aspects. Different historical and sociocultural conditions stimulate the formation of an organizational culture adequate to them.

Charles Handy also identifies four types of organizational culture: 1. The culture of power (the culture of Zeus), 2. The golden culture (the culture of Apollo), 3. The culture of the task (The culture of Athens) and 4. The culture of personality (The culture of Dionysus). At the same time, he uses the criteria of the organization's dominant power in a certain culture: the strength of the position, the power of disposing of resources, the power of possessing knowledge and the strength of the individual.

The dominance of one of these forces determines the overall communicative culture of the company. In the culture of Zeus, there is a rigid hierarchical structure and an authoritarian management style with a concentration of power in the control center in the person of the leader. Communication goes from top to bottom. Management decisions are made solely by the manager. Feedback is extremely weak.

The culture of Apollo is based on a clear functional distribution of the functions and powers of employees in accordance with the impersonal job hierarchy. Business communications in such a culture are semi-closed and refer to the confrontational type.

The culture of Athens is based on the possession of specific knowledge designed to solve specific problems. Here the decisive role is played by professionals, experts, possessing the maximum amount of information. In this culture, the effectiveness of business communications is key. Therefore, it is this type of culture that is focused on creating a favorable internal business climate and developing open communication strategies for cooperation.

The culture of Dionysus is based on proximity to resources, professionalism, the strength of personal qualities, abilities and talents and the ability to negotiate. This culture is inherent in organizations consisting of associations of individuals, each of which is independent, has its own personal power and influence. There is no rigid formal hierarchy, and decisions are made collectively on the basis of business consensus.

In "The Time of Recklessness"³⁴, C. Handy describes three types of innovative, efficient organizational structures generated by the transition to a post-industrial society: the trefoil organization, the federal organization, and the organization of the Three I type (intelligence-ideas-ideas. All these three types are alternatives to rigid industrial hierarchical bureaucratic organizational structures characteristic of industrial society,

³⁴ Ch. Khendi, *Time of recklessness*, Piter, St. Petersburg, 2001.

thus the trend of modern corporate culture transformation from organizational cultures and tour of a closed, bureaucratic, hierarchical type to open, flexible cultures involving effective business communication based on the creation of a favorable psychological climate, value-orientation unity of the collective, creative communicative strategies of cooperation and feedback. 'If the corporate cultures of the industrial era were characterized by official, hierarchical, rigid controllability, representing, rather, a closed type of systems where a person is embedded as a part in the design of a corporate mechanism, then modern corporate cultures acquire more democratic features, they cease to be authoritarian and to the status of open self-organizing systems. The 3rd millennium corporation focuses on the joint work of employees, encouraging their personal interest and responsibility, as well as constantly emphasizing the significance and value of the staff contribution to the organization's activities³⁵.

C. Handy is talking not only about the democratization of the corporate culture of companies and organizations and the transition to its innovative forms, but also about reducing the role of organizations in the life of the individual, about increasing the degree of freedom of personal choice and its degree of independence from various organizations. 'The role of organizations in human life is gradually decreasing. A significant part of the people will spend most of their lives outside the walls of official organizations³⁶.

Grayson Jackson K. and Carla O'Dell emphasize that the transition from authoritarian-hierarchical forms of corporate culture is dictated primarily by the requirements of economic competition and efficiency. They outline the following directions for the restructuring of organizational culture: '1. Structural blocks should be focused on the products, the market or the consumer, and not on the performance of functions.

2. The basic units of any structure should be the target groups of specialists and teams, not functions and departments.

3. It is necessary to focus on the minimum number of control levels and a wide zone of control.

³⁵ E.A. Gridneva, "Corporate culture as a practice of communicative management", *Bulletin of the NSTU. R.E. Alekseeva. Management in social systems. Communication technologies*, 2014, vol. 3, p. 71-77.

³⁶ Ch. Khendi, *Time of recklessness*, Piter, St. Petersburg, 2001.

4. Every employee must be responsible and have the opportunity to take the initiative³⁷.

The study showed that the most productive approach to defining the organizational culture of a company is a comprehensive, or systemic, which combines in this concept the criteria of value-psychological and regulatory approaches. Organizational culture is considered as a general concept characterizing the way employees organize their activities and manage the company's business relations. It includes:

1. fixed in the relevant constituent documents of the organizational structure of the company,
2. communicative culture as a way and style of business communication of employees,
3. administrative culture, as a way and style of management of the company's management, organizational structure and business communications.

Each of these three elements must be considered in concert with the others. Corporate culture is an individualized type of organizational culture of a particular company.

The company's communicative culture as an individualized business style is one of the key components of a corporate culture.

The key points of managing the communicative culture of a company are: 1. management of an organizational structure adequate to effective business communication, 2. personnel management, ensuring high team cohesion and motivation for work activities.

The company's communicative culture should be considered in the unity of the three points of communication:

1. communication (information sharing),
2. perception (emotional moment)
3. an interactive moment (business interaction).

The goals of managing this culture can be formulated as follows: 1. ensuring an effective balance of all three sides of communication, 2. ensuring the effectiveness of each of the parties in accordance with criteria specific to each of them.

Criteria for the effectiveness of communication: speed and clarity of transmission and transmission of management decisions, literacy and clarity of reports on their performance, the effectiveness of the receipt and processing of information for making management decisions. The criteria for the effectiveness of perception – a positive moral and psychological

³⁷ J.K. Grayson, C. O'Dell, *American management on the eve of the 21st century*, Ekonomika, Moscow, 2004.

climate in the team, a comfortable psychological environment of communication. Criteria for the effectiveness of business interaction: the value-orientation unity of the team, high cohesion, the coincidence of formal and informal leadership, flexible balance of directivity and initiative, independence, effective feedback between management and employees.

Managing the communicative culture of a company implies, firstly, creating a positive culture within the company, and secondly, maintaining it in the context of continuous changes when the company interacts with the external environment.

The decisive role in the organization of effective business communications belongs to the leadership. The authoritarian management style, unlike the democratic one, does not contribute to the effectiveness of business communications. Communicative psychological competence and theoretical literacy of a manager in matters of organizational culture are also required.

It is important that the organizational structure, as well as the formal and informal ideological foundations of the company meet the criteria of a positive (fruitful) communicative culture, and do not contradict them. It is important to involve the entire team of the company in the organization and preservation of a positive communicative culture.