

SECTION 1. PUBLIC RELATIONS AND ORGANIZATIONAL COMMUNICATION

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ORGANIZATIONAL AND INTERCULTURAL COMMUNICATION IN THE CONDITIONS OF A TRANSNATIONAL COMPANY

ОРГАНІЗАЦІЙНА ТА МІЖКУЛЬТУРНА КОМУНІКАЦІЯ В УМОВАХ ТРАННАЦІОНАЛЬНОЇ КОМПАНІЇ

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In the modern conditions of conducting a civilised and 'human-oriented' business, intra-corporate communication is of great importance. The ultimate goal, according to E. Tikhomirova, is "to inform the staff about popular and unpopular management decisions, to create a system of effective interaction between employees, departments, and managers of the institution" [4, p. 19].

Achieving this goal is challenging in itself, and it becomes even more complicated when it comes to a multinational company whose headquarters and branches are not only geographically distant but also exhibit significant social, cultural, religious, and mental differences. Moreover, it is also really important to consider the specifics of production and the nature of the product being created, which, on the one hand, unites the branches through the final result but, on the other hand, leaves a noticeable mark on the intermediate stages of its achievement (distribution of functions, internal interactions within the same branch and between the branches, mutual exchange of information and specific technologies, etc.).

Experience of working in a multinational company and simultaneous researching its activity, such as direct involvement in all its internal and external communications in particular, provides a basis for considering this specific case as a potential model of "communication behaviour", that has already proven its effectiveness, though, it undoubtedly can still be improved.

“Goodvalley” company was founded in 1980 by Danish entrepreneur Tom Axelgaard. Believing that agriculture at the time was not efficient enough and had a harmful impact on the environment, he began developing the idea of environmentally friendly farming and later involved his colleagues from Poland (in 1994) and Ukraine (in 2004) in its implementation into life. Since then, “Goodvalley” company technology has been adopted by many European countries that prioritize the environmental protection, high product quality, and food safety.

Today, the Ukrainian branch of the company – “Goodvalley Ukraine” (covering 2 regions, 3 districts, 11 communities and 65 villages) – is one of the largest producers of livestock products in Ukraine and carries out effective activities both directly in its field of specialization (breeding pigs based on Danish genetic material) and in related areas (crop growing, construction, biogas production).

Specifying the nature of the company's activities in this case is not merely a formality – to some extent, it determines the nature of organizational communication (when it comes to direct production relations within individual national branches, only between them, or between them and the central office). At the same time, it has a decisive influence on the course of intercultural communication (when considering the non-production sphere and its impact on production efficiency).

As O. Romanukha reasonably affirms, “social and cultural preferences of employees affect the following: employee's attitude to their workplace and company; priority of employee's problems; nature and effectiveness of employee interaction with each other; role and essence of motivation for an employee; effectiveness of approaches used by management in their work” [3, p. 609].

The main staff of “Goodvalley Ukraine”, in addition to the management, is made up of residents of the villages of Prykarpattia, and their production activity is determined by the entire traditional, peasantry-specific set of mental, cultural, historical, religious and other intangible factors of this peculiar region. Therefore, the company's management must focus on this complex to achieve the best production results. This is done primarily through the development and communications department, which is an essential link between all structural elements of the company and accumulates the information necessary for the proper establishment of intercultural relations.

Organizational communication encompasses the transmission and reception of messages among interconnected people in a work environment to achieve individual and mutual goals; it is, as Scott T. Paynton and Laura K. Hahn write, “strongly dependent on context and culture, and is not an isolated phenomenon” [7].

Taking into consideration the employees' staff of "Goodvalley Ukraine", the most effective means of establishing organizational communication have been face-to-face communication, printed (written) messages, and information received indirectly through various channels, as it could be predicted according to the analysed information. In this report, we will focus on the format of face-to-face communication.

Using this format, the company's management takes into account habits and traditions, which hold particular significance in rural areas as a factor in fostering community cohesion and realizing collective aspirations. In this regard, Village Feasts Days and traditional religious festivals (Temple Feasts), which take place in almost every village, are of great importance. Not only the local community itself thoroughly prepares for such feasts (as numerous concerts, entertainment contests, and sports competitions are usually included in the celebration programme), but also mass media and communication companies. They organize the presence of "Goodvalley Ukraine" authorities and representatives from other «Goodvalley» branches at the feast; ensure media coverage of the event in corporate and local outlets.

Exactly during such festivities guests from Denmark and Poland have the best opportunity to learn about local traditions and to demonstrate corporate solidarity with employees. It is also important that the company always sponsors such events, in particular, by providing treats from the own production lines. As a result, each holiday becomes a good opportunity to communicate, get information about the company's activities, to learn the latest news, and to share experiences.

All these things form a strong team spirit, which is of great importance for every company, contribute to the recruitment of new employees, and finally, guarantee a positive attitude of top management towards the employees of the national branch, which has far-reaching consequences (in particular, the management of the company throughout all the years of the full-scale russian-Ukrainian war, within the framework of the founded project "Project: Help Ukraine NOW", supports employees and volunteers, and provides enormous assistance to internally displaced persons).

Taking into consideration that "internal communications require a sufficient level of employee motivation, which is based not only on financial rewards but also on moral encouragement" [4, p. 30], the company implements an adaptation program for young employees aimed at fostering a culture of mutual support within the team. This includes the creation of a shared information platform for communication, a series of introductory meetings to get to know each other better, the application to a mentorship institution, and organization of feedback between the manager and the mentor of the new employee, as well as feedback from the newcomer about

his or her adaptation process, and, finally, various creative forms of team building.

A form of encouragement for more experienced employees is participation in various training programs and courses, which contribute not only to enhancing their qualifications (with a focus on the experience of foreign colleagues from Denmark and Poland) but also to expanding their professional outlook, enriching them with new ideas, and strengthening corporate connections.

Thus, the concept of the functioning of a transnational company, which is based primarily on economic interest, cannot be effective in today's difficult circumstances without the use of “non-production factors”: it becomes effective only under the conditions of creating and exchanging operational information, “vertical” and “horizontal” communication, including through intercultural communication, which has a significant impact on the course of all processes within the multinational structure of the company. The experience of the “Goodvalley” company undeniably proves this.

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