

The Development of Modern Aspects of the Culture in Business Communication

Shokhayeva Karlygash Nurlanovna¹, Kalbirova Tolkyun², Smagulova Aigerm Sovethanovna³, Zafarullah Sahito⁴, Aitghanova Gulnara⁵, Seisembayeva Zhanar Aitbergenovna⁶, Koitassova Gulzhazira Ashirovna⁷

¹International Engineering Technological University, Almaty, Kazakhstan. <https://orcid.org/0000-0002-4760-689X>

²Al-Farabi Kazakh National University, Almaty, Kazakhstan

³Al-Farabi Kazakh National University, Almaty, Kazakhstan. <https://orcid.org/0000-0002-9472-3888>

⁴Department of Education, Sukkur IBA University, Airport Road, 65200-Sukkur, Sindh, Pakistan

⁵Philological Sciences of Al-Farabi Kazakh National University, Almaty, Kazakhstan

⁶Philological Sciences of Abai Kazakh National Pedagogical University, Almaty, Kazakhstan.
<https://orcid.org/0000-0003-1077-0001>

⁷Master of Philology, Senior Lecturer of the Department of Al-Farabi Kazakh National University, Kazakhstan

Correspondence: Aitghanova Gulnara, candidate of Philological Sciences of Al-Farabi Kazakh National University, Almaty, Kazakhstan.

Received: January 25, 2025

Accepted: July 10, 2025

Online Published: July 15, 2025

doi:10.11114/smc.v13i4.7833

URL: <https://doi.org/10.11114/smc.v13i4.7833>

Abstract

The article is devoted to the consideration of the main aspects of business communication as one of the factors in increasing the performance of modern commercial organizations. The main purpose of the work is to determine the effectiveness of modern aspects of business communication culture. To achieve this goal, the experiment was carried out using questionnaire method, as well as V. Ryakhovsky's test. As a result, the level of formation of communicative sociability of employees, the level of development of organizational and communicative qualities of personality, the level of development of communicative culture of employees before and after the experiment were established. The data showed that after the development of recommendations for the formation of corporate culture, communicative sociability of the participants of the experimental group reached a high level in 20 respondents; communicative culture - in 24 participants. The recommendations were thematic focus, clarity of thought, willingness to engage in a joint dialogue, time constraints, questioning, and detailing of information. It was found that mastering the standards of style, communication, speech determines the success of a person's career. The content of business communication depends on the needs of joint activities, including coordination of actions, as well as on the understanding and acceptance by each participant of the goals, objectives and details of organizational activities. Business communication strategies include such elements as bringing partners closer to the communicator's opinion, persuading them to perform the actions and behaviour described by the communicator, and changing the partner's point of view based on the communicator's point of view. Thus, through this business exchange, partners can develop common interests, tastes, mutual understanding, objectively assess their own and other people's abilities, as well as patience and shortcomings in relation to partners. The article reveals the main tasks of developing a culture of business communication in modern organizations, emphasizes the importance of culture and psychology of business communication, implements the development of organizational behaviour and organizational culture.

Keywords: interpersonal relations, information society, organisational skills, negotiation, innovative strategies

1. Introduction

In today's evolving business environment, digital communication tools play a crucial role. The study acknowledges the impact of remote work, virtual platforms like Zoom, and AI-based communication systems such as chatbots, which are reshaping corporate communication strategies. Although this research focuses on traditional face-to-face and internal communication, future studies may integrate digital communication trends more deeply.

In order to develop the economy as well as the professional competences of different levels of employees, there is a need to master business communication. Business communication should take place between company managers as well as within teams through business conversations and negotiations. All these processes have contributed to the formation of the information society (Varhelahti and Turnquist, 2021).

The essence of business communication is the integration of several communicative components: interaction between partners, influence between business stakeholders, mutual understanding and empathy.

Business communication is an interactive process between business partners that organises and optimises certain activities: production, business, science, etc. (Gedye et al. (Gedye et al., 2021). It is a complex multi-stage process of not only establishing, but also maintaining contacts between people in the process of joint activities. Business communication contributes to achieving business results as well as improving the efficiency of business processes.

The main objectives of business communication are industrial cooperation, integration of attitudes and goals, improvement of partner relationships, and exchange of information to form interpersonal relationships. Interpersonal relationships are particularly important in business communication because they help to increase the effectiveness of business communication (Trenerry et al., 2021).

In order to avoid barriers in communication, the dialogue should be constructed in such a way as to achieve full understanding of the situation, to adjust to the level of knowledge of the interlocutor and to use appropriate vocabulary in the conversation. In business communication it is necessary to follow a certain style of communication according to the topic of the meeting, the mood of the partner, the time frame, etc. (Kreitzer et al. (Kreitzer et al., 2020; Szkudlarek et al., 2020).

Business communication is not only a specific form of behaviour, but also a system of signs that combines speech, logic, non-verbal and psychological culture. Approaches to the conduct of a conversation depend on its type: business meetings, telephone conversations, commercial negotiations, etc. But the conversation should always be friendly and built on mutual respect, speech should be brief, logical and accessible to the interlocutor (de Vecchi, 2020). Business communication exists in every activity and at all levels from the common employee to the company management.

Human beings have access to vast amounts of information, have the unique ability to exchange the products of intellectual labour instantaneously, and present their own goods and services.

Most people involved in business processes are actively involved in the virtualisation of communication, management, art, economics, politics, etc. Mastering all forms of business communication, taking into account the details and peculiarities of communication organisation will contribute to the development of constructive relationships between managers and subordinates, partners, business owners, suppliers and competitors.

Today, the web space is an integral part of business communications, which promotes the activities of organizations through the use of virtual communication technologies. Communication skills with customers, employees, competitors promote business in the online space, which is a marketing tool to increase the informativeness and loyalty of the target audience and aims to improve organizational performance factors (Yildiz et al., 2020; Yuges, 2020).

The aim of the study is to examine aspects of the current development of business communication culture as a tool to improve the effectiveness of organisations.

The main objectives of the study are:

- To determine the level of communicative communication skills of employees;
- to identify the level of development of personal organisational and communicative skills;
- To determine the level of development of employees' communication culture;
- Identification of key points that will contribute to the development of recommendations for establishing a corporate culture
- Developing indicators for a culture of business communication.

2. Literature review

Communication is fundamental (Didenko et al., 2021). Goods and services are created and exchanged through the close coordination of many people, sometimes within the same village and sometimes across global distances. This coordination requires intensive communication. Communication styles vary widely around the world and contribute to a bewildering variety of business styles.

G. Bucăța and A. M. Răzescu (2017) believe that communication is one of the most important management levers that a company can use to build teams and achieve valuable results. Communication and management are complementary

disciplines and strong elements of business success. Management skills are important in business, but equally important are those related to the rules of communication and how a manager knows how to interact with his or her employees. Being a manager does not only mean curbing the business, but mainly means being able to coordinate teamwork, leadership skills and, above all, communication skills.

Communication during a pandemic is the most relevant topic. For example, J. Ma (2021) reflects in his research that the COVID-19 pandemic has caused a public health crisis worldwide and has forced many people to work from home. This research aims to provide organisations with insights into effective communications in terms of remote working, using combined desk research with synthesised data from a variety of sources.

R. Green (2019) argues that senior management should lead organisational change and engage employees through communication to reduce their fears and insecurities. Engaging employees in communication early eliminates resistance to change (Swarnalatha and Prasanna, 2013). Organisational communication researchers have conducted research to explore the reciprocal influential relationship through which technology shapes human interaction, while human interaction influences how technology is conceived and used. The use of modern communication technologies positively influences employees in organisations (Larson and Pepper, 2011).

Communication shapes the structure of the organisation (Lewis, 2021). Ensuring communication within the organisation ensures that decisions made by managers are communicated to employees, strengthens employees' sense of belonging, increases job satisfaction and productivity of individuals, reduces tensions in the work environment, strengthens employee relations, and increases employee confidence and effectiveness. The consensus of employees is at the core of organisational communication. Organisational communication has a significant impact on the individual and the organisation.

Some research is available on Wallace's point of view on what knowledge and skills in teaching communication are important. J. F. Hooker and C. J. Simonds (2015) analysed statements made at the Basic Course Director's Conference in 2014 by individuals who work in business, the arts, academia and government and identified the following skills as those needed by new employees: the ability to clearly articulate purpose, speak impromptu, understand the audience they speak to or interact with, gain trust, manage conflict and engage in disagreement, and be ethical communicators.

Business and commerce have also long recognised the importance of communication. Employers promote its importance as a skill for potential employees (Gumenyuk et al., 2021), with some evidence suggesting that 93% of employers consider clear communication skills even more important than the main line of work. Even employees in engineering professions are identified as needing additional training in communication skills (Espasandín-Bustelo et al., 2021). The problem, however, is that the specific communication skills required for effective work are not specified (Wallace, 2015).

The stages of trustful communication between consumer and business are presented in works of Popova, N., Kataev, A., Skrynkovskyy, R., & Nevertii, A. (2019). The paper presents the rationale of the factors that affect communication and its cultural component. As a result, it was found that the proposed concept contributed to the establishment of a trusting relationship with consumers. Communication between consumer and business is also presented in Elliot, E. A., & Cavazos, C. (2021).

Negative social consequences (lack of communication, incidents in the workplace) can significantly affect the success of an organisation's development, so there is a need for discursive strategies to shape corporate social responsibility (Lin, 2021).

The impact of corporate culture on employee happiness is presented in Espasandín-Bustelo, F., Ganaza-Vargas, J., & Diaz-Carrion, R. (2021). The paper provides evidence that employee interaction, communication, training, support contributes to employee satisfaction and also has a positive impact on business development.

Based on the analysis of the literature, it can be concluded that communication at different levels of organisational development has a positive impact on business prosperity.

Ethical Considerations: All participants provided informed consent, and the study was conducted in accordance with international ethical standards. Anonymity and confidentiality of participants' data were fully ensured, in line with ESOMAR (2016) guidelines.

3. Methods

The study of the development of modern aspects of the culture of business communication was conducted with the help of 50 employees of the enterprise "NPF ITS" LLP in Almaty region, which is engaged in the production of light metal structures. 25 employees of the control group (CG) and 25 employees of the experimental group (EG) participated in the experiment. The age of the respondents ranged from 23 to 55 years old. The employees included executive positions at different levels, regular managers as well as junior employees. The distribution of respondents is shown in Table 1.

Table 1. Distribution of respondents

Employee level	CG		EG	
	Man	Woman	Man	Woman
Representatives of managerial positions	2	1	4	2
Managers	5	7	3	4
Junior staff	6	4	7	5

The respondents' data presented in Table 1 according to the level of distribution of employees did not affect the results of the questionnaire in any way, so the authors decided to link the results to the total number of participants in the control or experimental groups. The level of formation of organisational and communicative personality traits depended only on the level of interest of the respondents.

Initially, 67 employees of different levels were to be involved in the research process, but 12 people refused to conduct the experiment of their own volition, 5 people were on leave at the time. The company "NPF ITS" LLP of Almaty region was selected for the study using the method of drawing lots among the employees of the company. A prerequisite for the selection of respondents was the distribution of participants according to different professional ranks, as it was important to conduct the experiment among all categories of employees: from a junior employee to a director. Respondents for participation were selected from among the applications submitted by them. But all respondents were warned about the experiment and voluntarily signed an agreement to participate in the programme. The study was conducted in 2020, so the data provided is up-to-date.

In order to identify the need for a culture of communication among employees, testing was carried out using the V. Ryakhovsky's methodology. A questionnaire was also used in the research process between employees to assess their communication and social skills, personal organisation and quality of communication and, in general, the level of communication culture development. The questions of the questionnaire were developed by the authors of this article. The questions that were asked to the participants of the experiment are presented below:

- Do you find it difficult to communicate with your colleagues?
- whether you are feeling anxious before an important meeting;
- Do you feel embarrassed about speaking in public?
- Do you find it difficult to communicate with people you do not know?

Using the responses received, responses were generated using drawings.

The study used empirical methods:

- an experiment to determine the effectiveness of indicators for the development of a culture of business communication among employees;
- observation, questionnaires, testing, self-assessment, rating, expert assessments;
- a method for processing statistical information and testing hypotheses.

All questionnaire work is carried out in three stages: identification, generation and control. Each stage includes parts of the control that are performed to obtain reliable data corresponding to each condition that has been developed.

The first stage of the experimental work involved the identification of baseline indicators for the development of a culture of business communication.

In the formative phase, there is a move towards a targeted development of staff communication skills. This process is carried out on an interpersonal and intercultural basis. The following aspects of the activity were highlighted:

- creating a genuine problem situation that is designed to improve verbal interaction among staff;
- integrated mastery of the means, methods and forms of communication with dependence on individual verbal concepts.

To determine the level of formation of the culture of business communication, V.F. Ryakhovsky's test, developed for "diagnostics of the level of development of human communication culture", was used. With the help of V.F. Ryakhovsky's test it is possible to determine the general level of social skills. Each employee has to choose an answer: "Yes", "No", "Sometimes" to answer 16 questions. For each answer "Yes" gets 2 points, "Sometimes" gets 1 point and "No" gets 0 points. A total score is then used to determine social level (Ryakhovskiy, 2020).

Testing and interviewing employees in an organisation is necessary in order to clarify their views on the need to master the culture of business communication. In addition, special tests are used to determine the cultural level of communication among employees, to assess their social communication skills, their organisational quality and level of communication, and

the overall level of corporate cultural communication. In order to determine the initial state of the employees' communicative culture, indicators and norms have been established, based on which the level of communicative culture and the research control of the participants of the experimental group are determined. One of the key elements of the culture of business communication of a person is the level of his/her organization and communicative culture.

The following indicators were revealed to the respondents during the research process:

- the level of communicative communicativeness of employees before and after the experiment;
- the level of development of personal organisational and communicative skills before and after the experiment;
- the level of development of employees' communication culture before and after the experiment.

This enabled the study of important aspects of the degree of development of human organisation and communication skills. The study of the level of development of communicative culture is carried out using a diagnostic level of communicative culture development.

The tasks were solved with the help of sophisticated scientific and pedagogical research methods, which ensures the validity and reliability of the results of the work. In constructing the stage of the experimental work, the emphasis was placed on the technologies that form the culture of business communication. This stage covers all aspects of the activity. The formative experiment is characterized by a special consistency of logical thinking. When establishing the phase of the formative experiment, the authors relied on the theory of learning activity, which defines its respective learning tasks for each level of knowledge. In practice, the whole technology shaping the level of development of business communication culture has three consecutive sub-stages. At each stage there are specific means to achieve the objectives and tasks set.

Data processing was done using a Microsoft Excel computer program, which allowed for the interpretation of the findings into charts. Respondents participated in the research program, taking into account all international ethical regulations of the European Society for Public Opinion and Market Research (ESOMAR, 2016).

4. Results and Discussion

The initial phase of the study consisted of identifying data on human communicative sociability among the control and experimental groups prior to the start of the experiment. The test was conducted using the V.F. Ryakhovsky methodology (2020) (Figure 1).

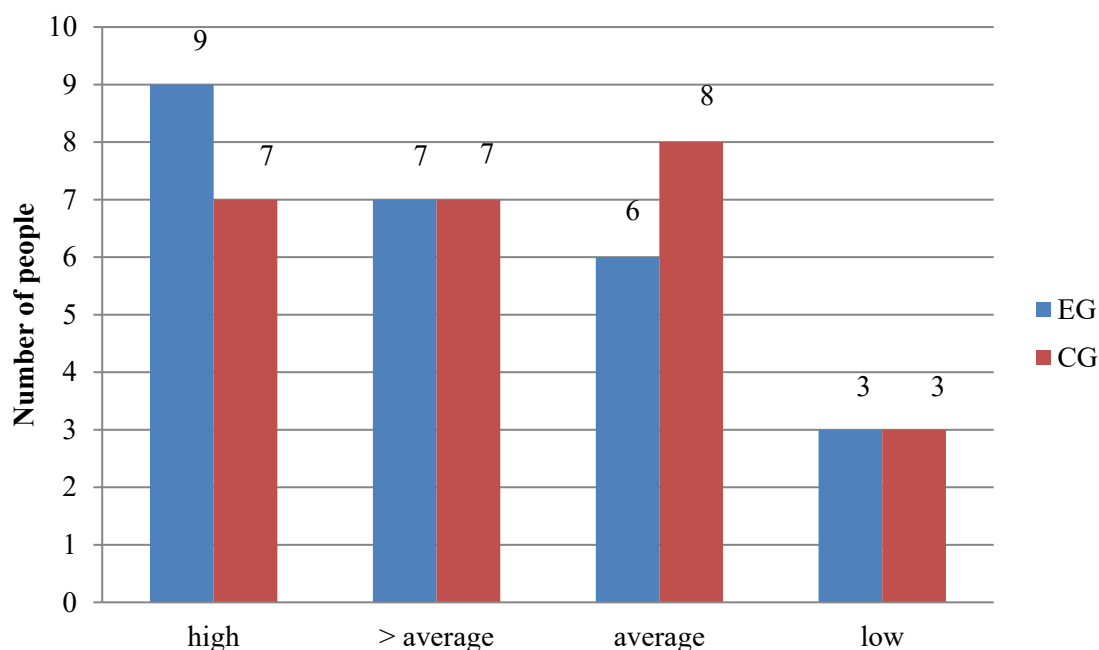


Figure 1. Level of employees' communicative skills (before the experiment)

Figure 1 shows that the experimental group has the highest number of people (9 employees) with a high level of communicative skills, while the control group has 7 people. The same number of people (7 each) from both groups have a higher than average level of communicative sociability.

The distribution of the level of organisational and communicative personality traits, which was carried out by means of a questionnaire, is shown in figure 2.

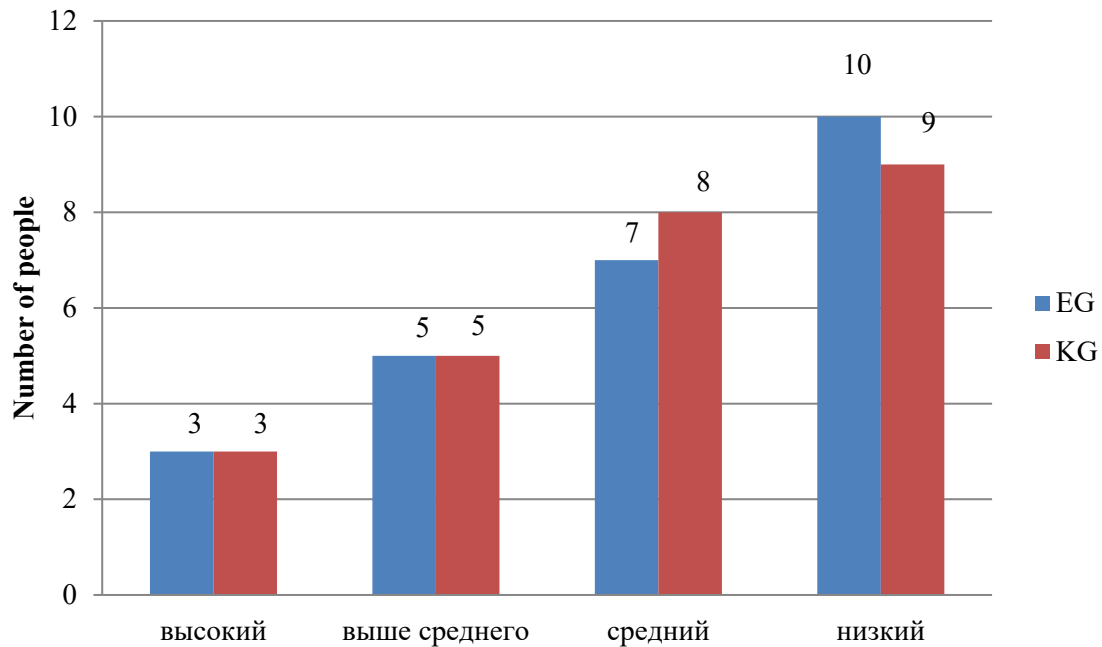


Figure 2. Level of development of personal organisational and communicative skills (before the start of the experiment)

Based on the data presented, the levels of development of organisational and communicative personal qualities are almost identical. Only 3 employees from each group have a high level of skills, medium (among the control group) is observed in 8 people, among the experimental group - 7 employees. Basically, the average level among the organisers is that of an organiser who actually creates cultural and creative events.

Figure 3 shows an analysis of the level of development of the employees' communication culture (based on questionnaire data).

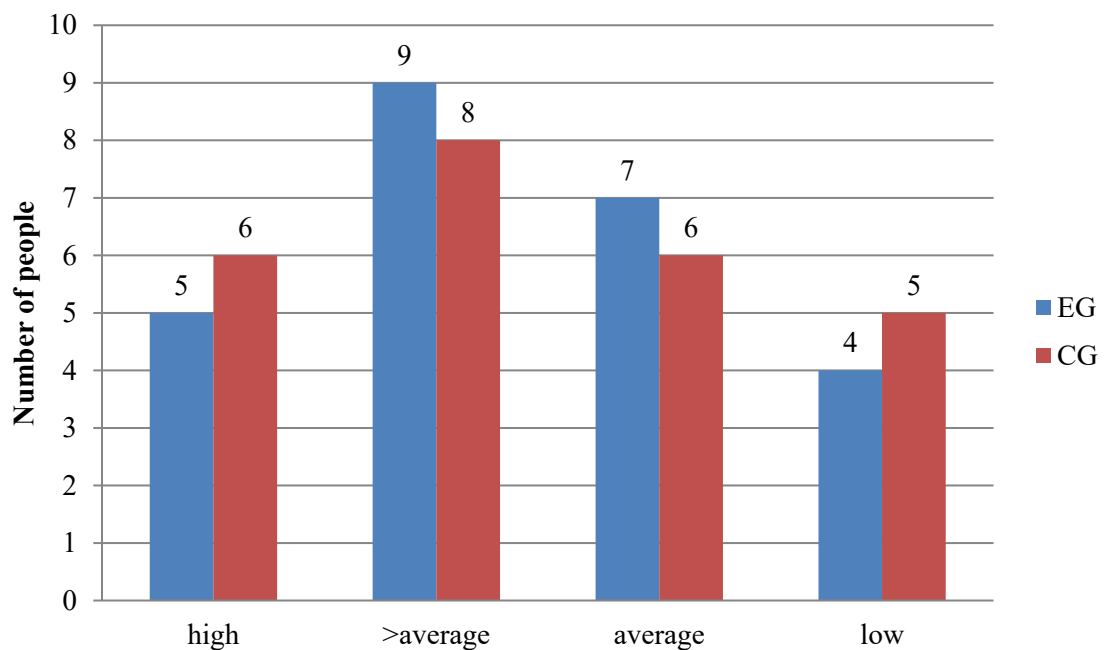


Figure 3. Level of development of employees' communication culture (before the start of the experiment)

Figure 3 shows that the largest number of employees in the control (8 people) and experimental (9 people) groups have a level of development of communication culture above average. Summarising the results of the deterministic experiment, we can say that the formation of communication culture of employees is above average.

Psychological climate in communication is determined by interpersonal relationships, so the authors have identified components that need to be taken into account in business communication:

- fostering a proper culture of speech
- Developing communication skills
- observing the rules of etiquette
- control of non-verbal means of communication.

A characteristic feature of business communication is its regulatory compliance with certain rules and conventions, so there is a need to observe formal restrictions in communication without reference to the likes/dislikes of the interlocutor; regular compliance with laws and social norms, compliance with regulations (action taken in accordance with instructions, compliance with agreements, compliance with internal rules, etc.); teamwork.

The authors took into account the 6 principles of business communication of Jan Jaeger (Trenerry et al., 2021) in developing recommendations for the development of communication skills for employees:

- punctuality
- confidentiality;
- benevolence, but it is important not to cross the line into panimity;
- attention to those around you;
- a constructive attitude towards criticism;
- appearance during negotiations.

Business communication is divided into direct (direct contact between subjects) and indirect (correspondence, online communication, etc.).

Kazakhstan's overall culture and history determine the way of doing business, so the authors have looked at the specific content of negotiations in terms of national values. What is interesting about Kazakhstan is that, as a country that combines European and Asian cultural elements, Kazakhstan has developed its own way of communicating, which combines modern Western trends and traditions as well as the ancient traditions of the East. When it comes to Kazakhstan, the first thing that comes to mind is hospitality. Respect for traditions is usually reflected in the way Kazakhs do business (Akizhanova, 2013). If we consider Kazakhstan in terms of F. Trompenaars and C. Hampden-Turner's dimension of business culture, Kazakh culture can be described as collectivism. People in this culture tend to avoid personal responsibility and in most cases are more inclined to pursue collective goals. Any display of self-worth is considered unacceptable (Akizhanova, 2013). Kazakhs choose diplomacy and compromise to solve problems. Kazakhs tend to negotiate for a long time, on average about 2-3 hours. Although Kazakh culture is multinational, Kazakhs are characterised by insistence and an assertive voice. The latter is not a reason for aggression and is not always evident.

As a result, the authors have developed factors that affect business communication and that organisational leaders need to consider:

1. Creating employee motivation, which contributes to their productivity and consequently to the development of the company. Employee motivation is influenced by internal communication, which builds trust and fosters comfortable relationships in the workplace.
2. Precise formation of team goals that contribute to the development of the corporate culture
3. Building relationships between management and employees. The manager needs to understand what is going on in the team to prevent redundancies and loss of high calibre professionals. It is important to implement innovative communication strategies that will help to build trusting business relationships and prevent internal problems and misunderstandings that arise in the team or with clients.
4. Developing useful company information materials, regardless of the type of information presented, whether it be employee newsfeeds or important information messages.
5. Building transparency and trust between employees and the company. This is achieved through openness, demonstrating transparency of actions.

6. Develop communication channels and tools. Managers should be challenged to understand what attracts more attention, e.g. emails or face-to-face conversations.

The Economist Intelligence Unit and Lucidchart surveyed different levels of staff, from managers to junior professionals, to determine (Gedye et al., 2021):

- 52% of employees have an increased level of stress;
- 44% of employees were not able to implement their projects in the designated time frame;
- 31% of employees failed to achieve their goals;
- 20% of employees experience fear when introducing innovation;
- 18% of employees admitted to losing new sales opportunities...

Organisations therefore need to apply new, effective models of business communication culture development. Of particular interest is the procedural block of the model, which includes an explanatory phase - motivation, theoretical and practical development - and a regeneration phase - creation phase. The explanation and motivation phase includes many forms of work with employees: identification of problems of the organisation, real situations, conferences, sharing experiences with the manager on communication, in business (e.g. "The role of effective communication in business in the manager's profession", "The art of public speaking in managerial activities", etc.), webinars, trainings, master classes). At this stage, methods contributing to the formation of value attitudes in business communication should be used (situational approach, game design, discussion, role-play method, etc.).

The authors offered courses to develop levels of business communication that contributed to the professional tasks: "Business communication in professional activities", professional discussions with the manager on the specifics of business communication (e.g. "Building age-, status- and personality-specific business communication", "Business communication ethics")

The recovery and creation phase includes the following types of work: discussion, press conference, practical work using tasks, different situations, practice to acquire specialised skills, career experience, webinars, intensive training, master class (example: Phone Chat, Discipline Talk, Business Meeting). At this stage, methods are used to promote professional problem-solving skills in business communication (case study addresses the challenges of different types of business communication). Further, there are several recommendations for the implementation of the mentioned direction of development of business communication culture. First of all, it is important to note the effectiveness of the analysis of problem situations in which employees of the organization need to build logical reasoning, seriously assess the theoretical provisions and conclusions and state the main thing. We need to be attentive when dealing with a specific professional task (Alafnan, 2021).

In order to build business communication skills in the organisation, it is important to organise a dialogue that meets the following requirements based on the author's contributions (Avraamova, 2019) (Figure 4).

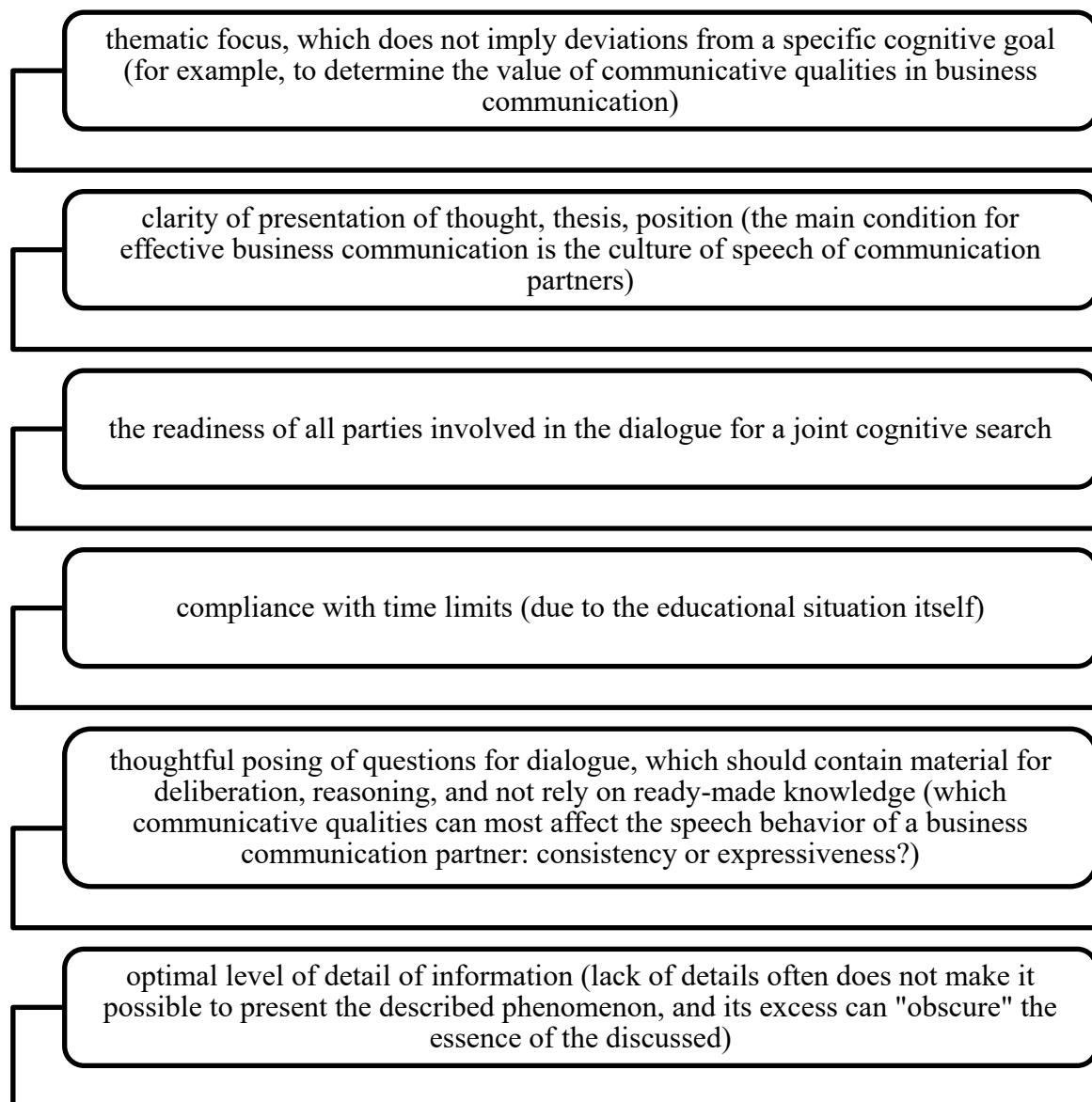


Figure 4. Business communication requirements

Based on the proposed methods for developing a culture of business communication, experimental work was then carried out to confirm the effectiveness of the proposed methods.

For more details on the developed criteria of the business communication culture indicator of the LLP "NPF ITS" employees of Almaty region, see Figure 5.

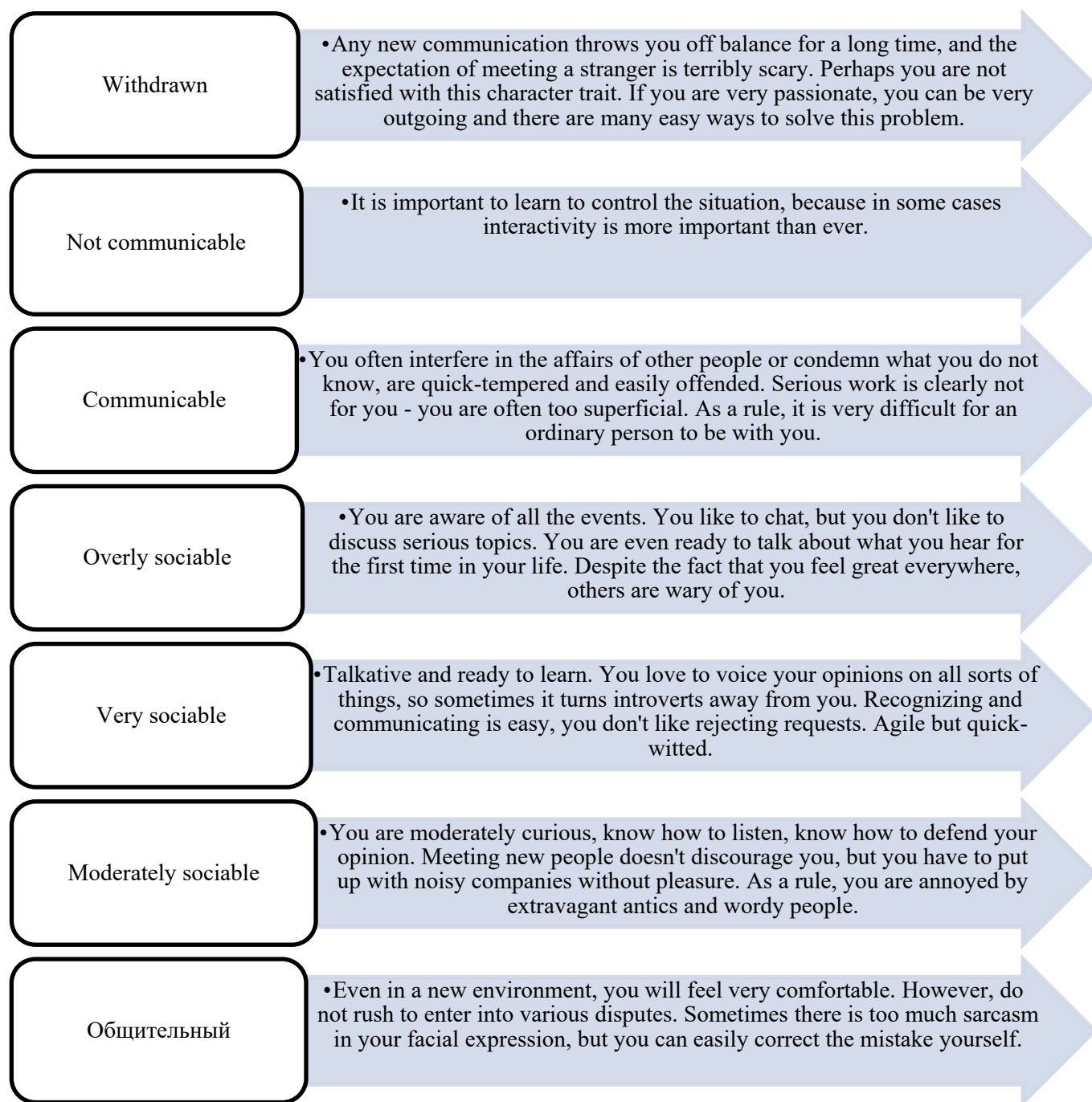


Figure 5. Criteria for indicators of business communication culture

Developed by the authors based on data from V.Y. Ryakhovsky (2020)

In the formative stage of the experimental work, the authors relied on technology to shape the culture of business communication. At this stage, questionnaires and diagnostics were also conducted, which contributed to the identification of the level of formation of the culture of business communication of the employees of the organisation. Initially, the level of formation of communicative sociability of employees after the implementation of the developed recommendations was determined (Table 2). The data is presented for the experimental group that participated in the experiment, as well as the control group that was familiar with the developed recommendations but did not participate in the experiment. The results were obtained as a result of the responses to V. Ryakhovsky's test.

Table 2. Level of staff communicative skills (after implementation of recommendations)

Level of employees' sociable communication skills	EG	CG
Low	2	6
Medium	0	11
High	20	8

According to the results of the experiment, it can be concluded that in the control experiment the level of social skills of employees changed. In the experimental group, the level of communicative sociability became high for 20 employees, as the innovations encouraged employees to communicate with each other.

Next, a survey was conducted to compare the results of the study on the level of formation of human organisation and the quality of communication (Table 3).

Table 3. Level of personal organisational and communicative skills (after implementation of recommendations)

Level of organisation and communication skills	EG	CG
Low	0	4
Medium	3	12
High	22	9

Based on Table 3, the average level of development of organisational and communicative qualities of personality is observed in 3 employees of the experimental group and 12 employees of the control group. A high level is present in 22 employees in the experimental group and 9 employees in the control group. Employees started to do more activities based on their interests. A great number of employees started to offer ideas so that they could be implemented to a greater extent. For the control phase, the authors conducted a survey to determine the level of development of the employees' communication culture (Table 4).

Table 4. Level of communication culture (after implementation of recommendations)

Level of communication culture	EG	CG
Low	0	2
Medium	1	9
High	24	14

Table 4 shows that the level of formation of communicative culture is high and above average in 24 employees in the experimental group, as well as 14 employees in the control group. In the control phase of the experiment, the level of formation of the communicative culture increased.

While the current research is limited to one organization in Kazakhstan, future investigations should consider cross-cultural or multinational organizations to enhance generalizability and comparative insights.

Thus, aspects of modern development of business communication culture as a tool to improve the effectiveness of organizations were studied. During the conducting of the ascertaining and control experiment several techniques were applied to determine the level of formation of communicative qualities of personality of employees of the organization. As a result, it was found that the formation of the culture of business communication of employees of the organization depends on many qualities of the culture of personality, communication, organizational skills.

5. Conclusions

The paper analysed the development of modern aspects to create a culture of business communication, which contributes to the development of business through the transfer of information. The study was conducted among 50 employees of the enterprise LLP "NPF ITS", which is located in Almaty region. Respondents were divided into control and experimental group of 25 people each. Prior to the start of the development of recommendations for improving communication, the level of formation of communicative sociability among employees was identified. As a result, it was found that a high level was observed in 9 respondents of the experimental group and in 7 participants of the control group. The average level is observed in 6 respondents of the experimental group and 8 participants of the control group. The level of development of organizational and communicative qualities is at a low level for 10 participants in the experimental group and 9 in the control group. The communication culture of 9 participants in the experimental group and 8 respondents in the control group is above average.

The authors have developed requirements for business communication which include:

- the thematic focus of the conversation;

- clarity of thought;
- the willingness of all participants in the conversation to engage in a joint dialogue;
- observance of time limits;
- thoughtful questioning;
- the optimum level of detail in the information.

As a result, after implementing the recommendations developed by the authors in the system of the organisation, the level of formation of communicative sociability of the employees was revealed among the employees, which was determined by the Ryakhovsky's test. After participation in the experiment, 20 employees in the experimental group and 8 respondents in the control group showed a high level. The level of formation of organizational and communicative qualities of personality in 22 participants of the experimental group is high, and only in 3 people it has reached an average level that speaks about absence of motivation at the given respondents. A high level of communicative culture is observed in 24 people in the experimental group and 14 in the control group. The results showed that the level of the position does not affect the final results. These results show the effectiveness of the developed recommendations, because after their implementation at the enterprise LLP "NPF ITS", the level of business communication culture of employees has significantly increased.

Acknowledgments

The authors would like to express their sincere gratitude to the academic colleagues who provided constructive feedback throughout the research process. Special thanks are extended to the students and professionals who participated in the study and contributed valuable insights. The authors also appreciate the support of the administrative staff and assistants who helped with logistics and manuscript preparation.

Authors contributions

Dr. Karlygash Nurlanovna Shokhayeva and Tolkin Kalbirova were primarily responsible for the conceptualization of the study and development of the research design. Prof. Aigerm Sovethanovna Smagulova and Dr. Zafarullah Sahito conducted the data collection and contributed to the analytical framework. Dr. Gulnara Aitzhanova, who also served as the corresponding author, drafted the initial version of the manuscript and managed all communication with the journal. Prof. Zhanar Aitbergenovna Seisembayeva and Prof. Gulzhazira Ashirovna Koitassova critically revised the manuscript and provided linguistic and editorial input. All authors contributed to the interpretation of findings, approved the final manuscript, and agreed to be accountable for all aspects of the work. Dr. Shokhayeva and Prof. Kalbirova contributed equally as lead authors.

Funding

Not financial support from Ministry of Education.

Competing interests

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Informed consent

Obtained.

Ethics approval

The Publication Ethics Committee of the Redfame Publishing.

The journal's policies adhere to the Core Practices established by the Committee on Publication Ethics (COPE).

Provenance and peer review

Not commissioned; externally double-blind peer reviewed.

Data availability statement

The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to privacy or ethical restrictions.

Data sharing statement

No additional data are available.

Open access

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license

(<http://creativecommons.org/licenses/by/4.0/>).

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

References

- Akizhanova, D. (2013). Intercultural Communication: Business negotiations in Kazakhstan. In *International Conference on Advanced Computer Science and Electronics Information*. Netherlands: Atlantis Press. <https://doi.org/10.2991/icacsei.2013.125>
- Alafnan, M. A. (2021). The influences of corporate cultures on business communication: An ethnographic and textual analysis. *Journal of Governance and Regulation*, 10(2), 34-43. <https://doi.org/10.22495/jgrv10i2art3>
- Avraamova, E. M. (2019). *Employers' requirements for vocational education system*. <http://ecsocman.hse.ru/data/126/684/1219/Razdel1.pdf>
- Bucăța, G., & Rizescu, A. M. (2017). The Role of Communication in Enhancing Work Effectiveness of an Organization. *Land Forces Academy Review*, 22(1), 127. <https://doi.org/10.1515/raft-2017-0008>
- de Vecchi, D. (2020). Words at work: The dynamics of company-speak in the workplace. *Hermes (Denmark)*, 60, 241-249. <https://doi.org/10.7146/hjlecb.v60i0.121321>
- Didenko, V. D., Filindash, L. V., & Dosmukhamet, N. (2021). Management culture and national mental attitudes in the digital era. *Studies in Systems, Decision and Control*, 314, 861-870. https://doi.org/10.1007/978-3-030-56433-9_91
- Elliot, E. A., & Cavazos, C. (2021). Artrepreneurship and transmodernity. *Journal of Business Research*, 131, 722-734. <https://doi.org/10.1016/j.jbusres.2021.01.054>
- ESOMAR. (2016). https://www.esomar.org/uploads/public/knowledge-and-standards/codes-and-guidelines/ICCESOMAR_Code_Russian_.pdf
- Espasandín-Bustelo, F., Ganaza-Vargas, J., & Diaz-Carrion, R. (2021). Employee happiness and corporate social responsibility: The role of organizational culture. *Employee Relations*, 43(3), 609-629. <https://doi.org/10.1108/ER-07-2020-0343>
- Gedye, S., Dismore, H., Muneer, R., & Cotton, D. (2021). Damage limitation: Learning lessons from complaints and appeals staff on the handling of student grievance. *Higher Education Policy*, 34(2), 520-539. <https://doi.org/10.1057/s41307-019-00150-4>
- Green, R. (2019). Strategies for successful employee transition. Business News Daily. <https://www.businessnewsdaily.com/8121-employee-job-transition.html>
- Gumenyuk, T., Frotveit, M., Bondar, I., Horban, Y., & Karakoz, O. (2021). Cultural diplomacy in modern international relations: The influence of digitalization. *Journal of Theoretical and Applied Information Technology*, 99(7), 1549-1560. <http://www.jatit.org/volumes/Vol99No7/7Vol99No7.pdf>
- Hooker, J. F., & Simonds, C. J. (2015). From the outside looking in: Employer's views of the basic course. *Basic Communication Course Annual*, 27, 102-116. <https://ecommons.udayton.edu/bcca/vol27/iss1/12/>
- Kreitzer, L., Brintnell, S. E., & Austin, W. (2020). Institutional barriers to healthy workplace environments: From the voices of social workers experiencing compassion fatigue. *British Journal of Social Work*, 50(7), 1942-1960. <https://doi.org/10.1093/bjsw/bcz147>
- Larson, G. S., & Pepper, G. L. (2011). Organizational identification and the symbolic shaping of information communication technology. *Qualitative Research Reports in Communication*, 12, 1-9. <https://doi.org/10.1080/17459435.2011.601519>
- Lewis, R. D. (2021). Organisational culture - A fallacy? *Training, Language and Culture*, 5(1), 9-19. <https://doi.org/10.22363/2521-442X-2021-5-1-9-19>
- Lin, Y. (2021). Legitimation strategies in corporate discourse: A comparison of UK and chinese corporate social responsibility reports. *Journal of Pragmatics*, 177, 157-169. <https://doi.org/10.1016/j.pragma.2021.02.009>
- Ma, J. (2021). Telework Triggered by Epidemic: Effective Communication Improvement of Telecommuting in WorCGroups during COVID-19. *American Journal of Industrial and Business Management*, 11(2), 202-214. <https://doi.org/10.4236/ajibm.2021.112013>
- Popova, N., Kataev, A., Skrynkovskyy, R., & Nevertii, A. (2019). Development of trust marketing in the digital society.

- Economic Annals-XXI*, 176(3-4), 13-25. <https://doi.org/10.21003/ea.V176-02>
- Ryakhovskiy, V. F. (2020). <http://testoteka.narod.ru/ml0/1/07.html>
- Swarnalatha, C., & Prasanna, T. S. (2013). Employee engagement and change management. *International Journal of Business and Management Invention*, 2(6), 1-6. <https://doi.org/10.15373/2249555X/MAY2014/97>
- Szkudlarek, B., Osland, J. S., Nardon, L., & Zander, L. (2020). Communication and culture in international business - moving the field forward. *Journal of World Business*, 55(6), Article number 101126. <https://doi.org/10.1016/j.jwb.2020.101126>
- Trenerry, B., Chng, S., Wang, Y., Suhaila, Z. S., Lim, S. S., Lu, H. Y., & Oh, P. H. (2021). Preparing workplaces for digital transformation: An integrative review and framework of multi-level factors. *Frontiers in Psychology*, 12 <https://doi.org/10.3389/fpsyg.2021.620766>
- Varhelahti, M., & Turnquist, T. (2021). Diversity and communication in virtual project teams. *IEEE Transactions on Professional Communication*, 64(2), 201-214. <https://doi.org/10.1109/TPC.2021.3064404>
- Wallace, S. P. (2015). A model for the development of a sustainable basic course in communication. *Basic Communication Course Annual*, 27, 78-101. <https://core.ac.uk/download/pdf/232829651.pdf>
- Yildiz, D., Temur, G. T., Beskese, A., & Bozbura, F. T. (2020). Evaluation of positive employee experience using hesitant fuzzy analytic hierarchy process. *Journal of Intelligent and Fuzzy Systems*, 38(1), 1043-1058. <https://doi.org/10.3233/JIFS-179467>
- Yuges, O. (2020). Enhancing the development of intercultural communicative competence in business and study environments. *Training, Language and Culture*, 4(1), 44-54. <https://doi.org/10.22363/2521-442X-2020-4-1-44-54>