

Copyright: The author/s
This work is licensed under a CC-BY 4.0 license
(*) Corresponding author
Peer review method: Double-blind
Original research article
DOI: 10.20544/HORIZONS.1.1.23.P20



PROPER BUSINESS COMMUNICATION – ONE OF THE SUCCESS FACTORS OF THE MANAGEMENT TEAM IN THE ORGANIZATION

Silvana Pashovska*

*University "St. Kliment Ohridski-Bitola",
Scientific Institute for Tobacco-Prilep
E-mail: silvana.pasoska@uklo.edu.mk*

Katerina Kareska

*University "St. Kliment Ohridski-Bitola",
Scientific Institute for Tobacco-Prilep
E-mail: katerina.kareska@uklo.edu.mk*

Abstract

Starting from the importance of business communication for the success and results of the management team and the organization as a whole, the research in this paper is exactly dedicated to this issue. The subject of the theoretical and empirical research are the skills for internal and external business communication, their meaning and effectiveness for the achievement of organizational goals, as well as the ways in which they can be used and constantly improved, developed and perfected. Theoretical research indicates that communication must be a planned process with a strategic focus that defines the problem or opportunity, conveys an expected result, defines key stakeholders and develops an effective way of communicating with them, which would be timely, clear and economical. Empirical research, on the other hand, through the χ^2 -test and the contingency coefficient, aims to show the real and practical situation in the daily and current existence of organizations, that is, to answer whether correct business communication is imperative for the success of the management team. The primary focus of the research is directed to the fact that the goal of the communication planning process is to find a model for action that will help realize the existing project or set program goals.

Keywords: communication skills, constructiveness, destructiveness, management team, performance

1. INTRODUCTION

Knowing the meaning and the basis of communication and communication obstacles is of great importance for interpersonal relations and organizational behaviour, as well as for the fulfilment of organizational plans and future goals. Only with correct communication, with the transfer of information in an understandable way that leads to the correct execution of activities, the goals of the organization are achieved. In order to achieve this, it is necessary to train both, the managers and the employees in the organization for a good knowledge of communication obstacles, which is one of the decisive factors for the successful operation of the organization. Communication enables the transfer of information between the employees and solves and eliminates the misunderstandings between them, in such a way that with the help of communication, the organizational culture necessary for the competitive advantage of the organization is formed, but with an emphasis on the fact that communication obstacles should not be neglected, but to be reduced to a minimum level or removed.

It is estimated that managers spend a large part of their time in communication (on average 75 %), which is a starting point with essential importance for achieving higher efficiency, creating a successful business environment, good organizational culture and good interpersonal relations, where there is mutual respect and employee motivation for achieving organizational goals. In this context, the fact that conflict situations constantly arise and will continue to arise in the future must not be overlooked, but those that are constructive and that lead to positive changes in the organization should be stimulated, while destructive conflicts that disrupt work efficiency and compactness, should be overcome or resolved through good business communication skills that will enable higher company performance. In fact, business communication is the most important phenomenon in the organizational survival, and through the realization of the multi-faceted spectrum of its functions, the course and fulfilment of all organizational activities and goals are influenced. A positive organizational culture and atmosphere has a positive impact on effective communication. On the other hand, during a negative organizational culture, or when a change of the organizational culture is needed to achieve the desired organizational goals, communication plays the key role to achieve the desired goal or to get out of the negative situation. Therefore, the starting point in changing or designing organizational culture is building effective communication.

Interdependence also exists between communication and structure in the organization. A vaguely defined structure can hinder proper communication, and too much strictness in the arrangement of the structural levels in the organization can disrupt the two-way flow of communication and qualitatively and quantitatively reduce the transmitted information.

2. EFFECTS OF PROPER BUSINESS COMMUNICATION

Good business communication favors the fact that all members of the company are motivated and directed to give their maximum by reducing the instability and uncertainty in the work, both for the workers and for the managers. Also, such communication facilitates interaction and improves the work environment, thus increasing productivity and enabling a more optimal response to any eventuality. The goals of business communication are easy to understand, that is, internally it enables the production of a coherent organization and the sharing of information and results obtained by its various departments or workers, as well as the generation and transmission of the company's goals and corporate vision.

At the level of communication with the outside world, business communication is necessary to generate a positive image of the company itself, as well as to analyze the target public and its needs. This makes it possible to attract potential clients and assess the changes inherent in the dynamic and fluid society in which we live, something that is really necessary to anticipate and direct the possible difficulties, as well as to ensure adaptation to the environment.

Organizational communication is an important aspect of the business survival of every company, it is the foundation and starting point for achieving higher company efficiency. Organizational communication enables the transfer of information between the employees and resolves and eliminates misunderstandings between them. Regardless of how organizational communication seems like an everyday and simple process that takes place by itself, good managers know that they must make an effort to put business communication skills to good use to realize business benefits for the company.

At the internal level, good communication skills contribute to the establishment of good interpersonal relations between employees, but also in the relationship between employees and managers. Good communication helps in creating a successful business environment and

organizational culture where there is mutual respect and motivation of employees to achieve organizational goals, but also where the right norms, values and attitudes are nurtured.

When thinking about business communication at the external level, there is no doubt that the first thing that would inevitably come to mind is the communication that the organization has with the clients, suppliers and other collaborators. This is an equally important dimension of business communication. In the modern global economy, when very few companies operate only within the borders of the country in which they are located, as opposed to the multitude of companies that decide to operate internationally, the improvement of interpersonal and intercultural relations must not be forgotten. All aspects of the usefulness of the good skills for internal and external business communication have the status of ways that indirectly or directly help in the achievement of organizational goals, which certainly leads to a positive effect on the success and the efficiency of the company.

2.1. Empirical research

In order to get a clearer idea of the problem addressed in this paper and to supplement the theoretical part of the research, an empirical research was conducted by surveying 32 managers and 273 employees in randomly selected companies. The subject of the theoretical and empirical research are the skills for internal and external business communication, their meaning and effectiveness for the achievement of organizational goals, as well as the ways in which they can be used and constantly improved, developed and perfected. The empirical research aims to show the real and practical situation in the daily and current existence of organizations, that is, to give an answer to the question of whether the proper business communication is imperative for the success of the management team. The basic (general) hypothesis of the research is based on the claim that **The proper business communication improves the organizational behavior and increases the economic achievements, ie the effects of the organization.** In order to obtain a more detailed picture, after the presentation of the answers from the survey questionnaires, statistical processing was done and they were presented tabularly and graphically, while the χ^2 -test and the contingency coefficient were used for computational representation.

The first question, which was: Are the employees of the company timely and clearly informed?, aimed to show the perception of timely and clearly informing employees about situations in the organization, as one of the main postulates of effective business communication.

The results of the received answers to this question are shown in Table 1 and Chart 1.

Table 1. Display on the answers of the managers and employees to the first question

Question	Answers				
	Managers			Employees	
		Values	%	Values	%
1. Are the employees of the company timely and clearly informed?	Yes	30	94	152	55
	No	0	0	43	16
	No answer	2	6	78	29
	Total	32	100	273	100
The calculated χ^2 -test is : 41,322					
C = 414					

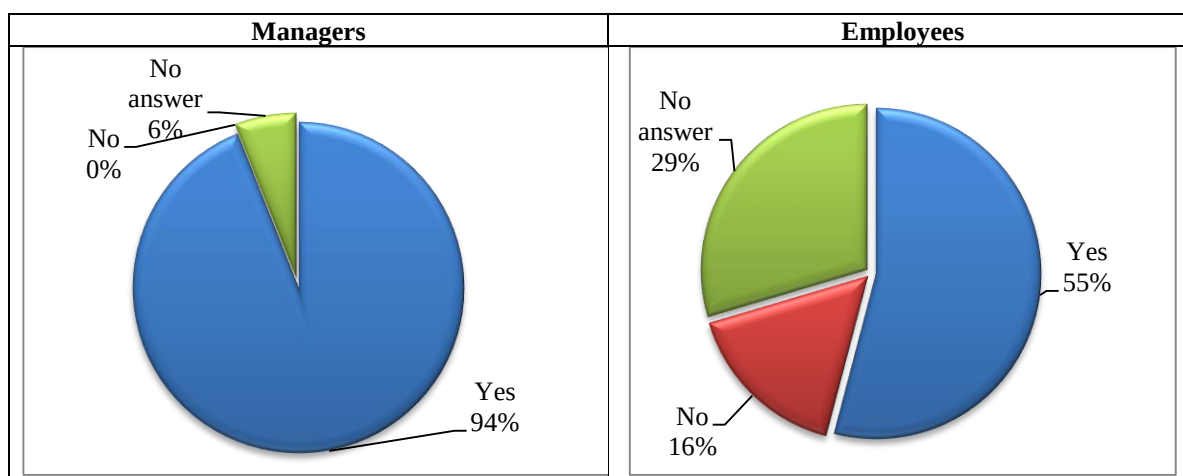


Chart 1. Display on the answers of the managers and employees to the first question

What can be observed from the graphic and tabular presentation is that managers and employees have different opinions that employees are timely informed about the situations in the organization. In fact, 94% of the surveyed managers believe that the employees are timely informed about the situation in the organization, while 55% of the employees confirm this thesis. Only 6% of the surveyed managers did not answer this question, while among the employees, a total of 45% answered with no or no answer.

After the calculations for the χ^2 test and the contingency coefficient, the following values were obtained:

$$\chi^2_{0,05} = 41,322 \text{ (calculated)} > \chi^2_{0,05} = 5,991 \text{ (tabular value)}$$

$$C = 0,414 \text{ (calculated)}$$

The data for the calculated value of $\chi^2_{(0,05)}$ shows that the obtained frequencies deviate from the expected frequencies, that is, that the answers of the employees and the managers do not correspond. The coefficient on contingency (C) shows the level (strength) of connection between the two groups of answers and it is $C=0,414$, which indicates that the interdependent modality on the studied variables is moderate.

Therefore, the main hypothesis is not fulfilled and the organization needs timely and clearer information of the employees about the situations that are happening.

For the second question from the survey questionnaire, the results of the answers received are shown in Table 2 and Chart 2.

Table 2 . Display on the answers of the managers and employees to the second question

Question	Answers				
	Managers			Employees	
2. Do employees trust the manager's statements?		Values	%	Values	%
	Yes	23	72	148	54
	No	2	6	46	17
	No answer	7	22	79	29
	Total	32	100	273	100
The calculated χ^2 -test is: 8,793					
C = 0,205					

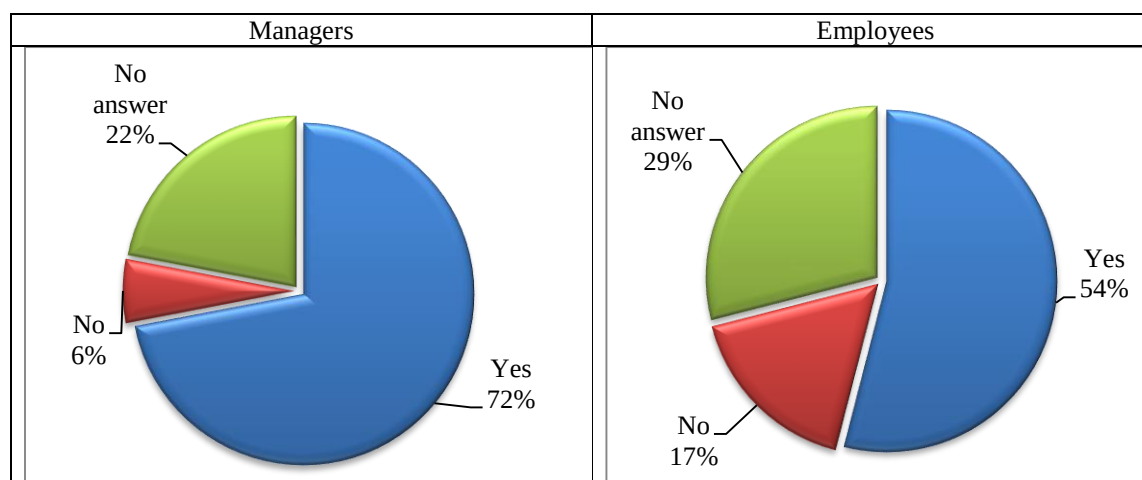


Chart 2 . Display on the answers of the managers and employees to the second question

From the graphical and tabular presentation, it can be seen that managers and employees have relatively different opinions regarding the question of whether employees trust the manager's statements. Of the surveyed managers, 72% believe that the employees are timely informed about the situation in the organization and that have trust in their statements, while on the side of the employees, slightly more than half, ie 54%, answered positively. Only 28% of the surveyed managers answered with no or did not answer this question, while 46% of the employees answered with no or no answer.

After the calculations for the χ^2 test and the contingency coefficient, the following values were obtained:

$$\chi^2_{0,05} = 8,793 \text{ (calculated)} > \chi^2_{0,05} = 5,991 \text{ (tabular value)}$$

$$C = 0,205 \text{ (calculated)}$$

The data for the calculated value of $\chi^2_{(0,05)}$ show that the obtained frequencies deviate from the expected frequencies, that is, that the answers of employees and managers do not correspond. The coefficient on contingency (C) is $C=0,205$, which indicates that the interdependent modality on the studied variables is weak.

Therefore, the main hypothesis is not fulfilled and in the organization it is necessary for managers to properly understand the employees, to communicate and inform them more, but also to make an effort to invest more funds for the education and training of the employees, which will stimulate them to be more efficient in their work, but also to have bigger trust in the management team.

The third question was: Does the manager care about improving business relations within the company, both with the employees and outside with other companies?

The results of the received answers are shown in Table 3 and Chart 3.

Table 3 . Display on the answers of the managers and employees to the third question

Question	Answers				
3. Does the manager care about improving business relations within the company, both with the employees and outside with other companies?	Managers			Employees	
		Values	%	Values	%
	Yes	31	97	157	58
	No	0	0	37	13
	No answer	1	3	79	29
	Total	32	100	273	100
The calculated χ^2-test is : 43,938					
C = 0.424					

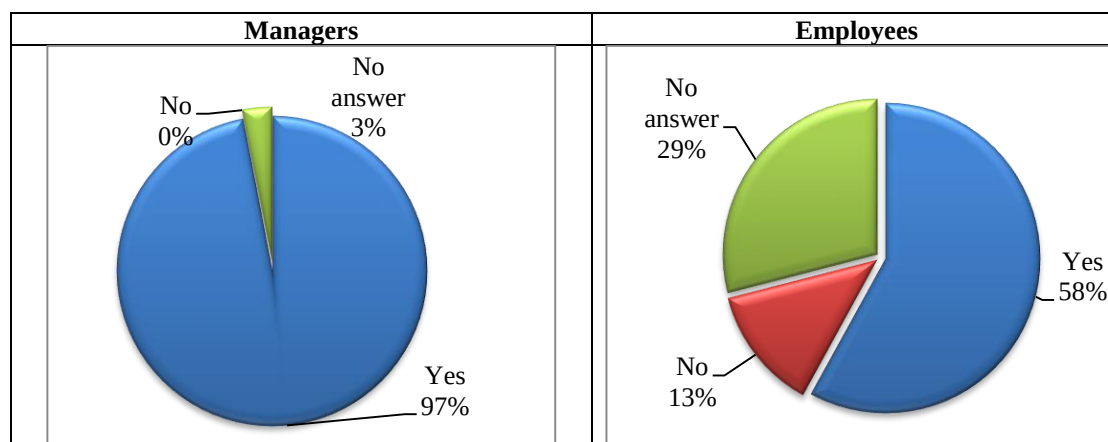


Chart 3. Display on the answers of the managers and employees to the third question

And here it is noted that managers and employees have different opinions whether the manager cares about the improvement of the business relations in the company with the employees and outside with other companies. Of the surveyed managers, 97% believe that the employees are timely informed about the situation in the organization, and 58% of the employees believe that it is so. Only 3% of the surveyed managers did not answer this question, and 42% of the employees responded with no or no answer.

After the calculations for the χ^2 test and the contingency coefficient, the following values were obtained:

$$\chi^2_{0,05} = 43,938(\text{calculated}) > \chi^2_{0,05} = 5,991 (\text{tabular value})$$

$$C = 0,424 (\text{calculated})$$

The data for the calculated value of $\chi^2_{(0,05)}$ show that the received frequencies deviate from the expected frequencies, that is, that the answers of employees and managers do not correspond. The coefficient on contingency (C) is $C=0,424$, which indicates that the interdependent modality on the studied variables is moderate.

In general, from the overall results of the questions from the survey questionnaire, it is noted that the desired and the real situations do not correspond according to the outlined basic hypothesis, which requires in-depth research to discover the influencing factors, in order to ensure proper business communication to achieve higher performance of the company.

2.2.Effective business communication as an imperative for a successful company

Proper business communication contributes to the support of projects, programs and policies that require acceptance, understanding or action from the key stakeholders. For that purpose, communication must be a planned process with a strategic focus that defines the problem or the opportunity, conveys an expected result, defines key stakeholders and develops an effective way of communicating with them that would be timely, clear and cost-effective. Within an organization, the impact of both effective and ineffective communication must be understood in terms of its impact on the organizational policies as well as on the overall goals of the organization. The primary goal of the communication planning process is to find a model for action that will help to realize the upcoming project or the set program goals. Every manager who is focused on the development of the company and introduces innovations or improves the work process, taking risks and trying to achieve success on the market, has several important development activities in his behavior, namely: innovation, i.e. the ability to create new products

or procedures or to modify the existing ones in order to meet the changing demands of the market, proactivity, i.e. competitive, aggressive and active positioning in the market and willingness to take risks, i.e. willingness to engage in business activities whose outcome may be uncertain or insecure. A basic condition for the realization of these activities is the ability of the management team to practice an effective communication process.

In this context, it is important to emphasize that the improvement of the communication in the organization should be responsibility of all employees, not only of the managers, because it is the basis for achieving cooperation between the employees, as well as for maintaining good relations with the external environment. Managers are responsible for monitoring their employees and for determining and evaluating the communication deficiencies, as well as the opportunities for its improvement. In the modern concept of communication, the possibility of misunderstandings and incorrect use of communication processes has increased, due to the growing rise of technology, but also the growing need for it. Managers are responsible for establishing a work environment in which all employees will be respected, everyone's opinion will be heard and everyone will feel sufficiently prepared to use new technological tools. This means that communication plays a significant role in creating and maintaining a highly motivated workforce, as a key tool for achieving higher effectiveness in the company's economic performance. Showing respect and openness in communication when conveying and explaining organizational goals and work tasks increases employees' sense of belonging to the company, increases their confidence and improves their productivity as individuals and as part of a team, which of course affects the increase of the company's success.

3. CONCLUSION

The analysis and research of the specific problem, especially in the empirical part, points to several concluding observations, namely:

1. The management team and the employees have different opinions regarding timely information about the situation in the organization, regarding trust in the management team and the improvement of business relations in the company.
2. The data on the calculated value of the χ^2 -test show that the obtained frequencies deviate from the expected frequencies, that is, that the answers of employees and managers do not correspond. At the same time, the contingency coefficient gives indications that the interdependent modality of the investigated variables is moderate, which means that the basic hypothesis is not fully fulfilled.
3. Improving communication in the organization should be the responsibility of all employees, not only managers, because it is the basis for achieving cooperation between employees, as well as for maintaining good relations with the external environment.

4. REFERENCES

1. Carnegie, D. 2021. Communicating your way to success, Publishing center TRI: Skopje
2. Clutterbuck, D., Hirst, S. 2002. Talking Business: Making Communication Work, Oxford
3. Jones G. R., and George, J. M., 2008. Understanding and Managing Organizational Behavior, Fifth Edition, New Jersey

4. Locker, K. O., and Kienzler, D. S., 2009. Business and Administrative Communication, Eight Edition, New York
5. Miceski, T., 2011. Organizational behavior, UGD, Faculty of Economics-Stip
6. Petkovski S., Andonovikj B.,2016. Interpersonal communication skills, Publishing center TRI
7. Ferguson Career Skills Library, 2009. Communication Skills, Third Edition, New York
8. McLean, S., Business Communication for Success, (retrieved in May, 2010 from www.flatworldknowledge.com)