



ROLE OF COMMUNICATION IN IMPROVING THE EFFICIENCY OF WORK OF THE ORGANISATION

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Abstract : Communication is one of the most significant management levers that a business may use to build teams and achieve meaningful results. Communication and management are complementary skills that are essential for company success. Management skills are crucial in every company, but those related to communication rules and how a manager interacts with his employees are as significant. Being a manager is not just understanding how to run a company, but also knowing how to organise a team, have leadership abilities, and, most importantly, communicate.

Keywords: organisational communication, corporate communication, job productivity

1. Introduction

It is essential for any type of organisation that wishes to pursue an activity in full accordance with the society in which it exists to begin the work on a pre-set plan, a management strategy carefully designed as management represents a vital aspect of the functioning of the organisational and social systems, especially in the modern era, marked by increasing competition. In this situation, we believe that the involvement of management structures that will respond to all organisational changes is essential.

2. Process of Internal Corporate Communication

Management should prioritise individuals. The primary goal of their participation in the duties they have undertaken, the efficiency with which they are carried out as it is a very significant criterion, keeping in mind that it needs management to operate in teams. Management is concerned with the coordination of their operations, as well as the planning, organisation, and coordination of pre-established goals, levels, budget management and control, and evaluations as a consequence of the job performed. These managerial functions that support activities inside the company add to the organization's vitality. Individuals in the company, especially the work force, will be the first to profit from the strategy's outcomes, whether positive or negative, since they are the ones who carry out the duties given to achieve the goals (Bodie and Crick, 2014).

As a result, a manager in charge of carrying out management duties will constantly utilise communication procedures to make it comprehensible to coordinate its business operations, make choices and execute them, sign partnership and cooperation agreements, and so on. From a management standpoint,

communication is the process through which employees are educated and directed to achieve the greatest outcomes.

To communicate successfully, you must not only organise your ideas and present them in an accessible manner, but you must also articulate them in a way that captures the receiver's attention (Beattie and Ellis, 2014). Communication allows members of the working team to communicate with one another. A manager should be the first to build bridges amongst organisational members via attentive and effective communication. Organizational operations are properly handled via communication. A competent manager would utilise communication to make it comprehensible to communicate its message receptor precisely how we believe in order to get the anticipated response at the moment of the communicative process's start. All of these components constitute the foundation of communication processes, through which people in a company may develop interpersonal relationships, which serve as the foundation of effective management actions both internally and outside.

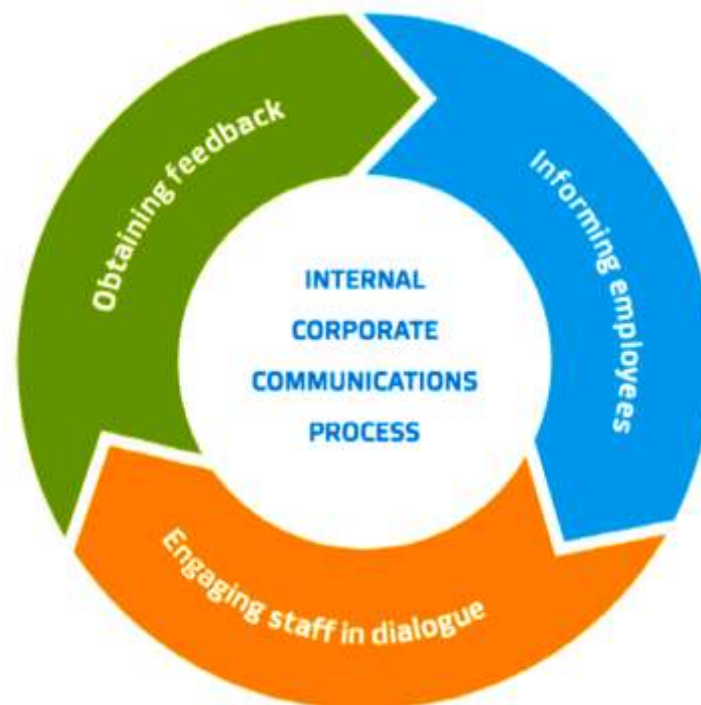


Fig.1: The internal corporate communications process (Source: Miller, 2012)

Communication, as a management tool, aims to establish good interpersonal relationships that are non-confrontational as well as premised on the achievement of a common goal: to increase the level of skills,



the need to mobilise employees on the path of changing goals, in order to exploit the evolution of forms of production to the fullest extent of their work force. It resembles some of the reasons that may explain the goal of expanding communication's function. A number of factors must be considered in managerial communication: a clear and accurate articulation of the message that may be readily and completely comprehended;

- Message transmission that is quick;
- fluency and confidence of communication reversibility;
- Using a common language between the transmitter and receiver;
- reducing the number of communication channels;

guaranteeing the communication system's flexibility and adaptability to be utilised in any scenario (Burnside-Lawry, 2011). Only efficient communication will allow for the successful fulfilment of these criteria, which are required for tool organisation. Communication management, according to some writers, is a kind of interpersonal leadership, a tool with which the manager may exercise particular abilities such as forecasting, training, organisation, coordination, control, and assessment. According to these communication management limits, the manager may organise activities more efficiently, interact more readily with employees, have a starting point in making choices, and a well-developed strategy. Furthermore, management communication serves three functions:

Interpersonal role: managers serve as organisational leaders, engaging with colleagues, subordinates, internal and external customers. According to specialised research, managers spend about 45 percent of their time talking with colleagues at the same hierarchical level, 45 percent engaging with workers inside their company, and just 10 percent communicating with superiors.

Managers had an informational role in which they gathered information from colleagues, subordinates, and other contacts in order to stay updated about everything that could impact their job and responsibilities. They, in turn, distribute and offer critical information. – Managers execute new initiatives and assign resources to people and work divisions within the company. Some choices are made in secret, although they are based on previously revealed facts.

Analyzing the three functions yields a similar conclusion, namely the necessity of communication in the organisation, without which things may not function well. A lack of communication may create issues with accomplishing the company's goals. Employees are the most essential resource of the business, and the extent to which they are actively engaged in achieving the strategic goals of the firm for which they work is critical to achieving top management's anticipated performance (Kandlousi et al. 2010).

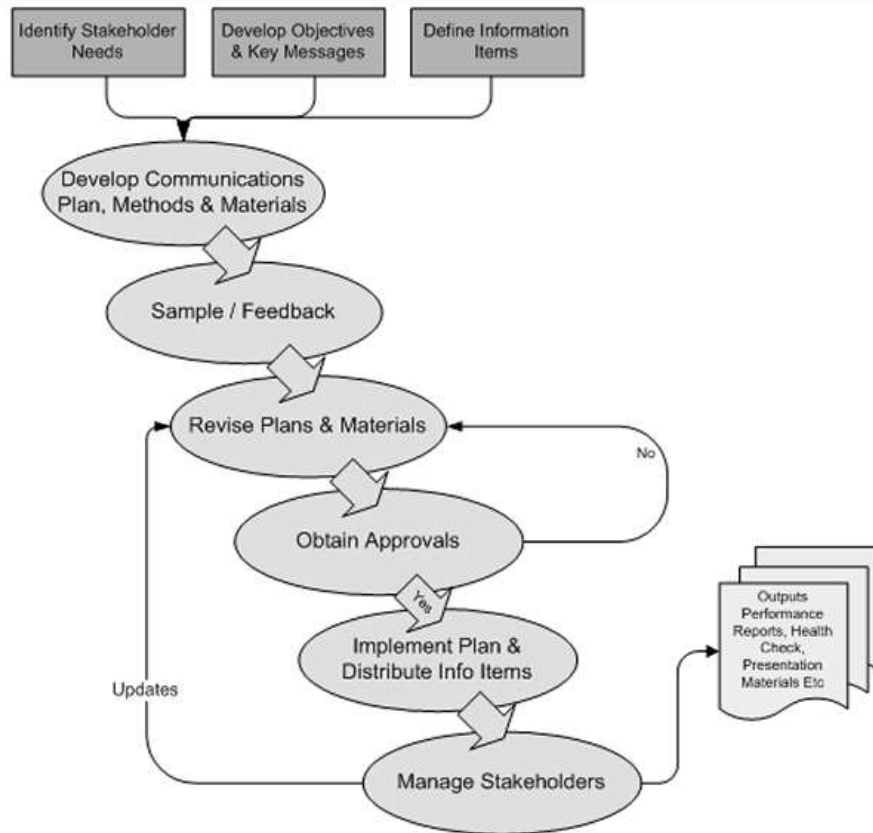


Fig. 2 Communication Process Management (Source: Beattie, & Ellis, 2014)

3. Communication Process Management

Motivated and dedicated employees are the dream of any employer because they are the ones that increase the productivity of the company, maintain a positive working environment and, based on collaboration and teamwork, are loyal to the company. In short, they are the ones who ensure the long-term success of the organization (Frandsen, Johansen and Pang, 2013).

Motivating employees, however, is not an easy thing to get. From the psychological point of view, motivation is the basis of each individual's behavior, both in the sphere of personal and professional. When we talk about an employee's behavior at work, motivation has strict concerning how it perceives its role within the organization, with how his work is appreciated, both in terms of value (the fact that he receives a salary for his work), and the social aspect (how his work is regarded by others) but also with human relations established in the professional area.

In addition to human resource policies implemented in any organization in terms of financial packages, career plans, training programs and professional development, internal communication programs have a very important role in enhancing the motivation of employees. The explanation is simple: numerous studies have shown that, at the international level, great importance is given to the non-financial factors, such as the relationship between professional life and private life and quality relationships with coworkers. Internal communication programs contain increasingly more often such factors of non-financial motivation. Internal professional communication has been challenged over the last decade, gradually passing from the internal communication programs intended exclusively for disseminating information within the organization, whether uni- or bi-directional, to programs of involvement and motivation of employees (Miller, 2012).

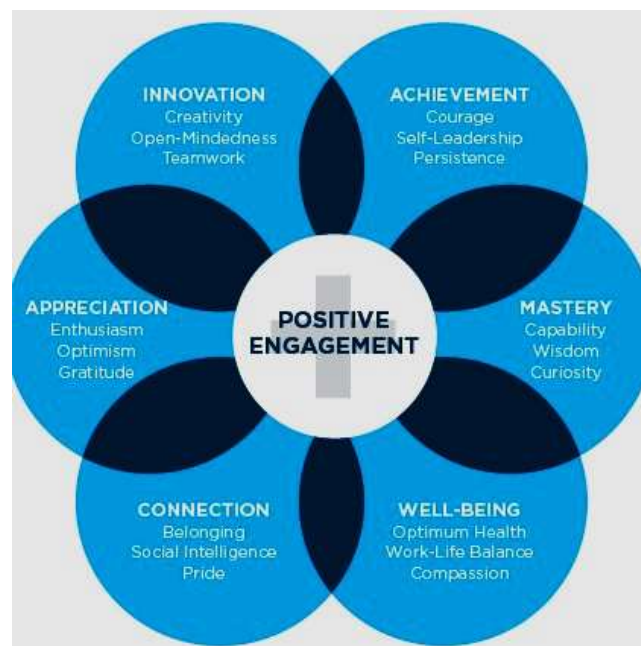


Fig.3 : The positive engagement model (communication perspective)

In general terms, communication inside a company: – creates job satisfaction: organizations that encourage the distribution of information between seniors and subordinates, as well as between employees of the same departments; good feedback brings only benefits, motivates employees to work better and makes them feel valuable to the company; open communication prevents the occurrence of conflicts and helps to solve them faster. When a conflict is resolved through



discussion, employees develop mutual respect, which leads to their development, both professionally and personally; grows productivity; effective communication in the workplace is an important issue for the success or failure of the organization; managers need to define, to explain the objectives thoroughly to be accomplished, communicate to employees the responsibilities and duties that have to be met; if the line ahead is clear, the employees will know exactly what they have to do and how to focus on that, leading to increased productivity; – uses resources more effectively: when problems, crises and conflicts arise in an organization, due to the lack of communication between employees, unnecessary delays in the daily routine occur; it comes down to a resource leak and end up in decreasing the overall productivity.

As leader or manager in an organization, the person in charge needs to make him/her understood, and to send the information to arrive at the receiver in time, in order to be processed; if it is lost then the fault will occur at the organizational level. Effective communication involves expressing the content and intention of the transmitter to the receiver provided that the receiver may have understood the message and that between receiver and transmitter there are certain differences. It is pointless using the mind to dominate the heart. We act more on the basis of what we feel instead of based on what we think.

If employees do not maintain harmonious feelings among them, emotional barriers will appear. Communication is primarily a matter of confidence and acceptance of ideas and feelings of others. If we manage to leave aside the spirit of adversity, social norms, exaggerated attention to building their own images, we save a lot of energy and time. A large part of the decisionmaking process in the organization requires working in teams. Driving groups allows the purchase of information, information that is required for efficient management.

In this context, if the working party must act to be effective, it requires ensuring open communication between participants and the responsibility rests with the information flow in the largest part of the head of the group: the concern to inform the collaborators in the work and to inform them correctly, the ability to create conditions for all to be able to express themselves freely. In this sense, permissive position communication is expressed through the fact that it does not interfere with the stifling premature criticism of an opposite view, but also gives the possibility of discussion (Ledbetter, 2014).

This open attitude towards the dynamics of group discussion is not an instinctive human ability, but, on the contrary, it requires adequate training for those who have status and leadership responsibilities. Most problems encountered in the process of communication lies in the issues of credibility. Each sees the world through their own systems of reference influenced by feelings, beliefs and behavior. Many problems of credibility can be solved if at least one of the parties concerned, realizes that at the basis there is only a problem of perception, the latter must



investigate the matter so as to understand (King, 2015). Verbal communication is used in everyday life, but also in human relationships within an organization. Verbal communication is to be treated as an integral part of every person's responsibility towards the people around it.

As a leader or manager in an organisation, the person in charge must make himself/herself known and transmit the information in a timely manner so that it may be processed; if it is lost, the blame will be at the organisational level. Effective communication entails conveying the transmitter's content and purpose to the receiver, assuming that the recipient received the message and that there are disparities between the receiver and the broadcaster. It is useless to use the intellect to control the heart. We behave more on the basis of our feelings than on our thoughts.

Emotional barriers will emerge if workers do not preserve harmonious emotions among themselves. Communication is mainly a question of trust and acceptance of others' views and emotions. We save a lot of energy and time if we can set aside the spirit of hardship, societal standards, and excessive attention to creating their own image. Working in teams is required for a significant portion of the decision-making process in the business. Driving groups enables the acquisition of information, which is needed for effective management.

In this context, if the working party is to be effective, open communication between participants is required, and the responsibility rests with the information flow in the majority of the group's head: the concern to inform the collaborators in the work and to inform them correctly, the ability to create conditions for all to be able to express themselves freely. In this regard, permissive position communication is characterised by the fact that it does not interfere with the suppressing premature criticism of an opposing viewpoint while still allowing for debate (Ledbetter, 2014).

This open approach toward the dynamics of group debate is not a natural human talent; rather, it requires appropriate training for individuals with status and leadership duties. The majority of communication difficulties are caused by concerns of trustworthiness. Each perceives the world via their unique set of frames of reference, which are affected by emotions, beliefs, and behaviour. Many credibility issues may be resolved if at least one of the parties involved recognises that the issue is just one of perception; the latter must study the subject in order to comprehend (King, 2015). Verbal communication is utilised not just in daily life, but also in interpersonal interactions inside an organisation. Verbal communication is to be seen as an essential component of each individual's duty to others around them.

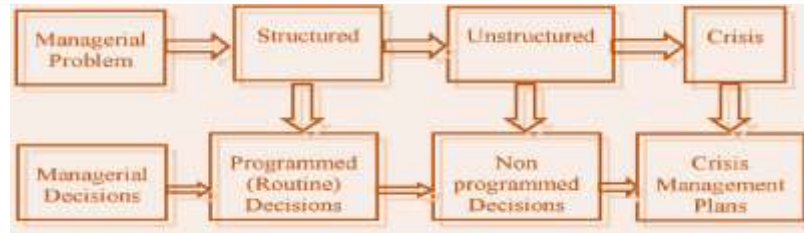


Fig. 4: The connection between management issue categories and managerial choices (communication perspective) (Slatten, Göran, and Sander, 2011)

Language symbolises natural language, but there are also artificial languages, such as sign language, which is used by the deaf and dumb, and computer language.

The spoken language is the one that allows us to communicate with our fellow humans in a variety of settings: at home, at school, with friends, at work, and so on. We are excellent communicators because of how we utilise language to make it more efficient. Communication is particularly essential in partnerships. It is dependent on how we convey the organization's purpose, as part of which they may be accomplished, and whether or not we have a successful profession that we select. Regardless of where we work or who our fundamental professional band is, they assist us make choices, communicate thoughts, ideas, emotions, and attitudes, and ensure that we are understood and appreciated.

To convey thoughts or emotions, we utilise sounds and symbols that have a commonly recognised meaning, which we call words. Effective communication necessitates the development of skills, which necessitates practise. We are learning the language of logic and emotion in order to communicate both substance and purpose, with the latter being by far the more powerful and driving impact. We listen with our eyes first, then with our hearts, and last with our ears. Without bias, we attempt to comprehend the purpose of communication. We offer the viewpoint of beginning to show a clear knowledge of different points of view by allowing additional time and patience, attempting to comprehend and communicate our genuine emotions. Communication is more about trust and accepting of people, their various emotions and views that, from their perspective, have the same intelligence (Ruck & Welch, 2012).

Motivation and performance are two distinct ideas from a theoretical standpoint. Managers are first and foremost concerned with their workers' ability to achieve the company's critical professional goals. It focuses on measurable outcomes, high quality, and reasonable prices. The successful fulfilment of these goals is the consequence of a number of variables, which may include: effort, time, and good people involvement. The efficacy of choices is determined by the quality and commitment of the people, which is accomplished via participation and dedication.

The transformation process allows us to focus two-thirds of our efforts on decreasing constraining factors and one-third on driving forces of development. Because each scenario is unique, we must investigate the limiting nature of the forces and attempt to convert as many of them as possible into driving forces. Some of the driving factors that exist in regular individuals may be found here, involving him and others. When the suggested driving factors align with the inherent motivations and impulses of team members, we have a team that works together to solve issues.

4. Communication and Organizational Culture

The culture of confidence is created by high upright people (who make and keep promises to themselves and others), mature people (who balance courage and self-respect, are able to express their ideas and feelings with courage, balanced by respect for the ideas and feelings of others), and people with an abundance mentality (we assume that there are enough resources for everyone, have a deep appreciation for other people and consider solutions that represent a third alternative have an unlimited potential). People with character are free to connect with real synergy and inventiveness, allowing them to comfortably enter societies with low confidence. To operate, team members must have basic abilities in communication (the capacity to fully comprehend people and be understood by them) and organisation (the ability to plan, act, and do), as well as the ability to solve issues synergistically (the ability to arrive at solutions that represent a third alternative). A manager may offer strategic direction and vision, as well as inspire and create a team based on mutual respect that is complimentary to each other, whether we are talking about efficiency or performance, about direction and outcomes rather than techniques, systems, and processes.



Fig. 5: Organizational culture and communication (Source: Kandlousi, et al, 2010)



Communication is a resource accessible to all organisations, and it must be used to achieve the important goals that have been established. On the one hand, this asset is seen as a collection of goods, services, brands, and performance that contribute to the organization's goals, and on the other side, as personality. Permanent touch with the growing company fosters relationships, whether with customers, suppliers, rivals, workers, or other audiences, all of which cannot exist without the ability to communicate (Slatten, Göran, and Sander, 2011).

Organizational communication may be split into two types: internal communication and external communication. Inside communication suggests that information transmission stimulates the fulfilment of those actions by the staff, while also stimulating workers to adhere to the organization's goals. Outside communication includes interactions with the goal of doing business through relationships with suppliers, distributors, customers, and public opinion, as well as the marketing of these links. Communication is a relational process in which two or more people affect each other; it is an essential component for the efficient functioning of any human collectivity. This includes information transmission, reception, storage, processing, and usage. Communication is also a functional mode of psycho-social contact between individuals, accomplished via the use of symbols and meanings of generalised social-reality in order to establish stability in times of change in individual and group behaviour. Effective communication necessitates the use of trained people in the area of communication, which deals with both internal and external information communication. Internal communication attempts to convey appropriate signals to audiences about the organization's desire to assist society. Effective internal communication will undoubtedly result in the welding of the team working in a harmonious relationship between the employee and the employer, whereas it provides everyone with the opportunity to get to know each other, learn about the organization's objectives in working effectively, to work, to actively participate in all activities within the Organization, to be more motivated, and so on. A periodic newsletter may be used as an instrument of internal communication to inform, remind, and announce initiatives, policies, actions, and activities, among other things. It can be delivered through e-mail or on paper.

External communication is a communication management technique used by any organisation to communicate messages to the broader public. Any kind of information, consultation, advertising, brochure, letter, or other form of interaction between people or objects within and outside your company is or should be part of your communication plan. External communication takes into consideration the organization's identity, image, brand identification/brand, and integrated campaigns. The organization/institution is recognised via them, and all individuals interested in information about the activities and actions performed are informed (Vidales Gonzáles, 2011).



Communication between employers and workers would be more efficient if employees were invited to submit a questionnaire on job satisfaction after three months of employment. Then, each year, these surveys should be sent to all workers, with the responses evaluated by experts. Another effective method of communication and, at the same time, a way to improve your employees' performance and the development of your organisation is the existence of a programme with employees so that when they have something to say, they can confidently go to the employer and discuss any concern openly.

To obtain the desired results, employers must recognise that people are less predictable and less easily controlled, and managers must deal with people who need more knowledge, energy, and experience than they do with lifeless objects. As a result, the employee-employer connection serves as a major motivator for the employee. Employers must not fail to recognise employees when needed. Everyone wants to be recognised, to know that his development is not going unnoticed, therefore public acknowledgment of his accomplishments is very important. When an employee is recognised, he or she is more driven, productive, and efficient, and this just takes time, not necessarily money.

5. Conclusions

As a result, the communication process in a business is an important management tool, as well as a unique complexity of the management system. Communication's function as a management tool is to promote interpersonal interactions and to create an atmosphere conducive to the organization's internal growth.

Managers must be aware that persistence in learning how to communicate should be a top priority for them, since it is the primary skill that they must acquire or improve in order to achieve the anticipated outcomes outlined in the company's goals.

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