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COMMUNICATION IN MANAGEMENT - THEORETICAL FRAMEWORKS AND PARADIGMS

ABSTRACT

Achieving the firm's goals requires effective communication between firm associates at every level of management in the firm on a daily basis. There are a number of factors that can distort communications in a business organization and cause ineffective communication and thus the inability to achieve company goals in a timely and accurate manner. Such factors are improperly designed organizational and management structure, inability to communicate effectively on the part of the staff, lack of experience and competencies are effective communication, etc. The purpose of current article to evaluate the critical factors that influence the efficiency of communication process in business organization.

KEYWORDS: Communication, management, business enterprise, communication process

JEL: H8, H13, J7

INTRODUCTION

Communication in management is an important factor influencing the effectiveness of business organization management. Through the process of communication, the effective delegation of tasks among the company's collaborators is realized. If the communication between the team members and the team leader is not effective, it may lead to a decrease in the efficiency and productivity of the work team (Behluli, Qerimi, Borisov and Hajdari, 2020). Achieving the firm's goals requires effective communication between firm associates at every level of management in the firm on a daily basis. There are a number of factors that can distort communications in a business organization and cause ineffective communication and thus the inability to achieve company goals in a timely and accurate manner. Such factors are improperly designed organizational and management structure, inability to communicate effectively on the part of the staff, lack of experience and competencies are effective communication, etc. The purpose of current article to evaluate the critical factors that influence the efficiency of communication process in business organization.

Results and discussion

Nature of communication. Communication is a complex process that consists of interconnected stages. Each stage is necessary for our thoughts to be correctly perceived by another person. Communication is a complex phenomenon in terms of content, form and way of implementation. It has different aspects: psychological, technical, technological, managerial and preventive. To manage it effectively, the real nature of communication as a process must

be considered. From this fact comes the understanding that communication theory is an interdisciplinary science.

It has been proven that a manager spends 50% to 90% of his time on communication (Behluli, Qerimi and Borisov, 2019). This is determined by the fact that the manager fulfills several roles in interpersonal relations. Effective managers are those who communicate effectively. And they are effective because they can imagine the essence of the communication process. The set of people who can communicate with each other make up an organization.

The communication system and the information transmitted through it in the organization has two highly expressed levels of impact on the work, behavior, feelings and attitudes of people, and hence on their work efficiency. The information has the following characteristics:

- *Technical level of information.* So far, the content of the work of the employees in the organization. The absence of various types of information - production, marketing, operational, financial, etc., hinders the normal process of activity;
- *Sociopsychological level of information.* It is related to the ways of involving employees in the organization. In this regard, the information strongly influences and strengthens the sense of responsibility of the associates, empathy and cooperation towards the mission and goals of the organization. Sufficient information creates a sense of security, comfort and belonging. The attitude of people towards the organization is very much influenced by the nature of communications in it.

Main goals for communication in the organization are:

- Ensuring effective exchange of information between subjects and objects of management;
- Improvement of interpersonal relations in the process of information exchange;
- Creation of information channels for information exchange between individual collaborators, teams and coordination of their tasks and actions;
- Regulation and streamlining of information flows.

Process of communication in the organization. Communication can be defined as the process of exchanging information between two or more individuals in order to perform the basic functions of management (Kolaj, Kolaj, Borisov, Osmani and Skunka, 2018). Ideas, thoughts, facts, feelings and values are transmitted through it. Communication is a kind of interaction. Its main purpose is for the recipient to understand the message and the meaning placed in it by the person who transmits it. Information exchange alone does not guarantee effective communication. According to Peter Drucker, there are four basic principles of the communication process:

- *Communication is perception.* Regardless of the means used for communication, the first question should be: Can the recipient perceive the information?
- *Communication is expectation.* People have a tendency to hear what they want to hear. They reject the unknown and what they fear. Only if the communicator has a good understanding of the recipient's interests and expectations can he convince him to see the facts in a new light.

- *Communication makes demands.* It requires the recipient to perform some action, to believe in something, to change. Most often, as a result of communication, he has to spend time, money, show understanding, provide support, provide the information, etc. Therefore, it is necessary to think very carefully about the motivation for such actions.

Communication and information are different. To a large extent, they carry opposite characteristics and at the same time are interconnected. The process of communication is carried out by transmitting information through communication channels (Behluli and Borisov, 2020).

Organizational communication is a complex system involving people's feelings, attitudes, relationships and skills, as well as management objectives and the process of change, adaptation and growth. The communication process takes place in the following stages:

- *Understanding and interpreting the information* that the communicator (sender) has to convey. His personal views and perceptions are crucial to making communications happen. Through coding, ideas are transformed into a system of symbols. The message formed in this way is sent through the communication channel in verbal or non-verbal form;
- *Transmission of the information to the recipient.* The serviceability of the channel is essential for the implementation of communication. At this stage, conditions are present for the occurrence of noise that impedes transmission. The reasons for the noise can be diverse - technical, personal, organizational, meaningful, etc.;
- *Receive the message.* In order to perceive the message, the receiver must transform it into the form convenient for him. At this stage, a divergence in the views of the sender and the recipient is possible, due to a difference in perceptions or due to used means of expression that are not properly understood;
- *Taking action by the recipient* based on the information received. In this case, it is considered that the communication has taken place and the confirmation is in the form of feedback. It is very often identified with the recipient's responsibility for the received information and making relevant decisions;
- *Decoding.* The communication process can be repeated many times: if additional information is needed by the receiver to clarify the problem, etc. Effective communication requires the communicator to anticipate the receiver's decoding ability and to know his capabilities.

Effectiveness in communication depends on the following factors - the communication skills of the participants in this process, the environment in which communication takes place - it determines the level of noise (Borisov, Radev and Nikolov, 2019). The principles of effective communication are:

- *Objective assessment* of the qualities of the communicator. It must possess qualities that help it to influence the recipient;
- *Ensuring the qualities of effective communication.* These qualities are - accuracy, clarity, sufficiency and reliability of information. Once the individual has assumed the role of sender, he must make sure that every conversation he carries out has the maximum impact on the recipient;

- *Audience analysis.* It involves understanding the values and goals of the people the communicator is trying to influence. In this aspect, he should research the audience in advance.

Types of communications. The structure of any organization must provide an opportunity for communication. In the organization, communication can be considered as organizational - occurring between separate departments and interpersonal - between two individuals. These two types are interrelated due to the fact that communication between people can be considered as part of organizational communication.

Communication between different levels of the organization. Information that moves vertically in an organization's hierarchy is called vertical information. It can flow from top to bottom, being transmitted from higher to lower levels. In this way, current tasks, changes in priorities, recommended procedures, etc. are communicated to subordinate levels of management.

Organizational communications. Moving vertically, information undergoes quantitative and qualitative changes. Depending on the level of management – operational, tactical or strategic. The higher one goes, the higher the requirements for the quality of the information are. In addition to vertical information exchange in an organization, there is also horizontal information exchange (communication between different departments). The effectiveness of this type of communication is determined by the degree of communication between the various specialists in the organization.

Interpersonal communication. Communications - supervisor - subordinate. This type of communication is common in the communication process in the organization. More than half of all communications by a manager are communications between him and his subordinates. Most often, the exchange of information between a manager and his subordinates is related to: (1) clarification of tasks; (2) priorities and expected results; (3) the participation of the department in solving tasks; (4) discussing issues related to work efficiency; (5) sanctions and rewards for the purpose of motivation, improvement and development of subordinates' abilities, obtaining information, etc.;

Communication between the leader and the team: here we are talking about cases when the leader communicates with his subordinates who are included in a work group. The effectiveness of the group's actions also depends on the effectiveness of this communication. All members of the group participate in the exchange of information, everyone has the right to an opinion and suggestion.

Relations of equality between group members contribute to increasing the degree of their satisfaction with the work they perform. It is of particular importance that the leader communicates individually with each member of the group. These communications can be *formal or informal*.

The informal communication channel can also be called the rumor channel. Through it, information is transmitted much faster than through formal communication channels. It should be noted that information transmitted through the informal communication channel spreads faster and has a greater impact on employee behavior.

Disturbances in the communication process. Disturbances in the communication process are due to the way of perception and feedback between the participants in the communication. Feedback greatly increases the chance of effective information exchange. It enables both sides to overcome interference (noise). Noise is explained as a set of factors that distort the meaning

of the message. Noise sources can be numerous at any stage of the communication process. In some cases, a high level of noise can cause noticeable distortion and completely block information exchange.

If we take into account some factors that influence perception in the exchange of information, we can avoid reducing the efficiency in communications.

In time, the barriers that are conditioned by perception can be removed. One of these barriers arises as a result of a conflict between the two parties involved in the communication process. People can interpret the same information in a different way depending on their accumulated experience. Another barrier can be due to the selective perception of information depending on the circle of interests, needs, emotional state and the presence of people around the sender and receiver. Very often, information that contradicts the experience and preconceived notions of the recipient is deliberately deformed and distorted. Another reason or difficulty in perception in the process of communication is determined by the individual norms of human behavior.

The main reasons for the deterioration of the effectiveness of the communication process are:

- Existence of semantic barriers;
- Non-verbal barriers;
- Bad feedback;
- Inability to listen;
- Information overload;
- Distortion of messages;
- Inefficient organizational structure.

Semantic barriers. The purpose of the communication process is the correct understanding of information. The sender encodes the message using verbal and non-verbal symbols. There is no guarantee that whoever interprets the word will interpret it in the same sense in which the sender sends it. Interpretation of the meaning of symbols depends on experience and varies according to the context in which the symbol is used.

Non-verbal barriers. In non-verbal communication, any symbols other than words are used. Very often, non-verbal communication occurs simultaneously with verbal communication and can enhance or change the meaning of the word. A significant part of the information during the exchange is perceived through: language, posture, gestures and the sound of the voice. Non-verbal barriers can have a significant impact on understanding between the parties involved in the communication process.

Bad feedback. It can also be a cause of misunderstanding in interpersonal communications. Feedback makes it possible to find out whether your message was received by the recipient in the sense that you convey to him. But you as the sender may do your job in good faith and the recipient may not understand your point.

The inability to listen. Effective communication is possible when one is equally accurate in sending information and receiving messages. The inability to listen can be due to: the recipient's current emotional state, their lack of experience, their age.

Message distortion. As information moves through the organization from top to bottom and vice versa, its meaning can become distorted. The reasons for this deformation can be different. It may be due to difficulties in interpersonal contacts. Even in some cases, the information can be deliberately distorted by the supervisor who does not agree with it. Deformation can also be caused by filtration. In every company there is a need to filter information flows, both vertically and horizontally. The higher up the management hierarchy the information reaches, the more it is summarized and synthesized. It should be known that sometimes, knowingly or not, the subordinate avoids providing information to his supervisor that would irritate him or complicate his life as a supervisor.

Information overload. It can also be an obstacle in the way of information exchange. It is about overloading the channels of communication. A manager whose time is completely filled with processing incoming information is not able to react effectively. He sifts out the unnecessary and deals with the one he thinks is most important.

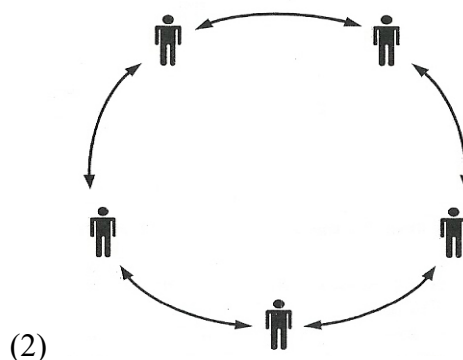
Inefficient organizational structure. If the organizational structure is designed and built without following the principle of rationality, the ability of top management to plan and implement goals is greatly reduced. In organizations with many levels of management, the likelihood of information being distorted, and in some cases even lost, is very likely. Therefore, effective organizations strive for organizational structures with few levels of management and information channels for direct exchange.

Communication networks. Communication links are a means by which information is exchanged through formal and informal communication channels in the organization. They can be seen as NETWORKS, which are formed by the routes along which information flows in the form of an information flow, transmitted from one individual to another with the help of intermediaries. These networks can take the following form:

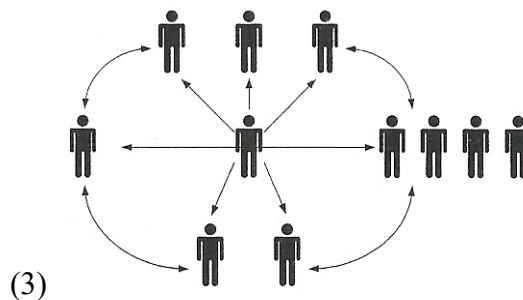
- Chain;
- County;
- Wheel;
- Star.



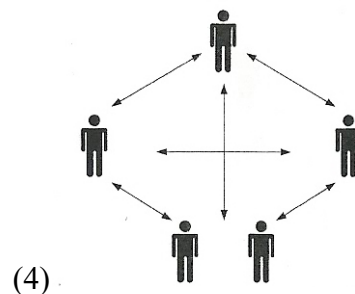
CHAIN. This is the most common way of disseminating indicative and directive information through the various management levels. Obviously, the message can be distorted at every single level because each person has to interpret it and pass it on. Clearly, under this model of the communication network, written forms of communication that are forwardable further down the network are more effective.



DISTRICT. This is the least common and unusual form of communication network and usually refers to individuals who are at the same level in the organization. Here again, there is a great potential for the message to be distorted, but information flows in a circle in both directions. Thus, it can reach each person from two sources, thereby ensuring a double check of its credibility.



WHEEL. This is a common form of networking when a manager controls a small department. It's called a wheel because everything has to go through the controlling person. The distortion possibilities are reduced to a single common intermediary.



STAR. Basically, it is the form of networking between the members of a small department or team. One of the communicators is a leader who also makes official contact with the other networks in the organization. All members of the star communicate directly with each other and thus distortion is kept to a minimum.

None of these networks work in isolation. They are interconnected and form the so-called "hybrid" networks.

Apart from the daily exchange of information, the use of communication channels is crucial for innovation in an organization. It is determined by the growing importance of technologies that help to implement communication. To stimulate creative behavior, managers must purposefully use both horizontal and vertical communication.

The choice of a communication network to be used in communication depends on how quickly the information will spread, whether there is a possibility of deformation of the messages, how satisfied the communication participants in the organization will be. The table shows the comparative characteristics of the listed types of communication networks, based on which their strengths and weaknesses can be determined.

Table 1. Comparative characteristics of communication networks. Source: own interpretation.

Evaluation criteria	Chain	District	Wheel	Star
Centralization of information	Moderate	Weak	Very weak	Strong
Speed of dissemination of information	Moderate	Low	High	High on simple tasks, low on complex tasks
Accuracy of information	High	Low	Moderate	High on simple tasks, low on complex tasks
Satisfaction	Moderate	High	Very high	Low

CONCLUSION

Communication in a business organization is a complex process that is influenced by many factors. We can conditionally divide these factors into two groups according to the criterion - degree of control. All the factors that the manager can control form the internal environment of the communication process, namely these factors are: - organizational-managerial structure, the hierarchy of management, the communication style of people in the organization, communication resources and means and so on. The external environment is made up of factors that managers cannot control and these are the communicative perceptions of the staff, the motivation of the staff to participate in communication, and the experience that people in the organization have gained in communicating with each other.

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