

## How To Develop Effective Communication Within A Company

### كيفية تطوير الاتصال الفعال داخل المؤسسة

Razika Othmane

Algiers university 2

Email: Razikaothmane@yahoo.fr

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#### الملخص:

الاتصال هو عملية خلق وتبادل وتفسير الأفكار والحقائق والمشاعر والعلامات. ولها دور كبير في إدارة العلاقات الاجتماعية ، لأن الأفراد بحاجة إلى التفاعل مع بعضهم البعض من خلال لغة معينة ، سواء شفويا أو غير شفوي. وأهداف الاتصال ، بصفة عامة ، هي فهم الرسائل ونقلها. ولكن في أي شركة على سبيل المثال ، لا بد وأن يكون المدير وسيلة اتصال فعالة لتعزيز أداء العمل ؛ فالتنظيم وإحراز التقدم هما الهدفان الرئيسيان للاتصال في مجال الأعمال التجارية. غير أن سوء إدارة نظم الاتصالات وسوء إدارتها قد يؤديان إلى نتائج سلبية. والهدف من هذه الورقة هو بيان أن نجاح أي شركة يرتبط ارتباطا وثيقا بفعالية اتصالها ، وهذا هو العنصر الأساسي في الاستراتيجية.

**الكلمات المفتاحية:** الاتصال الفعال ، العوائق ، الأهداف ، الاستراتيجية.

#### Abstract:

Communication is the process of creating, exchanging and interpreting ideas, facts, feelings and signs. It has a big role in managing social relations, because individuals need to interact with each other through a certain language, either verbally or non-verbally. The goals of communication, in general, are the understanding and conveying messages. But in a company, a manager for example must be an effective communicator to reinforce work performance; Organization and making progress are the main goals of communication in business. However, mismanaged and poor

communication systems may lead to negative consequences. The aim of this paper is to show that the success of any company is inextricably bound with the effectiveness of its communication, and that is the basic element in strategy-making, either for the survival of the company or its progress.

**Keywords:** Effective communication, barriers, goals, strategy.

### **Introduction:**

Communication is a process of conveying messages. People tend to interact with each other, so they need to send and receive messages, these messages can be verbal on nonverbal, such as with words, gestures and expression of feelings. Sometimes people can convey messages in an effective way, which is how they can understand each other and meet the goal they aim at, for example, when a political leader talks to their supporters, they need to be convincing by using persuasive arguments and body language. If they want to change people's opinions, they have to have expertise in the skills of communication. In fact, effective communication is a learned skill, but there are other skills which need to be developed during this process. As all human beings are born with some physical abilities, such as speaking, however, this needs to be developed. They have to learn to speak and communicate effectively. Furthermore, the process of learning these skills is related to others behaviors, based on what we see. In the beginning, we try to imitate our parents, siblings, and friends mainly via the way they speak, then, we learn other things from others. That is why communication is a continuous process in which we develop our ways of transmitting, disseminating our passing on information to others or from one place to another. In other words, it is the process that is based on a mutual interchange between two or more people, which aims at reaching certain goals, like the case of a company in which the managers have to communicate effectively in order to make progress.

### **First: Business communication**

Effective communication is a vital means for any business leader. It is so important in building up the company-reinforcing a good working relationship between the manager and their staff, and directly leading to improved morale and efficiency.

**1 Definition:** Business can refer to the process of sharing and exchanging information, ideas, and decisions among the workers (the leaders, the co-workers or the employees) within the company or outside a company.

To maintain effective communication, the employees and the managers interact amongst each other to develop and establish some organizational goals, which is the main priority of any company's strategies. Its leading aim is to improve organizational practices, and solve problems especially within the company. In fact, effective business communication leads to success and growth of every organization.

In a business situation, the role of the manager is to coordinate and ensure the best strategies and techniques to achieve success. This latter cannot be real without effective communication and effective skills of communication, in particular.

"All these activities require effective communication skills. The sooner these skills are learned, the easier it is for the manager to accomplish tasks. Similar is the case of the junior manager vying for a quick promotion. As work in the organization is always done in coordination with other people, effective communication skills become a necessity." 1

All organizations consider effective communication as an important process for survival. It is commonly known that without communication a business would not exist or develop. Besides, communication within the company has to be as effective as possible. As a consequence, all those activities and tasks ensure good upward, downward, and lateral or sideways communication. Not only communication is important within the company, but its role is crucial in building up relationships among different companies supplies and customers: without this no company would exist. Thus, communication in any organization takes place in different contexts, as with the communication between people. This is called dyadic context. It is the case when the manager collaborates with a subordinate. Also, communication can occur within groups, who may exchange information, or discuss different sales strategies or public relationships. In addition, sometimes large groups from the same company meet to discuss general issues, especially if they meet for the annual evaluation, for example.

## **2 Major barriers to effective communication**

There are a lot of barriers to effective communication in organizations. As it was mentioned before, effective communication is the process through which people exchange information, ideas, decisions, to achieve certain goals. However, sometimes misunderstandings arise—due to the obstacles that lock the message between the sender and the receiver. So, in order to eliminate these misunderstandings, we seek to understand the most common barriers to effective communication.

According to Michael Eielding:

These are some major barriers to effective communication in organizations:

- “Failure to analyses the receiver.
- Poor listening, and lack of attention to feedback.
- Assuming that the receiver knows more than they really do.
- Intensive behavior on the part of senders and receivers.
- Different cultural background.
- Too many people to pass on the message from the sender to the receiver.
- Poor feedback, with filtering, omissions and errors as messages are passed on.
- Intensive or poor choice of language by sender or receiver....” 2

If the receiver fails to analyse the needs of the sender, this happens when the sender cannot convey a suitable message to the receiver. It is clear that effective communication is based on many elements, if the sender does not execute tasks properly, the whole process will be damaged. Effective communication has to include precise, clear, concise messages through which it is easy to understand the receiver. This important step can be well analyzed by the sender-receiver model.

In this situation, the sender has an idea which they want the receiver to appreciate, and the receiver has to understand the sender’s idea. This is why the message has to be effectively conveyed to the receiver.

Since the sender is the source of the message - or the person who sends it to the receiver, so after transferring the information using communication skills such as the ability to read, write, speak and listen, the effect can be either positive or negative;

when the receiver understands the message transmitted by the sender, here we can say there is a positive effect, and also, the opposite may be true.

Because, due to the sender, there are some problems related to the receiver, as Fielding mentioned, causing poor listening and lack of attention to feedback when the receiver (the listener or the audience) does not listen actively to the message. There will be misunderstanding, so the feedback will be non-relevant, for example, when the sender asks questions the receiver cannot pick some key words, so here the answer will not be clear.

According to Kevin Hogan Ron Stubbs:

“We all tend to evaluate other people by the sound of their voice, the words they choose to communicate with, their tonality, and especially their pacing. Until you become unconsciously adept at matching another person’s vocal pacing, consciously alter your own speaking habits so that they closely match those around you” 3

## **Second: How to develop effective communication within a company**

Business and communication are interrelated, and when there is effective communication within a company the business itself will develop. But sometimes the task of developing effective communication is not easy. It is a complicated phenomenon, not simply related to the use of new technologies to manage the company, but also to individuals: either the workers within the company, or the clients outside the company. Since individuals are so important, so is managing the process of communication, and all the results of ~~their~~ interactions, status, personality, emotions and perceptions will affect the process of business.

“Just consider the results of a recent study by the Economist Intelligence Unit, which found that poor communication can affect your business and lead to undeserved results, including delaying or failing to complete projects, lowered moral, increased stress, missed performance goals and hundreds of thousands of dollars in lost sales.”4

Scholars in the area of communication have given different definitions of communication, but a simple definition of communication presented by Meller (1951), communication takes place when there is information at one place or person and we want to get it to another person. Thus, communication is the process of

passing information, and understanding from one person to another with three sides to it:

- Transmission of subject- matter or message
- Involvement of two parties (sender and receiver) to complete the process of communication.

The person whom the is transmitted, understands it in the same sense in which the sender of message wants him to understand it.

Today we are living in the age of information, this era is full of digital challenges. The way we are dealing ICT has changed the way we live, and the way work, any employee or manager may have good skills of communication for dealing with various issues within a company, but the lack of effective communication skills might make the understanding difficult.

“With advances in technology, the world has been changing rapidly. It is clear that ITC has its impact on any field and even business is not exempted. ICT has transformed our world in many ways: it has brought the whole world under a single umbrella called global village... Ever since the advancement of technology, it has been playing a key role in communication, reaching the remote corners of the world and innovative channel, has been in use for this purpose. In this context, the contributions by internet and intranet are remarkable. Thus, there has recently been a revolution in the field of communication engineered by usage of ICT tools.

### **1 How to encourage effective communication:**

Before discussing the tips of effective communication, we should first understand what demonstrates a lack of effective communication within a company such as:

- Conflicts and misunderstanding of strategies, agreements or plans.
- An atmosphere that does not include collaboration, openness and trust.
- No initiative to communicate, ask for help, share or criticize.
- The employees' inability to indemnify with the company's mission and vision.
- High staff turnover despite adequate remuneration and scheduling”.<sup>5</sup>

Naiva Velumyan suggested 3 steps to work on communication techniques, to explain the motivation behind poor communication habits, educate people about the difference, and implement a common standard of communication.

1. Start by explaining the motivation behind poor communication habits:

Explaining the goals of the change makes this process (communication), but also, creating good conditions to be promoted. Once the workers of the leader feel themselves part of the company's success, they will make some effort to support the change, which will bring a good outcome.

2. Educate people about characteristics that make us different.

According to Naive Velumyan, corporate training is the best option, transforming the communication process from reactive to proactive.

"The corporate training refers to ways to ensure employees' skills are improved, and their performance is enhanced by placing a lot of emphasis on their professional development".<sup>6</sup>

The Corporate training makes the employees comfortable in what they are. They don't have to worry if they have some restrictions: they will always find corporate training to guide them, and make them think.

The main task of corporate trainers is to interact and share the knowledge they have with the employees in order to perform well, and to ensure the process of good tactics and strategies in different markets.

3. The first step is to start implementing common standards of communication.

These standards should be discussed in one team or department within a company. Then the information must be shared with others (the employees).

"These standards should be first established in one team or department to address terminology channels of exchanging information, level of urgency, expected results, employees' roles, needed feedback, deadlines...etc. special forms with a brief description of each business interaction to create effectiveness. this step might incorporate paper work, brainstorming, group discussions, case studies etc".<sup>7</sup>

Communication happens when all practices are engaged in understanding the meaning of the messages shared between the sender and the receiver.

## **2 Role of communication in management**

Only effective communication can enable the successful management. So, communication management is a form of interpersonal leadership, it means through which the manager organizes, forecasts, trains, coordinates, controls, and evaluates. When communication is effective so the tasks will be done in an effective way especially the easy process of communication among the manager which leads directly to good performance, and obtaining the company's goals. Besides, the managerial communication has a triple role; interpersonal role, decisional role and informational role.

The first role implies interaction among supervisors and employees and clients or other colleagues outside the organization, whereas the decisional role, implies manager decision-making. The managers seek out the information in order to make good decision. Some of the decisions are taken in private, but they are based on information that was found out before.

Besides, the two roles, there is the informational role which is mainly collecting information from the employees and other contracts. The managers have to be informed about anything that might affect their tasks and responsibilities, they have as well to disseminate and provide important information.

### **Third: Business communication objectives**

The main goal of business communication is to conveying the right information (the message) to the right person on the right time, in the right way. Working for a company requires conditions in the group of employees and managers to achieve the company's objectives such as; achieving financial success, increasing sales figures, and improving the human resources.

“Following are some important objectives of business communication:

- Conveying the right information and messages: the effective communication keeps the people abreast with latest and updated information regarding business trends. The communication must be clear, brief, and understandable to all those concerned



in the right spirit as conveyed. Such kind of communication sometimes implies not only instructions but suggestions too.

- **Contact with external parties:** an effective communication is not important only within the organisational structure, but also with the outsiders. Establishing rapport with the extraneous elements adds to the reputation and finishes the image of the organisation, which implies co-operation from all the quarters in the interest of the progress and success of the business enterprise.
- **Prompt decision and implementation:** prior to any important decision, the relevant information must be communicated to ensure its compliance. As such communication becomes an essential tool of priority, for a fool-proof implementation of an important decision, the communication channel exploited.
- **Building of human relations:** an effective communication brings harmony in the relationship between employees and employer. The task of the manager is to keep their subordinates well informed of various business activities and train them, thereby, but also seeks their suggestions from time to time and this kind of cordial relationship can be achieved only through an effective communication “.8

According to Uma Manila, there are some significant business communication tools, “public relations through various media channels and interpersonal communication channels are significant business tool in projecting the image of the corporate, its products and its business leaders... Business communication components are business intelligence and its social components, changing dimensions and area of business, and the new and wider applications of information communication technology (ICTs). These three components create a specific business culture for a practical business. Communication through conventional and new media technologies, and international channels play significant role in managing these three business components.” 9

## **Conclusion**

Ensuring functionality under different conditions is a key to combine effective communication and business development. Success in business is a challenge that is related to good leaders. Only competent leaders with developed communication skills can ensure the company's success, and taking into consideration all the restraints and the obstacles that might occur.

In fact, effective communication requires hard work, it needs the efforts of both leaders and employees, however they have to develop their communicative skills regularly. Thus, all team work should be involved in the process of new technological tools; and use them to reinforce communication within the company, or with. However, this needs to be developed. They have to learn to speak and communicate effectively, and they have to master the new language of technology. Furthermore, the process of learning these skills is related to others behaviors mentioned above.

In the end, communication is a continuous process in which we develop our ways of exchanging, not only the information but also being aware of the new techniques of dealing with others in order to achieve certain objectives effectively, and mainly the company's goals.

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