ORGANIZATIONAL COMMUNICATION – THE KEY TO SUCCESS IN ANY BUSINESS

Tatiana MUNTEANU, PhD., Associate professor
Technical University of Moldova, Republic of Moldova
Victoria MACIUGA, PhD. student
University of British Columbia, Vancouver, Canada

Abstract: Organizational communication is the backbone of any business strategy. Efficient communication in the company means a high flow of information, but also a high speed of its transmission, which allows the delivery of information to the end user as quickly as possible, it allows quick resolution of problems that arise every day in the business. Communication within the enterprise plays an important role in its development, just as important as for its external environment. Your customers, clients, and stakeholders want to see a professional attitude and clarity in your messages. The best business leaders create open and honest working relationships and build trust through organizational communication. But communication within a workplace isn't just about your customers. It's about your employees, too. Employees are at their best when they have transparent relationships with each other and their managers. Being able to express views, share thoughts, and trust the information received is the bare minimum in a workplace.

For most of us, communication is becoming more complicated than ever. Wide-scale remote work means many teams are working away from the office. Face-to-face communication feels like a thing of the past, and we're relying more on email, instant messaging, and social media channels to communicate. As such, it's important for all teams to use the best possible technology, to ensure that communication doesn't let them down.

Keywords: communication, business, internal and external communication, formal and informal communication, public relations, team meetings, training, strategy.

Introduction

Organizational communication is the term used to define communication that takes place in business environments. This is because communication is **essential** in business. But there's a bit more to it than that. Organizational communication is important in all industries and is prevalent in any workplace. Most job adverts will mention communication skills as a requirement, and human resources should hold communication workshops and training to ensure effective communication occurs in every role.

The roots of organizational communication lie in a field of study that has fascinated researchers for years. Works by Herbert A. Simon and W. Charles Redding have paved the way for further analysis and set communication theory in motion.

Organizations with effective organizational communication have a number of techniques to get it right. Here are some examples of effective organizational communication: team meetings; remote work training, feedback, social events.

Team meetings are an important part of organizational communication. All teams should regularly share ideas, ask for feedback, and freely voice their opinions. While team meetings more commonly happen in person, they can also take place virtually. The pandemic situation dictates that more and more employee meetings take place in the online environment. For companies with geographically dispersed subsidiaries, online meetings are also a welcome solution.

The development of information technologies in the 21st century makes it possible to organize online meetings attended by hundreds of employees, ensures enterprise-level security that encrypts all conversations and quality infrastructure operator that keeps you online all the time, teambuilding meetings feel as natural. In addition, you can easily share the screen so that everyone is on the same page. Don't let distance get in the way of your team.

Remote work training: business communication can be more difficult when employees aren't sharing the same workspace. As such, the best companies provide remote work training to ensure that all employees know how to communicate.

Feedback: a successful business creates an environment where employee communications are prioritized. As such, they are always looking to improve organizational communication techniques and encourage feedback. They use qualitative and quantitative data to improve the company's communications systems.

Social events: effective communication can't take place if colleagues are feeling awkward or uncomfortable around each other. Social events such as team-building exercises help to create open, honest, and professional relationships and show employees effective ways to communicate.

A successful organization builds employees' attitudes by organizing social events and encouraging them to interact. Social events create positive organizational cultures and lift employee spirits.

1. **The types of organizational communication.**

Organizational culture can be split up into the following four categories:
a) Formal and informal communication
b) Directional communication
c) Internal and external communication
d) Oral and written communication

Within each organizational structure, there is a number of subcategories that come into play. Let's take a look at the main types of communication.

a) Formal and informal communication

This category is quite simple. It's all about the language and tone an organization uses when communicating. Corporate communication calls for the ability to assess what level of formality is required in a particular situation.

Formal communication is often used when communicating with customers and clients, especially during an official press release. Formal communication tends to follow a specific organizational structure, such as mass communication in a carefully crafted email campaign or at a meeting. It may be used in the following circumstances: press releases; job offers; company-wide emails. The key to formal communication is professionalism. It calls for careful wording and a communication strategy. Strategic communication makes miscommunication unlikely and organizational success feasible. However, formal communications can sometimes feel stilted and impersonal.

Informal communication also is equally important, as it is the most common way internal organizational communication occurs. Employees use informal communication to connect with each other to: meet face-to-face in team meetings; ask questions over messaging apps; share work via email. Many organizations favor informal over formal communication as it can help employees feel more in control of their own workload. However, miscommunication is more likely to take place, as informal communication is less strategic. As such, it's important for organizations regularly using informal communications to have guidelines or employee handbooks for communication practices.

b) Directional communication

Organizational communication is directional. This means that the way we communicate changes depending on the position of the person we're talking to. There are three types of directional communication: downward, upward, and horizontal/lateral.

Downward communication refers to an employee communicating with another employee in a lower-ranking position. Downward communication is most commonly used in an instructional sense, such as: a supervisor discussing work performance with a frontline employee; a chief sending a mass email about upcoming changes; a manager delegating tasks in a team meeting.

In most workplaces, downward communicators will take place via email or messages. However, they can also take place via video call or face-to-face.

Upward communication is the reversal of downward communication. It's most commonly used in the following workplace situations: a frontline employee asking a manager for advice or guidance

on a task; an employee giving feedback to a supervisor or manager; a frontline employee sharing information with a supervisor; upward communication is effective because it can help build a more equal workplace. When an organization encourages employees to speak about their experiences to senior management and make suggestions for improvement, it's likely to see more engaged employees and a boost in productivity.

Horizontal communication refers to the communication of employees on the same hierarchical level. It might occur in the following situations: a team meeting to share ideas; an employee asking a colleague for advice or support; managers reporting to other managers on the results of their teams' tasks. Horizontal communications often occur face-to-face. However, with more companies working remotely, employees are needing to find fast and effective ways to communicate through a screen. Communication channels such as team messaging services enable employees to chat horizontally throughout the day, no matter where they're based.

c) Internal and external communication

Communication in organizations can also be split into internal and external communication. This refers to the types of people employees communicate with.
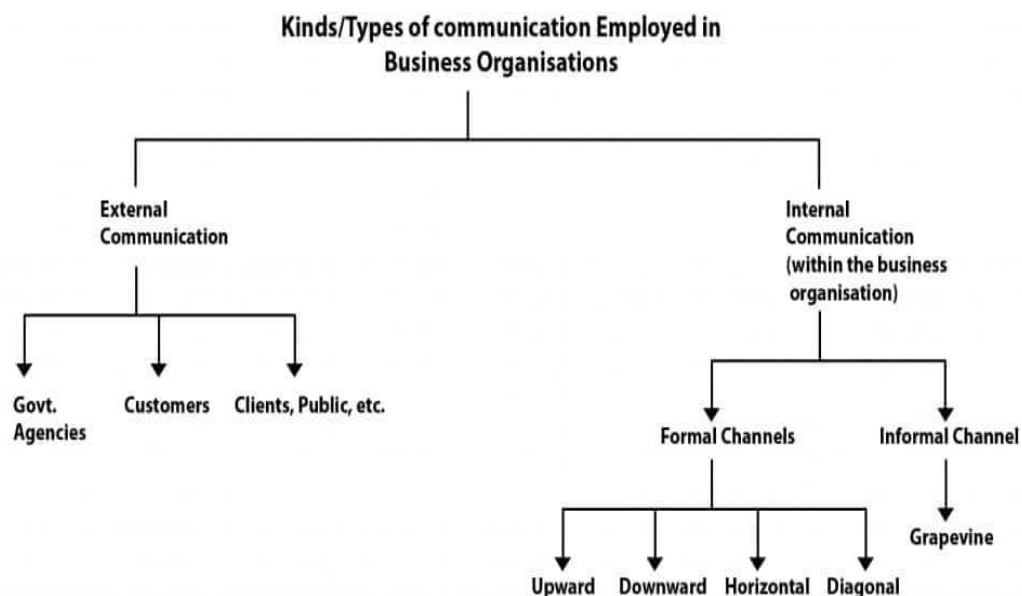
Figura 1. Kinds/ Types of communication Employed in Business Organization

Internal communications focus on the way employees interact with one another. This workplace communication may involve the following: professional collaboration via numerous communication channels such as video, email or live chat; employee training modules such as decision-making courses or two-way reviews; messaging around an organization's mission; interpersonal communications between management and employees; workplace social activities.

Internal communication focuses on employee engagement and employee communication. Businesses need to ensure that employees can bond and make effective professional connections. This can be more challenging for large organizations or those that encourage employees to work from anywhere.

External communication applies to the way an organization communicates with the outside world. This includes: public relations announcements, for example by social media, TV, or radio; marketing materials; branding of products or services; job posts and hiring, including LinkedIn adverts or recruitment drives; communication with stakeholders; customer support. External communication is important for building a brand, as well as maintaining strong customer relationships. There should be a comprehensive tone to all external communication to show a cohesive organizational image. It needs to fit with the organization's mission, ethics, and industry.

Additionally, having clear guidelines on how to communicate with customers ensures a consistent, high-quality customer experience.

d) Oral and written communication

The final category when analyzing organizational communication is oral and written communication. Both types are used regularly and play a big role in organizational success.

Oral communication is important. It's the way a person communicates face-to-face to their colleagues, employees, or customers. Interpersonal communication relies on body language, eye contact, and gestures, as well as the words being said. An employee may use oral communication in a one-to-one session, a small group meeting, or in front of a large crowd of people. As such, oral communication helps us to form stronger relationships and build trust.

Remote working can mean that oral communication is more challenging. But, considering its importance in building and maintaining professional relationships, it's still necessary. Many organizations rely on video calling to ensure that teams can stay connected and have interpersonal communication.

Written communication is also important when running a business. It occurs via email, instant messages, and social media, and can be both formal and informal.

There are a number of benefits to written communication over oral communication. For example, an employee has more time to think of their response and ensure it adheres to the company guidelines. Written communication is less impulsive and therefore can be more strategic.

However, written communication can also have its drawbacks. It can be more difficult to portray the company's personality, thus, the organization risks losing a tone of voice if the written communication is shared among too many staff members.

2. The importance of managing organizational communication

Organizational communication is essential in building a business. The downfall of an organization is often a result of ineffective communication. Organizational communication should never be overlooked.

First of all, effective communication leads to a better involvement for employees. Employees who feel their voice is heard are 4,6 times more likely to feel empowered to perform their best work. Good organizational communication can help employees feel more engaged with their work and the business as a whole. They are likely to find their role more satisfying, feel trusted by their employer, and more motivated to reach goals and please customers. Strong communication also means employees will have a greater understanding of the business and of their role within it.

Second is public relations. There are no secrets within businesses, whether it's a large corporation or a nonprofit, when a customer hears something negative, it reduces the credibility of the business and can drive them away. Having effective internal and external communication can reduce the chances of such negativity and, if a problem does arise, deal with it well.

Third, effective organizational communication reduces misunderstandings. Organizational communication ensures that all organizational members are on the same page. This reduces the likelihood of any miscommunications or misunderstandings. Employees know how to communicate with their customers and won't accidentally share incorrect information. As such, a business is less likely to lose customers, receive legal disputes, or earn a bad reputation.

For efficient communication, management of all businesses should have an organizational communication plan. A communication strategy relies on everyone in the business to play their role and contribute. Those at the top (chief executive officers and senior managers) of the workplace hierarchy are responsible for setting the tone and establishing the culture. These organizational leaders should lead the way by example. Human resources teams should set an example and create the documents and guidelines for other staff members. They should always be available to receive feedback and must take any complaints or concerns seriously. Managers and team leaders must create routes for effective communication, organize meetings, and be willing to listen as much as speak. Every other organizational member must communicate, listen, and provide feedback when necessary. Those who sit back when an issue arises cannot expect it to be resolved if they don't communicate

their concerns. Employees' attitudes can have a huge impact on the day-to-day operations of a business, so make sure they're being heard.

Each organization's communication strategy will be different. However, all organizational communication strategies should use the following elements: **training; employee handbook; responding to issues; dealing with external media; measuring results.**

Training is important in organizational communication. Employees should be trained in company communication policies and both written and oral communication. And, when it comes to remote working, they should know how to communicate via team messaging apps and video calls.

Employee handbook: organizational communication also relies on the right resources. Employees should have access to a handbook that has a code of ethics, guidelines on communicating with customers and clients, and a clear social media policy.

Responding to issues: effective organizational communication relies on action. Employees won't trust their managers if they repeatedly report issues and don't see changes. So, an organization's communication strategy must include responding to employee and customer issues and acting upon concerns. Otherwise, resentment will grow and employees won't feel valued.

Dealing with external media: organizational communication isn't just about your internal team - you also need to think about external media. HR, public relations, and a content team should be able to write press releases and develop formal policies for dealing with external media. If an issue arises, the key is to respond quickly and make your stance clear.

Measuring results: data is important in organizational communication. All organizations should be measuring qualitative and quantitative data such as turnover rates and employee satisfaction to create a more effective workplace. These results must always be acted upon. Otherwise, surveys are pointless.

Conclusion

Communication is the key to success, for every business, to achieve the goals set and increase labor productivity. In communicating with employees, you can see the strengths and weaknesses of the company, the collective psychological climate, satisfying the needs and requirements of employees and others, eliminating the negative factors can help ensure higher productivity, higher efficiency and higher level of stability in the enterprise. Depending on the chosen methods of communication, company can avoid a lot of problems, but it can also easily solve problems that arise over time. A perfect method of communication does not exist, each method contains advantages and disadvantages depending on the activity of the enterprise, the business environment, the communication skills of the managers at all levels. The role of participants in communication is to find the optimal options for communication to meet the objectives and outlined tasks.

Organizational communication is the backbone of any business strategy. In fact, many corporate strategies fail because they have a stronger focus on the action plan rather than on the basic premises and assumptions, the definition of purpose and the set of decisions and commitments that are required to succeed. When this occurs, as action plans tend to be easily impacted by contextual changes, the strategy quickly derails. Instead, when the focus is on the purpose, the goals, the decisions to be made, their implications and the resulting commitments, then the strategies function as comprehensive frameworks that effectively guide management and staff towards changing the environments. So, the strategies are not action plans but a set of coherent decisions that define and guide a course of action.

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