

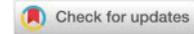
# THE ROLE OF COMMUNICATION IN THE MANAGEMENT PROCESS

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**Abstract:** The managerial triad of the modern era consists of communication, leadership, and coordination; therefore, communication emerges as an imperative when studying management. Communication is a complex process and represents one of the fundamental competencies of successful individuals. The functioning of each part of an organization is largely conditioned by the nature and system of the communication process. There is a very close connection between the management process and communication activities. It is of paramount importance that there are good communications within the organization, as well as between the organization and its environment, enabling the organization to act as a unified entity directed towards common goals. The effectiveness of communication is of great significance because communication is a condition for directing and influencing employees towards achieving organizational interests, implementing changes, and generating good ideas. Adapting to a turbulent environment requires continuous development and improvement, which is a prerequisite for successful communication in the management process. The goal of this paper is to highlight the role and importance of communication and negotiation for successful business operations.

**Keywords:** communication, management, management process

**Field:** Management, Communication

## 1. INTRODUCTION

The very fact that management is a process of working with and through others highlights the importance of communication. The management process encompasses the following functions: planning, organizing work and business, engaging and leading people, and controlling human, financial, material, and informational resources. In order for a manager to achieve or successfully implement these functions, it is necessary to have certain knowledge and skills, as well as developed communication between each function. Therefore, we can say that communication is a vital part of all management functions - planning, organizing, human resource management, leading, and controlling. The successful execution of management functions is the result of successful communication and possession of managerial skills. According to statistics, it is estimated that managers spend 80% of their working time in communication, and therefore, we can say that communication is one of the very important skills for every manager. (Gligorijević & Ognjanov, 2013; Sanchez & Beaskoetxea, 2021)

For communication to fulfill its functions, it needs to be quality and effective. Such communication is directed towards goals, leadership values of the company, and all communication participants. (Blanchard & Peale, 1988)

Communication must have its goal, whether it involves formal or informal channels. (Musheke and Phiri, 2021; Wardani et al., 2020) All participants should feel comfortable and willing to participate. Communication is the exchange of information, which means that all participants should be allowed to actively participate and express their opinions. Employees often have creative ideas and need to be given space to express them. If they feel respected, employees will willingly participate in all communication paths. Additionally, every conversation with employees should have feedback to motivate them and make them aware of the importance of their participation in organizational processes. Without adequate communication, in modern conditions, there is no good management or development of the companies they manage.

## 2. METHODOLOGY

As already stated in the abstract, the aim of our work is to emphasize the role and importance of communication and negotiation for successful business operations. To achieve this, in addition to reviewing existing theoretical perspectives and some research present in the literature, we conducted a survey on a sample of 800 managers from various companies in the territory of the Republic of Serbia. The surveyed managers included individuals of different ages and genders, overseeing varying numbers

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of employees. Out of the total number of respondents, 440 were women and 360 were men. Respondents were asked whether communication is the key to the success of the results achieved by the companies they manage.

The data collected were processed using the SPSS software package. Independence and contingency coefficient tests were employed. The application of these tests allowed us to examine whether the gender and age of managers influence their understanding of the importance of communication for the success of the company. Throughout the work, the following hypotheses were tested:

H1. Managers are aware of the importance of communication for the success of the company.

H2. Female managers have a greater awareness of the importance of communication.

H3. Middle-aged managers are more aware of the importance of communication.

H4. Managers who are aware of the importance of communication achieve better results.

Summarizing the results of the conducted survey contributes significantly to the science by shedding light on how communication is perceived as significant by management in the Republic of Serbia. It also provides insights into what needs to be changed to enhance communication processes and the managerial process itself as a result of good communication in the future.

### 3. LITERATURE REVIEW

A person can perform well if they communicate effectively. The same applies to organizations, where communication is a crucial factor and can be the boundary between success and failure. Communication is a vital part of business, organization, and management. In and around an organization, communication is constant. Management informs the organization about plans and strategies, issues orders, communicates with business partners, and the public. (Kang et al., 2020) Organizational communication is directly linked to the goals, functions, and structure of organizational people. The success of an organization largely depends on the effectiveness of organizational communication. Communication becomes the most important competency for leaders because successful communication is part of the leadership strategy. Both empirical and research studies show a connection between communication skills and management success. (Blokdyk, 2019; Christopher, 2015; Faupel & Helpap, 2021)

Companies do not exist without people. Relationships among people do not exist without communication. To organize and execute tasks, people must communicate. Therefore, it is not too much to say that communication is one of the most important aspects of our lives, with a special focus on work. Communication is the foundation for the development of internal rules and corporate culture but equally important in influencing the external representation of the organization.

To understand the importance of communication, it is enough to define its main function - the process of exchanging ideas and information through verbal and non-verbal means. If we want to convey any information to our interlocutor, we must communicate that information or idea clearly and qualitatively. Every idea or change that needs to occur, or has already occurred in the company, must be accessible to all employees, and everyone must understand it for it to truly come to life. For this reason, modern managers are increasingly aware of the importance of communication. (Man & Bowen, 2016; Dabrovolskas, 2022)

In the workplace, it often happens that due to a lack of information or even the absence of any information, certain tasks are not completed, or a colleague does not complete their part of the work on a joint project. Important information is frequently not conveyed to end-users, who often need the information the most. Additionally, employees often withhold information they do not understand well or do not want to share with other colleagues, due to fear of competition or job security. Such situations are not desirable and do not benefit the company, but they are certainly present. (O'Rourke, 2013; Zhu, 2022)

People who effectively exchange information for the purpose of better and more efficient task execution are the key to success in modern business. (Brown et al., 2016; Abu Zayyad et al., 2020) In such cases, when employees work together, explaining received information to each other as needed, and using all available resources to achieve the best result without fear of competition, success is inevitable. This relationship among employees regarding information exchange depends a lot on the communication model set at the organizational level. Working with such people, in such teams and organizations that nurture values and the importance of effective communication, is much more pleasant and enjoyable. (Cornellisen, 2017; Jankelova & Janiakova, 2021; Alyammahi et al., 2021)

Communication is directly responsible for productivity and work efficiency in an organization. The way of communication directly affects how employees perceive the company they work for, how they deal with tasks and stress, what interpersonal relationships they create, and ultimately, what image they create for the organization in the public. With accumulated negotiation experience in various conditions, each of us has developed our negotiation style. Negotiation is rarely systematically taught. By learning and

developing negotiation skills, we increase our efficiency in negotiations. (Lester, 1997)

Women are increasingly taking prominent roles in modern organizations. There is significant practical research showing that men and women differ in some aspects of their communication patterns. A global study was conducted to discover whether female managers play a “male” role when taking on supervisory functions or provide a management style that somehow differs from the one usually adopted by men. Data provided by 150 randomly selected respondents from three organizations showed that managers and women differ in several dimensions of communicative behavior. However, although these differences initially suggested that female managers supervise more effectively than male managers, subsequent analyses showed that further research is needed before concluding that women are generally superior to men in management. (Cunningham et al., 2017)

### 3. RESULTS OF ANALYSIS AND DISCUSSION

The surveyed managers responded to the question in the conducted survey about whether they consider communication as the key to their success in business. As can be seen from Table 1, only 14.9% of respondents answered negatively (119 respondents), while a significant 85.1% of respondents (681 of them) indicated that they consider communication crucial for successful business.

Table No. 1 Contingency Table by Gender Structure on the Importance of Communication for the Management Process

Model	R	R <sup>2</sup>	p
1	.372	.139	.006
2	.404	.163	.004
3	.420	.176	.031
4	.435	.189	.029
5	.451	.203	.023
6	.463	.214	.046

Source: Autors

In the group of women, 16.4% expressed a negative opinion, while in the group of men, it was 13.1% in response to the posed question. This result from the conducted survey shows that in the territory of the Republic of Serbia, men in managerial positions attach more importance to communication than women. However, it is worth emphasizing that there is not a significant percentage difference, which is why an independence test was conducted, and the results are presented in Table No. 2.

Table No. 2. Results of the independence test between gender structure and given responses on the importance of communication.

Model	Variables	Beta coefficient	p	Zero-order correlation	Partial correlation	Semi-partial correlation
1	Emotional reactions provoked by empathy	.368	.000	.341	.363	.362
	Competencies for teaching and learning	.157	.004	.155	.168	.156
2	Emotional reactions provoked by empathy	.365	.000	.341	.366	.359
	Competencies for teaching and learning	.157	.004	.155	.168	.156
3	Emotional reactions provoked by empathy	.272	.000	.341	.225	.209
	Competencies for teaching and learning	.138	.011	.155	.148	.136
4	Empathy with negative emotional states	.152	.031	.306	.125	.114
	Empathy with positive emotional states	-.157	.029	.152	-.127	-.115
5	Emotional reactions provoked by empathy	.354	.000	.341	.248	.229
	Competencies for teaching and learning	.153	.006	.155	.161	.145
6	Empathy with negative emotional states	.148	.033	.306	.124	.112
	Empathy with positive emotional states	-.260	.002	.152	-.178	-.161
6	Empathy as a social role	.171	.023	.220	.132	.119
	Competence for communication and collaboration	-.132	.046	.034	-.116	-.104

Taking into consideration only those respondents who expressed a positive opinion, an independence test was conducted, and the results are presented in Table No. 2 ( $p = 0.191 < 0.05$ ). They show that gender does not have a significant impact on whether communication is considered the key to success.

Table No. 3. Age structure of managers who attribute importance to communication

Model	R	R <sup>2</sup>	p
1	.599	.359	.000
2	.669	.448	.000
3	.679	.460	.010
4	.689	.474	.006

Source: Autors

Table No. 3 shows the age structure of managers who expressed a positive view regarding the importance of communication. As indicated in Table No. 3, managers in their middle years between 40-50 years of age attribute the greatest importance to communication, with a participation rate of 51% in the total number of those who provided a positive response.

Additionally, managers were asked whether their company had achieved positive business results in the past five years. In the group of those who marked communication as significant, a remarkable 95% of managers stated that they had achieved positive business results five years ago. Meanwhile, in the group of those who considered communication less important, the results showed that as many as 40% of them had negative results in one of the previous five years.

#### 4. CONCLUSION

Communication is the key to success in the modern business world. Managers consider communication crucial for their success in business. If adequate communication, both within and outside the company, is not present, success will not be achieved. The goal of our work was to prove that communication is key to management, which we successfully demonstrated through the analysis of theoretical perspectives and the conducted survey. Namely, we have proven that managers are aware of the importance of communication for the success of the company, as 85% of the 800 respondents answered positively to the question about the significance of communication as the key to success.

The hypothesis we did not prove is that female managers have a greater awareness of the importance of communication, as the results of the independence test showed that gender does not have a significant impact on the perceived importance of communication.

The third hypothesis stating that middle-aged managers have a greater awareness of the importance of communication has also been proven, as well as the fourth one that managers who are aware of the importance of communication achieve better results. Based on everything, we can conclude that without adequate communication, there is neither good management nor successful long-term business operations for the company.

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