

# Communication in a Business Company

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## Abstract

The aim of this work is to examine the communication faults managers make in an organization, how these faults influence the personality of employees and their job performance. We present some aspects of the research results. Based on the result and identified mistakes we propose recommendations to improve communication between manager and employees.

**Keywords:** communication faults, employee personality, job performance, manager  
**JEL:** M10, D83

## Introduction

Communication is considered as a basic component of interpersonal interaction and therefore it plays the important role in the lives of human beings. As it is reported (Bernát, Hric, Jakóczy, Koněal, Mocker, Rajský, & Vašková, 2009), communication is more than just the exchange of information between individuals. It is a mutual contact, sharing all communication, its nature and impact.

Corporate communication affects the company's image, vision, intra-relationships and ultimately the employee satisfaction with their work. Therefore it is important how managers of all levels communicate with their employees. It is essential for managers to consider communicating with their employees as a continuous role because communication is not only the exchange of information, but it is a complicated process of mutual understanding, perception and influence. From this point of view we should note that each director should be aware of the fact that his role is not only giving the orders to his subordinates concerning the performance of their tasks. A director should have the ability to empathize with other people and accept each employee as a personality. It is necessary for him/her while communicating to apply proper communication techniques, to charge his/her employees with positive energy in order to solve the work related tasks with motivation, which strengthens the will to act, that is, stimulates people for action.

Positive communication does not always dominate in the workplace. Some communication faults often appear in the communication of directors who do not realize them because they believe that they are doing the right thing.

In this article we want to point out the faults of directors in a particular business company and outline recommenda-

tions to improve the communication between the employer and the employees in the selected business company.

## The Nature and Importance of Communication

Concept of communication in general means transmitting and receiving certain information and understanding among people.

There are many definitions of the term in a number of special publications, such as:

- "The process of transfer and exchange of information in any form realized among people and manifested in some effect".

- The process of transmitting and receiving the message from a single person to another, as a reciprocal process.

- The process of transferring all sorts of information content within communication systems, using a variety of communication systems, using various communication media, mainly through the language" (Vymětal, 2008).

As Gabura (2004) reports, communication which is efficient provides optimal progress in the company. It brings not only effective job performance but also good human relations. Effective communication contributes to a better working atmosphere and thus allows a manager to maintain good relations with their subordinates, to understand their needs, minimize conflicts and achieve valuable work outcomes.

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Communication has varied roles. For example, assertive communication (Mikuláščík, 2010) is seen as assertive but also respecting the right of the others within the adopted rules.

Communication is a continuous process in which even in the certain moment when we are not talking, we react by some signals in the form of feedback.

Thanks to communication we satisfy a variety of needs. To be able to communicate properly is for each of us important because we are the part of the society from which we cannot be isolated. Effective and efficient communication can be in the horizontal (colleague-colleague) as well as in the vertical plane (superior - subordinate).

## Corporate Communication - an Important Factor to Achieve the Goal

Communication as a social process is one of the important conditions for the successful management and leadership of employees in the company. Corporate communication deals with the exchange and transfer of information within the enterprise. It involves a large number of people and it runs on a formal and informal level.

Communication directly affects the performance of the entire organization. Managing communications, as it is reported (Dědina & Odcházal, 2007), can contribute to strengthening the competitive advantage of the enterprise, conversely its underestimation will lead to significant problems.

If we specify further the communication for the enterprise environment, we can characterize the communication (Čambál, Holková, & Horňák, 2000) as a mean by which the employees in the company are brought together to achieve a common goal. The authors also state that communication in business management consists of: coordinating activities of the people, influencing the individuals and work teams, achieving effective change, partial changing of human behaviour (through feedback) and finally achieving the partial and overall targets of the company.

According to Vymětal (2008), communication, negotiation should be aimed at achieving the predicted target, which may include: the exchange of information, influencing the people's behaviour and the interpersonal relations among individuals and also their own personality.

If the communication in the company is not working properly, the dissatisfaction begins to extend and the managers avoid the unpleasant situations more. All problems in corporate communications (Petříčková, 2002) can reflect mutual and collegial relationships at all levels of management.

According to the above stated words, it is significant from the point of view of management to ensure the maximum effectiveness of formal communication, and at the same time to increase the positive and reduce the negative impacts of informal communication (Čambál, Holková, & Horňák, 2000).

Effective communication (Mikuláščík, 2010) increases productivity, improves quality of products and services, rises satisfaction, improves employee creativity and initiative.

According to Poniščiaková (2007), the barriers to effective communication can be for example: time pressure, dif-

ference of opinions, attitudes, experiences, knowledge, and so on.

Finally, communication is an art in its own way, the basis of success. As it is reported by Sperandio (2008), creating the interpersonal relationships lies in the acceptance of the other people, but this does not mean that relations with all people around us will be completely harmonious. We gain the sympathy to someone immediately, while the relationship with another person is often reserved, or even strained. So to build the relationship with such people takes more time. This is better with communication at the same level of employees because there they do not choose their co-workers and they cannot avoid the contact with each other.

## The Survey Aimed to Detect the Communication Faults of Managing Workers and Their Impact on the Job Performance

This survey is the result of the effective cooperation between Morávková (2012) who was led by co-author while processing her thesis and the authors of this study.

### Objective of the Survey

The main objective of the survey was to identify and analyze what faults are made by managers and how these faults affect the employee's personality and job performance.

### Goal of Survey

The goal of the survey was to determine the level of communication among the management and employees in the selected sections of the company.

## Survey Methodology and Survey Sample

The survey used the questionnaire and interview methods. The survey was conducted in a limited liability company, the largest manufacturer of the lighting devices in Central and Eastern Europe, which specializes in producing the most modern lighting devices. At the author's request we do not mention the name of the company. The questionnaire was completed by 117 employees, interview was conducted with 7 managers, so an exploratory sample consisted of 124 respondents.

## Survey Results

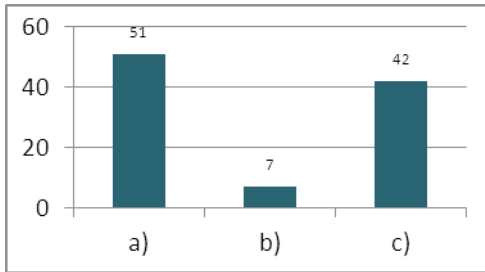
### The Evaluation of the Questionnaire

The data were collected by the questionnaire (by employees) aimed to determine the level of communication among managers and staff, the level of motivation as well as the impact of communication on the job performance of employees. The questionnaire contained 30 items, 28 of which were closed and two open items. For illustration we present partial results.

#### 1. Do you have enough information which is necessary for your work?

a) yes

- b) not
- c) sometimes

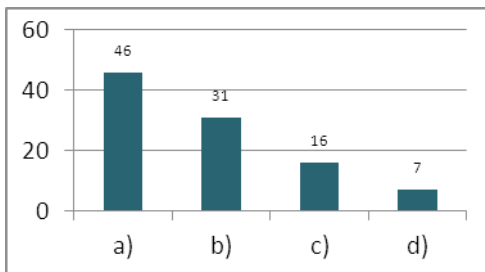


**Figure 1.** Opinions of respondents on whether they receive the sufficient information which is necessary for their work

By the item 1 it is examined whether the employees have sufficient information necessary for the work. From Figure 1 we can see that most respondents (51%) circled the option a) yes. The least number of respondents (7%) marked the option b) not.

**2. Does your superior give you the opportunity to express your views and comments?**

- a) yes
- b) partially
- c) previously not
- d) not

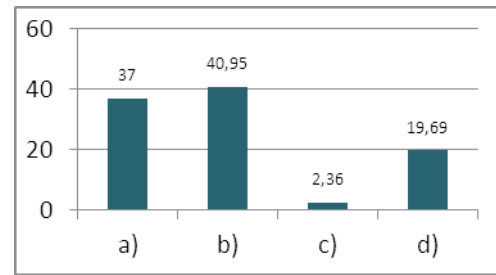


**Figure 2.** Does the superior provide his subordinates with the opportunities to express views and comments?

In the item 2 we learn whether the boss gives employees the scope to express their opinions and attitudes. The Figure 2 shows that, the majority of respondents (46%) have chosen the a) yes option. The option no was indicated by 7% of respondents.

**3. What motivational techniques are used by your boss?**

- a) praise
- b) bonuses
- c) social advantages
- d) other

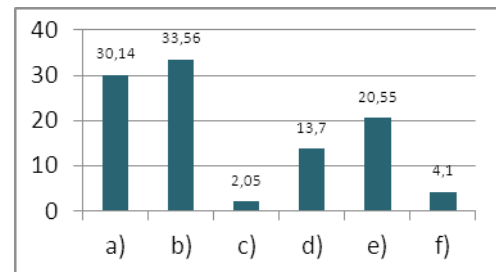


**Figure 3.** What motivational techniques are used by your boss?

In the item 3 we were interested in motivational techniques used by the superior. From Figure 3 we can conclude that the most preferred technique, which motivates employees is money (40.95%). The option c) social benefits, was marked only by 2.36% of the respondents.

**4. How does your boss react to faults and failures?**

- a) criticism
- b) demolish rewards
- c) analysis
- d) remedy
- e) explanation
- f) other



**Figure 4.** How the boss responds to faults and failures of subordinates

By the item 4 it is examined how the senior staff responds to errors and failures of the subordinates. The most employees (33.56%) indicated the possibility b) withholding rewards. Option f) where respondents were asked to indicate other reactions preferred by their bosses, were not used by any employee.

**5. If your work is useful and appreciated, do you produce better job performance?**

- a) always
- b) majority
- c) rarely
- d) never

Table 1 shows that up to 54.70% of the respondents circled option a) always, which means their performance is better when their work is useful and appreciated. This possibility was indicated by 64 respondents from 117.

**Table 1.** Expressions of respondents to item 5

	[%]
a)	54,70
b)	38,46
c)	5,13
d)	1,71

### Evaluation of the Interviews

There were 7 managers interviewed about the matter. It was aimed to determine whether managers are good motivators for their staff and whether they help to improve communication in the workplace by their leadership style. The interview contained 14 questions. We present the results of one closed question, which contained up to 8 possibilities of expressing an opinion from the side of managers.

#### What forms of communication are used by the manager?

- a) informing
- b) command
- c) motivating
- d) persuading
- e) providing feedback
- f) criticizing
- g) controlling
- h) praise

**Table 2.** What forms of communication are used by manager every day?

	Σ	[%]
a)	4	18,18
b)	3	13,64
c)	2	9,09
d)	2	9,09
e)	3	13,64
f)	2	9,09
g)	4	18,18
h)	2	9,09

In the item 5 we learned on the basis of respondents' expressions the forms of communication managers apply

in their communications with the employees every day. In total, the interview was conducted with 7 managers. From Table 2 we conclude that in everyday communications executives mostly use informing and controlling forms. Option a) and g) was circled by the same number (18.18%) of respondents.

## Discussion of the Survey Results

### Evaluation of the Questionnaire

In the questionnaire, by item 1, it is found out whether the employees have enough information for work. Most respondents (51%) chose the answer "sometimes".

Item 2 detects whether the superior gives his/her employees sufficient scope to express their opinion and comments. As many as 46% (54 respondents) chose "yes" option, the option not was circled by 7% of respondents. Figure 2 shows the graphical representation.

By the item 3 we investigate what kinds of motivational techniques are used by the superior. The most preferred options were "praise" and "bonuses". Figure 3 offers better clarity.

By the item 4 it is examined how the boss reacts to faults and failures. Figure 4 shows that most employees indicated the "demolishing rewards", which represents 33.56%. The option of "criticism" was indicated by 30.14% of the respondents. Option where the respondents were asked to indicate their own reply was not chosen by anyone. To the item 5 which examined whether employees gave the higher job performance if their work was useful and appreciated, the most respondents indicated the option "always", representing 54.70% (64 respondents). For example, the option "majority" was indicated by 38.46% of respondents. Table 1 shows expressions of the views of respondents to the item 5 in percentages.

### Evaluation of the Interviews

By the structured interviews with executives of selected sections in the company it was ascertained whether the managers are good motivators for their employees as well as whether they contribute by their self-reflection to the improvement of communication.

From the interviews based on the received responses from the managers and from the results shown in Table 2, we note that the most frequent forms of communication used by the largest percentage of executives in the selected business company which manufactures lighting devices are the "information" and "praise". For other communication forms the answers were different.

## Conclusion

The aim of the survey was to find out what communication faults are made by managers, how these faults affect the employee's personality and job performance. From these facts we can conclude that there is always room for improvement. In the above mentioned company there are some faults made by managers. We come to conclusion on

the basis of evaluation of the questionnaire responses from employees and interview responses from managers.

From the interviews with executives we found out that some managers do not use praise, do not provide feedback and motivation in their daily communications.

Practical recommendations in order to improve the quality of communication in the workplace:

- implement teambuilding activities (team building emphasizes collective cooperation, improves labour relations).

- increase staff motivation (to encourage staff to create a feeling of recognition by employees to feel that their work is useful, properly appreciated).

Conclusion: Employees, if they feel that their work is appreciated and useful, are happier at work, they want to work better, to achieve higher job performance. Managers should be more concerned about the work of their employees; they should not act haughtily, use praise more than criticism and strive to build positive relationships in the workplace.

The survey showed that it would be appropriate to increase the staff motivation in the workplace, to arouse the interest of the staff in work. Therefore the recommendations would be to motivate employees more. We believe that motivation increase is not an instantaneous act; it is an ongoing process that must be carried out continually.

Our recommendation for conclusion: Managers, if they want to have a good relationship with their employees and be respected by them, should realize their faults and try to avoid them. A good manager is one who realizes that each employee is an individual who deserves respect and attention.

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