

## ORGANIZATIONAL COMMUNICATION - COMMUNICATION PROCESS IN BUSINESS ORGANIZATIONS

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**Abstract:** *The aim of this paper is to analyze the methods of communication development between the management and employees in the organization, how defined methods of communication affect employees, as in their behavior, motivation and engagement in work. Theoretical approaches that are displayed are going to create a clearer view of effective communication ways which have had an impact in the performance of employees, the behavior and relation between colleagues.*

*The effectiveness of internal communication, is the key factor for the organization's success and it gets paid special attention and in that: how these communication methods were received by employees and the effect which they had, and what the execution methods were, always by aiming and finding the adequate methods in order to transmit and comprehend the defined information, which has strategical importance for the organization.*

**Key words:** *organizational communication, communication process, business organizations*

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### REVIEW OF LITERATURE

The process of communication in business organizations has a special dimension and relevance, the development of technology has increased opportunities and has opened new horizons, has created preconditions in order to make a step further, in the way of the execution of the communication process in the organization. Communication was firstly defined as a process of understanding of giving and receiving a message through the use of signs and symbols. The process is proceeded within and between groups of social structures and further, through many ways and manners and for many purposes.<sup>173</sup> The development of the communication process within the organization is linked or dependent in the organizational structure which the organization contains, where "the organizational structure is an organizational formal frame which was created with the purpose of achieving organizational objectives"<sup>174</sup>, but who constitutes the organizational structures and what are the ways for the execution of the communication process.

The role and importance of it in the organization, communication has been transformed in a key element and in a tool for achieving the goals of the organization. "Communication means the process of the transition of information, ideas or opinions in other people. In order for the communication to be effective, the information transition has to be successful in the sense of understanding between pairs".<sup>175</sup> Therefore, it is not sufficient to only share the information with others, but you have to aim the understanding of that information by others and then look at their reaction, and that is the only way we can have an effective communication process.

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<sup>173</sup> Papa J. Michael; Daniels D. Tom; Spiker K. Barry; "Komunikimi organizativ qasjet dhe pritjet"; UERTPRESS; 2009; fq.14.

<sup>174</sup> Rouse J. Michael; Rouse Sandra; "Komunikimet afariste"; Prishtinë; 2008; fq.23.

<sup>175</sup> Koxhaj, Andri; Florian Tomini; "Menaxhimi i Komunikimit"; albPAPER; Tiranë; 2011; fq.8.

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Organizational structures or organizations are designed or formed with groups of people who are united for the mutual goal, depending on the type of the organization. But, in order to achieve the planned goals, but also for the progress of work within the organization, it is necessary to have delegation of work and collaboration between employees. This is achieved through communication channels, with a communication spread to all of the employees, such as vertical-horizontal and parallel communication. There has been developed a theoretical model in which the organizational structure is linked to the coordination type, organization planning or programming towards the reaction or mutual arrangement.<sup>176</sup> It is not in vain that it is said that the real measure of an organization is the way and level of the structure interaction within it, where a key factor is the communication.

Each organization has its organizational chart, that helps in the function of organization, which constitutes of the structures or departments of the organization, who for functioning, must cooperate and function synchronously, in order to enable the progress and functioning of the organization, socio-economical and political changes in which the society goes through are reflected and have an impact in organizations and they are not immune to these changes, for which we had a lot of cases, where in extreme conditions and circumstances the limping of work in one of the departments, complicates or even unables the function of the whole organization.

## COMMUNICATION AND INFORMATION IN DECISION-MAKING

Communication is a process of transmitting information from one to another. Its processes are linked with interactions of at least two agents who share symbols and semiotic norms. According to a definition: "communication consists of sharem exchange of thoughts, opinions or information through words, writing or symbols" (G. Schwartz et al.,008: 129).<sup>177</sup> The level of the exchange of information and thoughts within an organization has an essential character when it is developed within the management of the organization, because it is the highest managing degree on which are dependent other structures and the accurate and valid information would enable the organization a better ranking in the business environment. The mobility of information within the organization would fill the gaps that exist from the absence of non-communication or even weak communication. That would be translated with employees who are well informed about the working process, which in organizational life will be evaluated as an added value for the organization.

The fulfillment of communication functions depends on the use of information and on the meanings of this information. From the traditional point of view information can be seen as "the first material" of communication. This first material takes shape when it forwards meaning.<sup>178</sup> Meaning is received when the information is put within a defined context. Context can be as simple as the moment of acknowledgement or as complex as the reflective interpretation during which a part of information is linked and understood in relation with many others.<sup>179</sup>

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<sup>176</sup> [http://www.jstor.org/stable/2093672?seq=1&cid=pdf-reference#references\\_tab\\_contents](http://www.jstor.org/stable/2093672?seq=1&cid=pdf-reference#references_tab_contents)

<sup>177</sup> Dhima Dh. Aleksandër; "Antropologjia e komunikimit qasje në realitetin shqiptar"; KUMI, Tiranë; 2013; fq.233.

<sup>178</sup> Papa J. Michael; Daniels D. Tom; Spiker K. Barry; "Komunikimi organizativ qasjet dhe pritjet"; UETPRESS; 2009; fq.25.

<sup>179</sup><sup>179</sup> Papa J. Michael; Daniels D. Tom; Spiker K. Barry; "Komunikimi organizativ qasjet dhe pritjet"; UETPRESS; 2009; fq.26.

Inside the organization, people need relatively a broad information for the solution of problems and decision-making of different levels of a relevance that depends on the managerial position. Managers of the high level use information mainly taken for strategical planning, meanwhile managers of the medium level and low level are more focused on operational aspects and execution of plans, and it is understandable that even the information is destined for these goals. Drucker (1997) emphasizes that "a winning strategy requires information on events and conditions outside the institution" and it continues that organizations must have "strict rules for collecting and analyzing information that comes from outside".<sup>180</sup>

Another very important element is the accuracy and reliability of information, where accuracy deals with authenticity and incontestability, precisely with the reliability of the information source and how sure you can be if it is incontestable.<sup>181</sup> Owning the accurate information from reliable sources, advantages are added and the probability that decisions of the management are right is increased and to also achieve the defined goals by these decisions. In other cases when managers take their decisions on suspicious and incorrect information, not only do they bring damage to the organization, as in financial or even operative, but also the damage can be even bigger because of the loss of credibility of employees in their management and return in rationality would be very hard.

## MAIN OBSTACLES IN THE DEVELOPMENT OF COMMUNICATION

Everyone requires communication, interaction, exchange, understanding, in individual level, of couple, society and globalization today. And mostly we face it in non-communication. Non-communication therefore, often means communication horizon. In order to avoid failure, we need to do two things: to understand where communication is supported and to build cohabitation".<sup>182</sup> We have to understand in what frames and conditions communication is developed, where we have to be careful when it comes to the channels which we use to communicate, and also in order to communicate, it is inevitable to create relations with whom we communicate and consequently to cohabit, whether with family members and work colleagues or with outsider collaborators.

Main obstacles in the development of communication, can be divided into two big groups: the group of technological obstacles and the group of human barriers. Obstacles in communication are all of those that prevent the message to be received. For this reason, the barrier is a synonym for noise, although technological noise is more like a barrier than a prevention. A technological problem usually doesn't prevent communication even though it can block it temporarily. Barriers usually have a human source and not a technological source. Human barriers often are investigated with difficulty, but are more important.<sup>183</sup> Human barriers consist of many factors such as: socio-cultural; psychological and organizational. They require more time and attention in the right direction in order to avoid these barriers.

Human barriers which deal with the socio-cultural factor are very difficult barriers, for the fact that this factor consists of all the barriers that deal with the cultural level, also with the general formation level of the individual, and they are more general barriers, which require bigger attention in solving them, because they deal with the individual and time and energy are needed to overcome them.

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<sup>180</sup> Laci, Shyqyri; "Manaxhimi"; Tiranë; 2006; fq.450-451.

<sup>181</sup> Rouse J. Michael; Rouse Sandra; "Komunikimet afariste"; Prishtinë; 2008; fq.41.

<sup>182</sup> Wolton, Dominique; "Të shpëtojmë komunikimin"; Papirus;Tiranë;2009; fq.137.

<sup>183</sup> Rouse J. Michael; Rouse Sandra; "Komunikimet afariste"; Prishtinë; 2008; fq.54.

Psychological barrier, in comparison to the socio-cultural barrier, is a more marginalized barrier and as such, is less present in organizations and the possibility to overcome these barriers is bigger because they have a defined address for the solution of psychological problems and of different outlooks, that employees of an organization may have.

In the organizational barrier, we mainly deal with the barrier which is caused or was caused by the weak organizational structure or we deal with a low level of organization. Where in both elements we deal with communication as a process. A feature of this barrier is that with an analysis of the organization, we can evidence and improve very fast, but the key is to have organization and work delegation in a chain, where even the communication process flows in all the parts of the organization and fulfills it with new knowledge about the working process.

Very often, managers admit that barriers in communication are one of the most serious problems, with what they face in practice. In fact, communication barriers, in many cases, are very warning of the existence of deeper problems. Therefore an effective manager should not only deal with the surface that consists of only the symptoms of an internal "illness", but to treat the issue in details in order to find out the real causes of communication barriers because the effective communication is a big responsibility of it.<sup>184</sup>

Managers in all levels must seize each reasonable opportunity, to have face to face contact with their employees. This enables them to explain the content of a new policy, to advise everyone connected with new work that has to be done and in general to clear out problems, misconceptions and uncertainties.<sup>185</sup> And not by chance there is a saying which says that the best opportunity to overcome and eliminate chances for misinformation and by direct contact other communication channels get excluded where their use would add the possibility to have more misconception than effective communication .

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<sup>184</sup> Laci, Shyqyri; "Manaxhimi"; Tiranë; 2006; fq.119.

<sup>185</sup> Ramosaj, Blerim; "Management (Menaxhmenti kreativ me lidership); Prishtinë, Vatra; 2006; fq.122.