

Danail Stefanov
Student number: 1817895

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1. Introduction

What is communication? According to Luhmann, 1992, communication is the basis for any forms of relationship that exist. By individuals communicating with each other, they have the ability to share their beliefs, thoughts, and emotions in order to express themselves and exchange different kinds of information. And In today's highly informational and technological environment we live in, it has become crucial for individuals to have good communication skills to succeed.

Communicative interactions at the workplace tend to establish and maintain work-relationships among employers, employees, organisational members, and in between those members and key stakeholders (Myers, 2009; Sias 2009). Good communications at the workplace can be vital for establishing strong and trustworthy relationships and can help to maintain the flow of information at the same time. In this way, when strong communication is established between the individuals, the team becomes stronger and solid. Therefore, thanks to the good communication at the workplace, individuals tend to have both direct and indirect influence on the team and organisation performance (Greenbaum, 1992). The share of information between co-workers results in the creation of a better and healthier work environment for everyone, (Myers 2009; Sias 2009).

Moreover, well-established communication in the workplace can improve morale and engagement. It can also resolve problems, or better yet prevent them from developing in the first place. According to a study “The Advantages of Effective Communication Skills” (Picincu, A., 2018), 79% of employees quit their jobs because of lack of appreciation. Therefore, it is very important to note that one of the main benefits of good communication in the workplace is that it can help increase employee’s loyalty and retention.

Good communication skills are key to success. Not only in personal but in professional aspect as well, (Notaras, Mak and Wilson, 2018). With the lack of effective communication, different information or message can turn into error, misunderstanding or frustration when misinterpreted or poorly delivered. Therefore, both the sender and receiver must understand the information in the same way in order the communication to be successful.

This paper aims to discuss and analyse the importance of communication in the workplace and its impacts by implementing different theories and to outline and provide different workplace examples.

2. How communication can be made effective in a business organization?

Nowadays, there are many ways of how communication can be effective in business organizations. Employers tend to use different communication tools in order to motivate, train, inform and educate their employees.

- Incentive Travelling

Incentive traveling is a motivational tool used by managers and business owners in order to enhance their employee’s productivity, improve their communication skills and achieve business objectives. Based on their level of work achievements, employees are being rewarded with a trip that lasts up to 5 days, depending on the destination chosen.

- **Team Building**

Team building is one of the most familiar and famous tools for businesses and employers to communicate and motivate their employees. According to Land (2019), team buildings can have lasting, positive, and measurable effects on team performance. There are a few types of team buildings. They can be both outside and in the office. Some include the daily interaction that employees usually engage in when working together in order to fulfill the requirements of their jobs. Another type of team building can involve different kinds of exercises, games, and interactions between the co-workers, that are meant to be fun and relaxing. Regularly, team buildings are used to provide free time for its participants just to communicate and bond.

- **One to one (1.2.1) Meetings**

One to one meetings, also known as 121's is a fundamental part of a well-structured business or organization, Hedges 2013 – Forbes. And according to her, having frequent and open communication is essential for success. These types of meetings are used from the management team, managers, etc., to listen to its employees, to collect data, reports, and opinions on specific topics. However, often they are used to provide feedback, whether positive or negative, to the employees in order to improve their productivity, skills or simply just to congratulate their work achievements and to make them feel valued and appreciated.

However, sometimes due to work overload and many obligations and tasks, people tend to feel overstressed, which results in them being unhappy, exhausted and unproductive. And as previously mentioned, a high percentage of employees quit their jobs because they feel unappreciated or invaluable. Therefore, employers using good communication and similar tools to the ones discussed above can help the employees feel more appreciated and can increase their loyalty. And with the right communication, it can increase the profit of a business or organization.

3. Relevant Theories

Looking at Berlo's Model of Communication, 5 parameters/rules and indicators must be met so the communication is considered successful.

The message - This is the information that is being passed on

Coding by the communicator – The language must be the same as the one spoken by the listeners. The use of simple words and no jargon is important in order for the information to be understood correctly.

Decoding by the listeners - "When people talk, listen completely. Most people never listen" – Ernest Hemingway, (DeSanctis and Monge, 1998). The communicator must make sure that there is clarity in the communication, and the attention is on them.

Response – It is essential to listen. However, it is also very important to respond to the communicator. It doesn't have to be verbal only. Body language often can be a good indicator for a response.

Barriers in the Moment – Sometimes presence of "noise" or different "barriers" can occur in the communication. They are not always physical but can be educational, technological, social, linguistic/semantic, environmental and psychological/mental. According to (Turaga, 2016), physical can be papers to write, pens/pencils, chairs or tables, infrastructure and logistics required, etc.

Environmental barriers can be weather temperature, ambiance, lights, etc. The mental or psychological can be the different moods the listener and speaker are, tiredness, sadness, happiness, sickness. The linguistic is the language barriers that include the language itself while also the accent, pronunciation, etc.

A lot of businesses adapt such methods and theories to better communicate with their employees. Its purpose is to improve productivity, the communication between co-workers and to build and boost trustworthy work relationships.

4. The importance of effective communication - experience example

A year ago, a friend of mine started to work for a Spanish fashion company based in London. Most of her colleagues were either Spanish or Italian. However, this was quite challenging for my friend to work in such a company, as she knew only English. At the time of her training period, which lasted around two months, all her co-workers did speak in English so she could adapt and build relationships easily. However, after the second month, gradually her co-workers switched from English to Spanish and Italian only. This made my friend feel outcasted and ignored.

Using Berlo's Model of Communication this situation can be described as having a linguistic barrier of communication at the workplace. After some time, my friend had decided to speak to her manager and to inform the higher authority how she felt because of that, and how she would like this to be changed in order to create a better work environment for herself by communication. A week later her manager set a meeting for everyone in the office. The manager anonymously explained that there are people in the team that feel outcasted and ignored from the daily work process due to no communication in English. Moreover, the manager did explain that regardless the fact that the company is Spanish and Italian, they are based in the UK – London and that there are people that do not speak other languages than English and that from now all communication at the workplace needs to be in English. After the meeting, all my friends' co-workers started to speak to her only in English, of course with no hard feelings.

This experience example shows that with the right communication and the right way to deliver sensitive information to all individuals, can improve and create a healthier work environment for everyone involved in the business.

5. Methods of communication

Communication is not just what people say to each other with words. It is also body language, facial expression, and tone of voice, Dawn (2012). According to the most recognizable career guide - Indeed, the four most common methods of communication used by businesses and managers are: verbal, non-verbal, written and visual.

Verbal communication is one of the most efficient and common communication types. It is the use of language to transfer different kinds of information through speaking or sign language. Moreover,

verbal communication is often used during presentations, video conferences and phone calls, meetings and one-on-one conversations.

Non-Verbal communication is always assigned to gestures, face expressions, and the body language in order to convey information to others. This type of communication can happen both intentionally and unintentionally. Our inner feelings and emotions reflect on the outside (face expressions, gestures, etc.) Therefore, hearing a pleasant piece of information can cause an unintentional smile, for example. This method of communication is useful when trying to understand how other people feel.

Written communication is when a piece of information is being conveyed through written symbols, letters, numbers. This type of communication is commonly used to pass information through books, letters, notes, memos. Moreover, as we live in the most technological century the written communication is always linked to emails, chat services, blogs, and websites. Written communication is mostly preferred in the workplace as well.

Visual communication is the act of using drawings, sketches, paintings, charts, photographs to share information. Visual communication is believed to be the type that people rely on most, and it includes signs, graphic designs, films, typography, and countless other examples.

6. How does communication work between Management and Employees and to what purpose?

The management core of a business plays a key role in establishing clear communication within the organization. Management functions include different tasks such as planning, organizing, scheduling, creating team buildings, leading and more. All these tasks are achievable thanks to communication. Moreover, when managers communicate more effectively with their employees, they are more likely to create healthy work environment for everyone. Effective communication helps to sort out differences between employees in healthy and positive ways. By communicating, both employers and employees are more likely not only to work in a social-negative-free environment but to remain positive after the workday. According to Graen (2013), work performance is determined not only by the way they are led by managers but also by the communication style between leaders and followers. But since each individual is different, managers cannot usually establish the same quality of relationship with each follower, (Liden, Sparrowe, & Wayne, 1997; Yrle et al., 2002). Therefore, where possible, leaders should observe each individual of their team adopt and communicate with them in the right style. It is important to note that some styles might not be suitable for certain members of the team. However, with the right observation various communication styles can be used within a team to comply with everyone. This is an essential skill that good management teams shall possess to create healthy, strong and positive work environment.

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