

## **Communication Experiences in Business Organizations (Business Organizations in Kosovo)**

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**Abstract:** 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. 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 and research results in business companies, 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 findings from the research are presented in the continuation of the paper.

**Keywords:** Organizational communication; organizational behavior; employee; strategy; motivation

### **1. Introduction**

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 (Papa, Daniels & Spiker, 2009, p. 14). The

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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” (Rouse, 2008, p. 23), 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”. (Rouse, 2008, p. 23) 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.

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. ([jstor.org/stable](http://jstor.org/stable)) 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 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.

### 1.1. Study Context

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 shared exchange of thoughts, opinions or information through words, writing or symbols”. (Dhima, 2013, p. 233) 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.

To help understand the way communication reaches this, McPhee calls to help and attributes part of his merit to Karl Weick and his theory of information systems. According to him, organizations are like organisms - active beings who must constantly process information to survive. (Griffin, Ledbetter, Sparks, Budini & Gjergji, 2015, p. 255)

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. (Papa, Daniels & Spiker, 2009, p. 25) 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. (Papa, Daniels & Spiker, 2009, p. 25)

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” (Shyqyri, 2006, pp. 450-451).

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. (Rouse, 2008, p. 41) 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.

### **1.2. 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 (Dominique, 2009, p. 137). 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. (Rouse, 2008, p. 54) 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.

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 (Shyqyri, 2006, p. 119).

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. (Ramosaj, 2006, p. 122) 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. Organizations were required to adopt a "new paradigm" or viewpoint in the world, to be more sensitive, flexible and adaptable to the demands and expectations of stakeholder requirements. Many organizations have abandoned or abandoned traditional, top-down, rigid and

hierarchical structures in more “organic” forms. (Ivanko, 2013, p. 177) Group leaders are controlling decisions and being allowed to lead others, while individuals with lower ranking in the hierarchy of the organization tend to lead others. Concentration of control at the top helps groups to make more effective decisions and avoid conflict of control. (Anderso, 2008, p. 4)

## 2. Part of the Research

For the purpose of the work, we conducted a survey with employees of mobile and airport companies in Kosovo, (Vala, Ipko and Airport), Following are the survey data. The survey was conducted with 10% of employees from the three companies involved in the survey.

### 1. Have there been any cases where you have proposed new ideas for improving your organization’s work?

**Table I. Percentages of the survey results in the first question**

	Frequency	Percent	Valid Percent	Cumulative Percent
There are almost always staff meetings	169	42.1	43.6	43.6
Occasionally	147	36.7	37.9	81.4
Do not do that, because nobody ignores them	30	7.5	7.7	89.2
There is not, because I do not want to tune in with such things	35	8.7	9.0	98.2
I do not know / refuse to answer	7	1.7	1.8	100.0
Total	388	96.8	100.0	
System	13	3.2		
Total	401	100.0		

In the first option, there are almost always staff meetings, surveyed employees responded by 43.56%, and represent a high percentage of employee engagement to improve the work environment, and this high yield should be motivated and motivated for the rest of the employees to engage in bringing ideas and innovations to the environment and work process. In the second option, from time to time, answered 37.89%, which is not satisfactory for several reasons, first, that these employees do not show their interest in making changes to the organization regularly, and secondly, it is a high figure of employees who are not committed to pursuing trends from other organizations or even to be creative with their own ideas. In the third option, at all, because no one takes them into account, responded to 7.73% of surveyed employees, and represents the most revolting measure of

employees in these three organizations, the management of the companies together with the employees will have to discuss issues related to addressing certain issues and taking them into consideration by responsible persons, would be sufficient for ideas to be addressed. The fourth option is not because I do not want to think about such things, 9.02% of respondents answered, a very high figure of workers who do not “weep” for the organization and work they do. This alternative is deliberately formulated in this way, to see worker's indifference to the organization. Management needs to worry about this large number of employees who exhibit and have this opinion about their work and organization. For the fifth option, I do not know/refuse to answer, answered 1.80% of the surveyed employees, watching is not a percentage that plays a big role, but it would be desirable to have no answer at this option , because they are employees of the organization who have the moral obligation first to contribute to the improvement of the working environment.

## 2. If so, how did your supervisor expect it?

**Table II. Percentages of the survey results in the second question**

		Frequency	Percent	Valid Percent	Cumulative Percent
	They were exceptionally well received and with positive curiosity	187	46.6	48.2	48.2
	Waiting with great reserves	149	37.2	38.4	86.6
	Waiting for loads and doubts	25	6.2	6.4	93.0
	They were expected with jealousy and fear	26	6.5	6.7	99.7
	Waiting? (show how?)	1	.2	.3	100.0
	Total	388	96.8	100.0	
	System	13	3.2		
	Total	401	100.0		

In the first option, exceptionally good and positive cuts were expected, 48.20% of respondents answered, such a percentage is encouraging for the high level of admission of ideas from the management of the respective companies. In the second option, large reserves were received, 38.40% answered the employees, it is a high percentage and creates room for possible misunderstandings between workers and management, because the ideas are as good as they were would have to be handled by the management of the organization. Hesitancy or access to reservations only adds to the likelihood of creating conflict situations. The third option is expected with loads and doubts, 6.44% of respondents answered, however, this percentage is not high, and can be implied that it is also the result of jealousy and poor colleague reports. But companies need to minimize these things as much as a frozen conflict

can cost much to the organization. In the fourth option, they were watched with jealousy and fear, responded to 6.70% of workers, reveal peer-reviewed reports, which in many areas of companies are not at the right level, and with lots of unfair and sincere communication and in time, how much efficiency and willingness to achieve success with collective work. In the fifth option, respondents (0.26%) answered respondents, a very low percentage of that despite the fact that there are other opportunities for accepting new ideas to improve the environment of doing business, in the internal sense of the organization.

### 3. How do you value your communication with the supervisor?

**Table III. Percentages of the survey results in the third question**

		Frequency	Percent	Valid Percent	Cumulative Percent
	It's correct	153	38.2	39.3	39.3
	It's cynical	168	41.9	43.2	82.5
	It's not serious	34	8.5	8.7	91.3
	It's not profitable	24	6.0	6.2	97.4
	It's a conformist	6	1.5	1.5	99.0
	It's anxious	4	1.0	1.0	100.0
	Total	389	97.0	100.0	
	System	12	3.0		
	Total	401	100.0		

In the first option, it is correct, answered 39.33% of surveyed employees, watching is generally an acceptable percentage considering the level of professionalism across companies. This percentage would have to be higher, as the duties and responsibilities are separate and each has its own work and position, why not have the correct and honest communication. In the second option, it is cynical, answered 43.19% of workers, reveals the real situation faced by the workers in these three companies, based on survey and contact with workers during the survey, we could understand that many supervisors did not communicate well with their employees. Or maybe they suffer from being in a higher position than the other, and have an incorrect approach. In the third option, it is not serious, 8.74% of respondents answered, still unacceptable percentage, to consider when you have such a percentage, how many people are struggling and maltreated every day during work. Urgently, these companies will have to deal with this problem that can cost a lot to the company. In the fourth option, it is not profitable, 6.17% of employees responded, so these workers call the communication with their supervisor as unprofitable and waste of time. This tells us a lot about the level of these managers who do not meet the expectations of employees in the communication process. In



the fifth option, it is a conformist, 1.54% of respondents answered that represents communication that takes place within certain conditions, or better said based on the strategy implemented by the company for the communication process. In the sixth option, respondents, 1.03% respondents, of the surveyed employees, this percentage discloses the communication mode of a part of the supervisors, but fortunately this figure is low and does not play a major role in the whole organization.

#### 4. How do you Assess the Communication Skills of your Associates?

Table IV. Percentages of Survey Results to Question Four

	Frequency	Percent	Valid Percent	Cumulative Percent
How very good	168	41.9	44.3	44.3
How good	164	40.9	43.3	87.6
How bad	34	8.5	9.0	96.6
How very bad	10	2.5	2.6	99.2
I do not know / refuse to answer	3	.7	.8	100.0
Total	379	94.5	100.0	
System	22	5.5		
Total	401	100.0		

In the first option, as very good, 44.33% of the surveyed employees gave their responses and showed us a positive assessment of the communication skills of their peers. However, this question also tells us about the relationships and relationships that have colleagues among themselves. Such a percentage that considers peer skills as very good is very hopeful for the organization's functioning and teamwork development. The second option, as good, responded to 43.27% of the employees, is a satisfactory indicator in terms of the relationships between the workers, where the first two alternatives create more than 80% of the employees who evaluate as very good communicative skills of colleagues. In the third option, as bad, 8.97% of surveyed employees responded, although the figure was not high when we presented the number of surveyed employees, but again the percentage of workers with whom more organizations should work, to hold more training on the way of communication and management skills. In the fourth option, as very bad, 2.64% of the respondents answered, although we may have dilemmas around this percentage, we will treat it as such, but we are more concerned with poor colleague reports than with the assessment of communication skills. In the fifth option, I do not know / refuse to answer, 0.79% of surveyed employees answered, who for their own reasons refused to answer this question.

### 3. Conclusion

Based on the literature used, but also in the survey conducted with employees of three companies (Wave, Ipko and Airport), we can recommend a range of measures/methods that could influence the effective development of communication within the organization. The purpose of these recommendations is that, based on the findings of the research in the organizations, the aim is to minimize the gaps faced by organizations during their activity, and minimize their goal of increasing business activity and collegial relations among employees. Following are the recommendations:\

\* Access to employee strategic information should be higher because the organization's employees need to be aware of the direction the organization has and the track to follow.

\* The level of employee involvement in the discussions on achieving the company's goals and goals but not fulfilling them should be more washable and possibly exceed 50.0% of the total number of employees.

\* Business organizations should include all employees in their communication network, no matter what tools or platforms they use, even one member of the organization if it is not involved in the communication network can be considered a weakness of the organization, and can bring about losses.

\* Organizations should be flexible and respond in a timely manner in terms of informing their employees about the changes and increases that occur in the organization, because in the business world information is of great importance to the existence of a business organization.

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