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**COURSE TITLE: BUSINESS COMMUNICATION**

**ASSIGNMENT TITLE: THE IMPORTANCE OF COMMUNICATION IN BUSINESS MANAGEMENT**

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**OCTOBER, 2022**

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# Abstract

*The report provides a critical analysis of the Importance of communication in business management. In the recent competitive business environment; the need for business management comes cannot be underestimated. The successful running of a business in recent time, however, requires business management. The potential of organization to continuously and efficiently manage their businesses and actualizing business goals requires the engagement of the tool of communication. Communication therefore plays a very significant role in the overall business management process of an organization. To continually ensure successful business management, as pertaining to organizations operations, meeting the requirements of survival in the competitive environment therefore; communication tool comes to fore and plays a strategic role. A literature review research study that is, a qualitative approach review, is considered in validating this study and arriving a reliable generalization. Databases and sources were assessed from the library of Atlantic International University and Google Scholar to establish the generalization of the study. However, the scope of the report was limited to the following concepts thus: concept of communication, communication skill, communication management, communication approach, concept of business management, business management practices, empirical review, and theoretical framework/review. The findings revealed that there is a close link between effective communication and efficient business management. Communication therefore is most imperative to business activities. On the other hand however, a shortfall in engaging the tool of communication in business can result in poor business performance and/or business failure. Also, the inclusion of good communication styles in a business organisation not only improves the internal relationship but also fosters the external relationships of the organization with its stakeholders. The study therefore recommends that Positive, efficient and direct communication is direly needed to ensure the smooth and timely transfer of information from one department to other. Organizations therefore should take responsibility for conducting training courses for managers on communication. This may require distributing relevant business journals on communication to keep the key managers informed on importance of communication.*

**Key Words:** Communication, Business Management, Competitive Environment, Communication Skill, Communication Management, Communication Approach, Business Management Practices.

# 1 Introduction

In the recent competitive business environment; the need for business management comes cannot be underestimated. Business management is a fundamental aspect of the internal process that runs within organization; a mechanism by which organizational processes and characteristics are channeled towards reaching out to customers, gaining profit (Farounbi, 2005). According to Oketch (2000) the primary objective of business organizations is to make profit, grow and survive in any environment in which it operate. This however is dependent on business management. Osuala, (2001) opined that the environment in which businesses operate in recent time is complex, multi-focus and dynamic.

Ariyo, (2006) mentioned that the successful running of a business organization in such a business environment prevalent in recent time, requires good management. Shaturaev (2022) indicated that to keep the business thriving and operations running smoothly without any form of shortfall, business management is become a core necessity. Al-Tarawneh (2020) therefore posits that the essential of business management is vested on ensuring organizational survival, growth, loss mitigation, and profit maximization. The potential of organization to continuously and efficiently manage their businesses, thereby, actualizing business goals, however lies in giving preference to effective communication.

Communication forms a key concept that has consistently drawn attention within organization, one of the strategic platform on which business activities are directed, coordinated, and competitive advantage achieved. Boyle, Mahoney, Carpenter and Grambo (2014) opine that the essential of communication cannot be overruled business management in making business information accessible in organizations.

According to Choo (1998, p.1) *“information is an intrinsic component of nearly everything that an organization does so much so that its function has become transparent and productive.”*

McKenna’s (2006, p.171) stated that *“communication is the lifeblood of the organizations”.*

Antonis (2005) define the tool of communication as the single largest factor essential in influencing on workforce in organization towards achieving. The running of businesses though requires the input of different employees whose services are engage, aimed at leveraging their knowledge, skills, technical knowhow and expertise towards successful operations; communication is the main tool by which employees can be beneficial to an organization. Canary and Dainton (2002) posit that the consistent dissemination of needful information through functional communication system among employees has become a core requirement in business. Bambacas and Patrickson (2008) added that communication is of core importance and function as the basis for effective communication; driven towards spurring employee towards performance as needful in business.

Jones et al. (as cited in Rajhans, 2012, p.82) stated that

*“organizational capabilities are developed and enacted through intensely social and communicative processes.*

Effective communication therefore plays a vital role in business management. The inclusion of good communication styles in a business organisation, not only improves the internal relationship but also fosters the external relationships of the organization with its stakeholders (Al-Tarawneh, 2020). Further, Simon (2002) opines that communication is one aspect of business management that pervades all others, tailored at making information available to the human component of the organization on a constant basis. From a broad view, businesses as applicable within the organizational settings can only be well managed on the basis of effectual and efficient communication. Communication therefore is highly imperative and needs be prioritized in business management.

Gozalova, Gazilov, Kobeleva, Seredina, and Loseva (2016) posit that to continually maximize the work force effectiveness, potentials and capabilities in attaining and achieving business goal/objective; of importance is the concept of communication. McKenna’s (2006) assert that the importance of effective communication can be analysed through its impacts on the business performance of the organization. Poor communication therefore negatively influences the business performance to a greater extent and smooth and effective communication provides unprecedented success to the firm in all dimensions (Baran, 2004). Nwankwo and Okonkwo (2015) opine that communication have the capacity to influence on business management, and have become an important tool for the operational process of organization that cannot be undermined.

Greer, Cathcart and Neale (2020) indicated that the essentiality of communication within organization is such that businesses within organizations can be well directed, controlled, regulated and coordinated towards achieving intended goal. To continually ensure successful business management, as pertaining to organizations operations, meeting the requirements of survival in the competitive environment; communication tool comes to fore and plays a strategic role. Therefore, business management cannot be considered efficient until it implements good communication in its respective business organisations. This study therefore examines the importance of communication in business management.

The scope underpinning the report is limited to the following concepts thus: The scope underpinning the report is limited to the following concepts thus: concept of communication, communication skill, communication management, communication approach, concept of business management, business management practices, empirical review, and theoretical framework/review. For the validation of this study, the literature review research study is utilized. This study therefore utilizes the qualitative method approach, to validate the scholarly writing presented.

Barnham (2015) assert that both the quantitative approach and the qualitative approach can be adopted and are acceptable in research. This study therefore specifically adopts the use of qualitative research method. According to Almalki (2016) the literature review approach (qualitative study) entails a critical review and evaluation of existing empirical views on a phenomenon, to justify a current issue, aimed at arriving at a more acceptable generalization. The literature review approach therefore is characterized with such advantages as time saving, cost saving, and access to current information on phenomenon being studied. by utilizing this methodology therefore, a more reliable conclusion can be arrived at and a better generalization reached on the study.

# 2 Concept of Communication

Communication refers to the transmission or delivery of non-verbal or verbal messages. There are mainly three crucial components of communication; sender, receiver and medium of communication.

According to Katz and Kahn (1978, p. 430)

*“the exchange of information and the transmission of meaning, in other words, it is the very essence of a social system or an organization”.*

Communication can be both non-verbal and verbal and it can also be possible in one-way and two-way. One-way communication occurs when an individual is speaking and the other person is only listening to the first one. However, two-way communication happens when two people are talking to each other, discussing or arguing over a particular point (UrzedaFreitas, & Pessoa, 2020). Verbal communication refers to communication by using words, whereas, non-verbal communication is based on facial expressions, body language, and voice tone for making the communication. Verbal and non-verbal both kinds of communication are essential to understand each other’s thoughts and making strong relationships (Gozalova et al., 2016).

Communication forms a management tool applicable in disseminating vital information that matters within organizations, a tool needful in organization in the competitive age in managing business and recording success.

Frone and Major (1988, p.123-140) assert that

*“communication is one of the most crucial factors in organizational functioning and it is known that employees devote a considerable portion of their workday to collect and disseminate information concerning crucial matters such as company policy, performance feedback, role expectations, and task instructions”.*

Baran (2004, p. 4) classified communication as

*“the transmission of a message from a source to a receiver, or the process of creating shared meaning”.*

Defining communication from the point view of business management, Antonis (2005) opine that communication revolves the art of passing information from a source (sender) to another (receiver). Anderson and Massie (2003) posit that communication is the deliberate exchange of information between persons to stir a definite reaction on a subject. Hewitt (2006) however describe communication as a management tool strategic to achieving business goal. Communication is therefore critical to making information accessible tailored towards spurring the appropriate response on a subject and thereby achieving the desired reaction (Gilley, Gilley & Mc Millan, 2009). Communication therefore is most imperative to business activities.

Communication therefore is most imperative to business activities. On the other hand however, a shortfall in engaging the tool of communication in business can result in poor business performance and/or business failure. Channelling attention to communication in business therefore can be seen as a key enabler for ensuring and improving business performance and achieving business goal/objective. Effective communication practices also play crucial role in building robust personal and business relationships (RadovicMarkovic & Salamzadeh, 2018). Through effective communication, a human can easily learn each other’s desires, ideas and perceptions which ultimately assist in improving the environment of a particular place or organization (Rawat, 2016). Therefore, the importance of communication is emphasized in the organisations.

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## 2.1 Communication skill

Communication skills refer to the ability to efficiently exchange information and ideas between two or more people (Conrad & Newberry, 2011). Good communication skills are required in every domain of business to make effective and influential communication. However, effective communication skills significantly aid in building personal and professional relationships (Maloney, Freeman, & Wohn, 2020).

Unalan and Tengilimoglu (2009, p. 245) emphasized that

*“communication skills such as being able to express one or to understand the others correctly are required for success and satisfaction at least in elementary level”.*

According to Conrad and Newberry (2011) managing business has need for appropriate communication skills and influence business performance towards expected standard. Barrett (2002) opine that the co-ordination of business activities through interpersonal and group communication are essential in ensuring businesses are successfully pursued within organizations. it is therefore required that communication skills be well developed and from time to time improved in regulating business activities; coordinating work team; assigning activities/roles; and regulating procedures.

Karolina (2015) portrays communication skill as the approach engage in passing information, to spur positive reactions. Ali and Haider (2012) define communication skills as the approachable manner of disseminating information, listening, and understanding what others meant by their behavior,. Good communication skills therefore cannot be undermined in managing businesses and achieving strategic goals (Rowley, 2002). The imperative of communication skills as such lies in its essentials to all business activities.

Rho (2009) indicated that communication skill is shown in the ability to pass business information in a discrete manner, with the intent to influence employees towards aligning with business objectives, and develop realistic schedules. Information may not continually achieve intended purpose without engaging the appropriate communication skill.

There are different forms of communication and that determines the communication skill required per time (Bambacas & Patrickson, 2008). Personal communication is also known as private communication which is based on personal letters, emails, phone conversations and private interviews. Interpersonal communication refers to the exchange of information between two or more people via verbal or non-verbal communication methods. The interpersonal communication skills are required to be developed by the managers and employees of the organisation since it ensures effective leadership and communication in the organisation.

Active listening is an essential communication skill which shows the full attention of the receiver towards the ongoing communication. Active listening also involves feedback from the listener’s side so that the communication process will be effective and beneficial. Active listening communication skill results in a robust understanding of ideas and perceptions shared in a communication process (WegerJr, Castle Bell, Minei & Robinson, 2014). Effective non-verbal communication is also included in the communication skill category. Non-verbal communication practices are comprised of facial expression, body language and voice tone. The efficient dealing of these non-verbal communication practices results in strong communication between people. However, the wrong use of non-verbal communication practices can influence negatively on entire communication (Phutela, 2015).

*Mishra, Boynton and Mishra (2014, p. 183) opine that “communication skill is important for building a culture of transparency between management and employees, and it can engage employees in the organization’s priorities”.*

Communication skill well channelled bears such advantage as giving precise details on how to go about organizational tasks, enhancing employee level of comprehension, listening to workers, and receiving feedback on information disseminated (Banihashemi, 2011). Good communication skills influence positively on operations passes relevant details, foster clarity and team spirit; directed at attaining goals/objectives in an organization (Bambacas & Patrickson, 2008).

## 2.2 Communication Management

Communication management is a broader term that covers all the crucial communication skills required to establish strong communication between two or more people. However, from the business’s perspective, communication management plays a very critical role in making corporate relationships.

Ali and Haider (2012, p. 38- 44) put it that

*“organizational communication is crucial to get involved into better relationships within an organization, to transmit information, to have trust on and cooperation with each other, to understand and co-ordinate the work, to improve communication climate and learning, and hence to increase overall workplace satisfaction and also an individual’s job satisfaction”*

Stephen (as cited in Nebo, Nwankwo and Okonkwo (2015) also described that *“organizational communication is a critical factor in directing and mobilizing the workforce towards the accomplishment of the organizational goals”.*

Communication management focuses on reaching the targeted audience, employees, consumers, media groups, and vendors by designing and implementing significant communication methods and practices in the organisations (Ali & Haider, 2012). Efficient communication management holds the potential to develop the overall business reputation within its competitors (Muszynska, Dermol, Trunk, Ðakovic & Smrkolj, 2015). Communication management is widely used by the executives of businesses as a vital approach to growing their business and gaining maximum financial benefits. Effective communication management unites the key stakeholders and other core elements of the company which ultimately assists in tackling the possible risks and threats to the business. The purpose behind developing strong and effective communication management is to ensure the smooth flow of data and information required to effectively run a business (Andersson, 2019).

Numerous ways can be used to maintain good communication management in an organisation. Firstly, verbal communication is widely used to share thoughts, ideas and information among people. Secondly, there is a written mode of communication which is generally considered a feasible approach to conveying the message or information to the larger population. However, at present, the advent of print and social media has also brought unprecedented ease in communication management (Siguencia, Herman, Marzano & Rodak, 2017).

## 2.3 Communication Approach

The communication approach is an idea that focuses on learning languages successfully to ensure smooth communication with an understanding of real meaning. The communication approach allows people to develop existing knowledge of their languages. They seek to build their language by using new communication styles. The communication approach mainly works for establishing meaningful communication between two or more people. Real or meaningful communication restricts only to information-sharing communications which ultimately builds the learning and knowledge of the people who are involved in making meaningful or real communication (Coombs & Holladay 2011).

Ali and Haider (2012, p. 38- 44) posit that

*“organizational communication is a dynamic process and involves complex communication techniques, networks and channels”.*

The use of meaningful and real communication is most common in business organisations or other official institutions to spread only relevant information among people engaged with the company. The communication approach aims to conduct meaningful and real communication in organisations so that they are capable to better deal with their day-to-day tasks. The communication approach of meaningful and real communication is highly significant for official meetings because meaningful or relevant communication will help in conveying the right message or agenda to others. Therefore, the adoption of the right communication approach is highly significant in terms of achieving targeted goals (Venter, 2019).

# 3 Concept of Business Management

Business management refers to the effective organisation and coordination of crucial business practices. It covers a wide area of business-related operational activities and their proper management. The concept of business management has become essential in today’s highly competitive world. No business can achieve full-fledged success and operational efficiencies without incorporating the effective business management mechanism in their respective organisations (Scarborough, 2016).

The concept of business management comprises efficient planning, designing, organizing, decision-making, and motivating. Besides this, business management also includes the effective controlling of the financial, physical, informational and human resources of an organisation. Significant management of all these crucial factors can lead an organization towards its targeted goals (Greer, Cathcart, and Neale, 2020). The success of a business organisation heavily depends on all these crucial components and mismanagement in controlling these areas can ultimately give negative outcomes to the organisation.

Additionally, business management also assists an organisation in exploring better opportunities which can be significant for the growth of the organisation. However, the developed growth and increased production capacity result in a good reputation for the businesses in their respective business markets. Besides this, an organization can better utilize its resources by uniting all the crucial organizational elements via effective business management strategies. The inclusion of effective business management strategies can assist the managers of the company to a greater extent. In business management practices, the managers of the company are likely to implement a robust mechanism of accountability (Parris, Dapko, Arnold & Arnold, 2016). The accountability holds employees accountable for their faults and also assists them in improving their weak areas which may further create troubles for the business organisation.

## 3.1 Business Management Practices

Business management practices involve all those crucial and innovative methods, approaches and strategies that managers use to develop the effectiveness in the working system of their respective business organisations. The major business management practices have involved the training and empowerment of the staff, and introducing significant new business schemes that can improve the working practices. Furthermore, the including new and modern technologies in the existing working mechanism is also considered crucial business management practice (Shaturaev, 2022). The inclusion of the right business management practices plays a very crucial role in the overall development of a business. The managers of a business are usually responsible to implement significant and vital business management practices that can give momentum to the organisation progress.

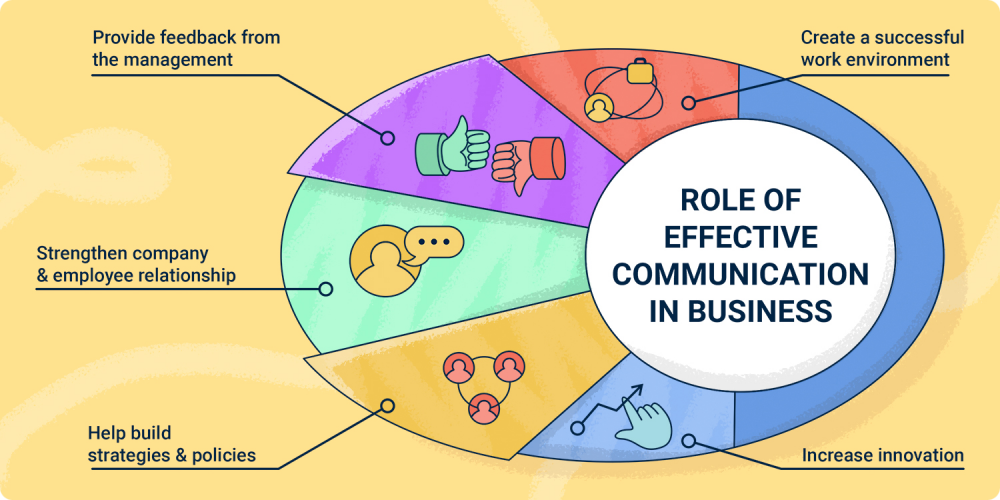
Engaging workers or employees is one of the major duties of business managers because the lack of worker engagement can create a great disturbance in organization performance. The reward strategy is another vital business management practice that can lead to the enhanced and improved employee performance (Williams, Smith, Aaron, Manley & McDowell, 2020). Additionally, cultural cohesion in the business organisation is also included in business management practice which is required to build unity among employees and to remove discrimination factors from the organisation. Furthermore, team-focused working practices are also crucial business management practice that produces vital outcomes for the company. In addition, setting a clear mission for the workforce is a great business management practice that ultimately set the path to success for a business organisation (Al-Tarawneh, 2020).

# 4 Relationship between Communication and Business Management

Communication is a crucial component in the success of a business. There is a close link between effective communication and efficient business management. The nature of the relationship between communication and business management is directly proportional which means that the increased effectiveness of communication will also increase the effectiveness of business management. Effective communication approaches have the potential to develop good internal and external relationships for a business firm. The internal organisation relationships refer to the staff and manager’s relationship which is required to ensure good performance (Doeleman, Ten Have, & Ahaus, 2012).

Smooth communication between staff and managers is vital to make a good and coordinative relationship. The external relationships are included the relationship between stakeholders and business executives. Effective communication styles can foster this relationship which can produce fruitful results for both stakeholders and business owners. Therefore, business management practices should be designed on such grounds that can boost both internal and external relationships of the business (Needle, and Burns, 2010). Additionally, the business management is significantly dependent on communication. Good and smooth communication in a business is one of the major focused areas for managers to ensure the higher productivity of organisation. Smooth communication is also needed to reduce the chance of errors and mistakes in business activities (Kim, Kumar, and Kumar, 2012). In nutshell, the reduced errors from the business practices ultimately show that the business management is working appropriately by ensuring smooth communication in the organisation. the diagram below therefore shows the role of communication in business management.

*(Figure 1: Role of communication in business management)*



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# 5 Empirical review

Communication holds an important place in business management. Effective communication plays a very significant role in the overall business management process of an organization. Numerous research studies have been conducted to analyse the importance of communication in business management. All the scholars have unified the stance that effective communication is a vital practice that can build the significance of the business management practices of the business organizations.

The study of RadovicMarkovic and Salamzadeh (2018) on the topic area of ‘the importance of communication in business management; sheds light on the significance of effective and smooth communication in a business. The study argued that the role of communication as a key management function is comprised of the creating new ideas and finding out genuine facts and reliable opinions. Besides this good communication approaches also aids in understanding the feelings of employees, ensuring the effectiveness and efficiencies of the core organisational practices. Scholars further stated that the attainment of targeted organizational goals is also possible by ensuring effective communication in a business. The scholars further added that the manager of a business organisation plays a very critical role in implementing good communication practices in the organisation, and no organization can attain full-fledged success without incorporating good communication skills in its staff.

The study of RadovicMarkovic and Salamzadeh (2018) further highlights the negative outcomes of poor communication skills in a business organisation. Scholars stated that a poor or bad communication system in a business organisation lead to negative reputation of the organisation among its competitors, and also destroys the management system and gives bad results. After thoroughly examining and analyzing the importance of communication skills in business management. The scholars suggested that the inclusion of good communication skills is highly needed to ensure the success of a business in the highly competitive environment of the present era.

Another study on the same topic was the study of Hargie (2016) with the title of ‘The importance of communication for organisational effectiveness. The study also thoroughly analyzed the significance of communication for building organisational effectiveness. However, organisational effectiveness is closely linked with the efficient business management practices. The scholars stated that efficient communication skills are a core need for improving the business management. The study further highlighted that communication skills whether verbal or non-verbal can affects the environment of a business to a greater extent which ultimately results in the overall effectiveness of the business organization.

Hargie (2016) further argued that effective communication in a business also develops a healthy bond between the key players of the organisation such as managerial and local staff. Besides this, the scholar further added that good communication also removes misconceptions and misunderstandings at the internal level of the organization which resultantly brings effectiveness in all the key organizational practices and operations. In a nutshell, both studies are revealing the importance of good communication skills in the business management process and bringing effectiveness to the overall organisational activities.

# 6 Theoretical Framework/Review

## 6.1 Coordinated Management of Meaning

Coordination management of meaning is a communication theory which sheds light on the importance of communication in building up social relations. The theory states that communication is a key tool behind the improved social settings (Imran, Chen, Wei, & Akhtar, 2019). The theory of Coordinated Management of Meaning can be relatable to the topic area of this research paper. Communication is an important factor to manage good business management in a business organization. The major strength of the Coordinated Management of Meaning theory is its prime focus on managing smooth communication between different sections of a business organisation such as managers and other staff members to improve the settings of a business to a greater level. However, the increased chances of getting the wrong meaning from the communication are a major weakness of the Coordinated Management of Meaning theory.

## 6.2 Cultural Approach to Organizations

Cultural approach theory is a vital theoretical approach to create unity in the business environment. The theorists of the cultural approach highlighted the importance of cultural traits in a business. The theorists mainly claimed that humans love to live in networks and this nature assists in creating a vibrant organisational culture (Christensen, Lægreid & Røvik, 2020). The cultural approach theory is significant to develop smooth communication in a business. The human nature of living in groups or networks is highly beneficial to maintain a healthy and active network in an organisation which will maintain the communication process. One of the major strengths of cultural approach theory is emphasised living in groups or network. However, the weak area of this theory is less focus on cultural conflicts that may create trouble for businesses.

# 7 Recommendation

* Positive, efficient and direct communication is direly needed to ensure the smooth and timely transfer of information from one department to other. Organizations therefore should take responsibility for conducting training courses for managers on communication. this may require distributing relevant business journals on communication to keep the key managers informed on importance of communication
* Managers been responsible for taking effective measures to improve the communication process in organization, should ensure that all the staff and team members should be timely aware of core organisation policies and information so that there would be no misunderstanding and miscommunication in the organisational practices.
* Organizations should design a system that allows for better understanding of the human components of the organization using that to determine the appropriate communication skills applicable.
* The business management should create an environment of trust to maintain smooth communication between all departments. Regular meetings with all the sections of a business therefore can be considered to play a very crucial role in managing smooth communication in a business organization

# 8 Conclusion

In the recent competitive business environment; the need for business management comes cannot be underestimated. The successful running of a business in recent time, however, requires business management. The potential of organization to continuously and efficiently manage their businesses and actualizing business goals requires the engagement of the tool of communication. Communication therefore plays a very significant role in the overall business management process of an organization.

Communication forms a key concept that has consistently drawn attention within organization, one of the strategic platform on which business activities are directed, coordinated, and competitive advantage achieved. Effective communication therefore plays a vital role in business management. The running of businesses though requires the input of different employees whose services are engage, aimed at leveraging their knowledge, skills, technical knowhow and expertise towards successful operations; communication is the main tool by which employees can be beneficial to an organization

The inclusion of good communication styles in a business organisation not only improves the internal relationship but also fosters the external relationships of the organization with its stakeholders. From a broad view, businesses as applicable within the organizational settings can only be well managed on the basis of effectual and efficient communication. Communication therefore is highly imperative and needs be prioritized in business management. To continually maximize the work force effectiveness, potentials and capabilities in attaining and achieving business goal/objective therefore; of importance is the concept of communication.

The importance of effective communication can be analyzed through its impacts on the business performance of the organization. To continually ensure successful business management, as pertaining to organizations operations, meeting the requirements of survival in the competitive environment; communication tool comes to fore and plays a strategic role. Therefore, business management cannot be considered efficient until it implements good communication in its respective business organisations.

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