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THE EFFECTIVENESS OF COMMUNICATION IN THE ORGANIZATION MANAGEMENT SYSTEM – A THEORETICAL STUDY

The effectiveness of internal and external communication in the enterprise management system significantly determines its efficient functioning. It is therefore important to control its course. Due to the complex issues of the goals of this process, the degree of implementation of all of them should be analyzed, which is tantamount to adopting a specialist view on the issue of the effectiveness of communication in the organization. The main purpose of the adopted considerations is to present the effectiveness of communication in the organization management system. In this work, a theoretical study was adopted as the starting point for the analysis of the discussed research problem.

Keywords: enterprise communication, organization management system, effectiveness of communication, theoretical study.

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ЕФЕКТИВНІСТЬ КОМУНІКАЦІЇ В СИСТЕМАХ УПРАВЛІННЯ ОРГАНІЗАЦІЄЮ – ТЕОРЕТИЧНЕ ДОСЛІДЖЕННЯ

Ефективність внутрішньої та зовнішньої комунікації в системі управління підприємством суттєво визначає її ефективне функціонування. Тому важливо контролювати його перебіг. Через складність питань цілей цього процесу слід проаналізувати ступінь реалізації всіх з них, що рівнозначно прийняттю фахівця на питання ефективності комунікації в організації. Основною метою прийнятих міркувань є представлення ефективності комунікації в системі управління організацією. У даній роботі за вихідну точку аналізу обговорюваної проблеми дослідження було взято теоретичне дослідження.

Ключові слова: комунікація підприємства, система управління організацією, ефективність комунікації, теоретичне дослідження.

Introduction

The development of an organization (enterprise) is continuous communication between employees of a given organization and communication with the external environment (e.g. with stakeholders). Communication takes place between people, which in turn translates into the communication of the organization. Interpersonal communication



is one of the forms of communication between people. It is the process of exchanging messages between two or more people. Taking into account different personalities, life situations, there are various disturbances and conflicts. It can be said that the management process is one big process of communication, talks, exchange of views, etc. Communication omnipresents the activities of the organization and beyond. Communication as it is in the organization exists between managers and subordinates. The clarity of issued messages is the basis of an efficient organization. Managers and subordinates should understand each other, which in turn contributes to work commitment. In order to ensure the effectiveness of communication in the organization, the HR process should be implemented based on accepting and maintaining communicative employees in the organization, i.e. open to talking to another person (employee). The aim of the study is to present, on the basis of a theoretical study, the problem of communication effectiveness in the organization management system.

1. Organization management process – an outline of the issues

Management can be defined as a set of activities, processes occurring between: planning, organizing, leading, directing people and controlling. Management is the impact on intangible and tangible resources as well as the ability to achieve the intended goals by people, the manager achieves results through the appropriate organization of other people's work (Putra, Ali, 2022, pp. 420-431). Management can be defined as an organization's exit from crisis situations, logical thinking about what to do in a given situation, how to get out of a problem, it is also dealing with conflicts in the company and transforming them into cooperation (Gostkowska-Dźwig, Kempa, Mroziak, Królik, 2021, p.7).

An organization is a collection of people (Leśniewski, Morawska, 2012) who have common goals and work together to achieve goals. Very often, three basic meanings of the concept of organization are assumed, i.e.:

1. Organization in the material sense (e.g. institutions, companies, etc.),
2. Organization in the operational sense (organization of special events),
3. Organization in the attribute meaning (excellent organization during lessons at school or at home).

Organizations are characterized by aspects such as power, cooperation and information. These are the key characteristics of the organization thanks to which enterprises have a good chance of achieving the desired goals (Apanowicz, 2000, p.49).

Good (effective) communication between the manager and employees is the key to full success. If the manager and employees are honest, helpful and well-informed with each other, the organization can achieve its goals. However, if the employees and the manager do not "get along", it can lead to crisis situations, which very often results in the collapse of a given enterprise.

2. Selected models of organization management

The organization consists of internal (endogenous) and external (exogenous) elements. Of fundamental importance are employees (human resources) who create organizations and their behavior, and people shape the functioning models of each organization (Garengo, Sardi, Nudurupati, 2022, 3056-3077). Enterprises have their own organizational models. In the literature on the subject, you can find such models of organization as:

1. M. Hatch's conceptual model of organization – the members of the organization in this system are: social structure, physical structure, culture and technology. In this model, it is very important that all of the above-mentioned components create a common environment that greatly affects the relationship between all members and the environment associated with it (Puchalski, 2008, p. 12-13),

2. H. Leavitt's four-element model of organization – the members of this system are: tasks/goals, structure, people and technology. In order to understand the given model well, it is worth thinking about what these four aspects mean for the organization (Czermiński, Grzybowski, Ficoń, 1999, p. 45),

3. L. Krzyżanowski's five-member model of organization – the elements present in this organization are: goals, social subsystem, material and technical subsystem, structure and a managerial element. At first glance, it may seem that it is the same system as H. Leavitt's model, however, L. Krzyżanowski added management to his system, whose task is to manage and control the remaining elements (Krupski, 2004, p.20).

From the above models, it can be concluded that the organization is subject to evolution/revolution, the organization is constantly changing depending on the changes taking place in society. Thanks to organizational models, it is easier to choose models that will be adequate to a given organization with a specific modification.

3. Manager in managing the organization

The manager is one of the most important employees in the organization, as he implements the management process along with decision-making (Leśniewski, 2018, pp.79-98). In order to perform the function of a manager, one must possess such personality traits that will be strongly associated with human resource management. The



position of a manager is present in every organization, regardless of the socio-economic system of a given country (Żukowski, 2008, p.2).

Being a manager is not enough to have completed courses, trainings or studies in the field of management or economics, you also need to be able to develop your skills in the field of soft aspects of management, with particular emphasis on when the work consists in being among the company's current customers or potential customers of the company (newly acquired) (Berdicchia, Bracci, Masino, 2022, pp. 861-875). Being a manager is not an easy task, but it is achievable provided you work dynamically on yourself. There are many types of managers in the literature on the subject, which shows that managers are a specialized group of employees who carry out the management process, which has been presented in the form of the following ten examples of managerial positions from various industries, i.e.:

1. Category manager – responsible for developing a development strategy and managing a specific group of products,
2. Cost manager – the cost manager deals with cost estimation, project budget and monitoring of its results,
3. Project manager – is a project manager who ensures the efficient operation of the design office,
4. IT Project manager – controls and manages projects. This position can be filled by people who have completed higher education, preferably in the field of computer science,
5. Office manager – this is the office manager, i.e. he is responsible for the work of the entire office. His duty is to supervise the staff under his supervision,
6. PR manager – this is a man who is responsible for the reception of the form by his clients, so he is required to have very good soft skills,
7. SEO manager – deals with coordinating internet activity, updating websites. This position is open to people who have completed university studies, preferably in the field of marketing, IT or new media,
8. E-commerce manager – is a person who deals with customer service and preparing effective sales,
9. Finance manager – a financial manager is a person who manages the company's finances,
10. Sales manager – is a manager responsible for selling goods and services offered by the company that employed him (<https://porady.pracuj.pl/kariera-i-Rozwoju/kim-jest-manager/?11.05.2022>).

The manager of the company is the person who fulfills the most important duties from all other employees from the point of view of the implementation of the management process. He is an employee so important that the rest of the organization's employees should fully cooperate in order to achieve the intended goals in an efficient and effective manner. Reliable performance of duties by a manager in an organization is based, among others, on the process of communication with subordinates, superiors or customers of the organization.

4. The importance of communication in the effectiveness of organization management

Communication is the act of transferring information from one person to another. In the management of an organization, communication is a very important element, because thanks to it, the manager and subordinates can easily perform the tasks entrusted to them and communicate together. The process of communication between people is important to determine the processes that influence social behavior (Naji, Isha, Alazzani, Brough, Saleem, Mohyaldinn, Alzoraiki, 2022, p.4432). Communication is not only an important activity for people who create organizations i.e. employees and managers or clients, but also for people from the whole society. People who have a problem with interpersonal communication will also have a problem at work that is based on communication with clients or the team. People with communication skills can solve problems much more effectively than those without them. Communication cannot be avoided or bypassed in the modern world. Human existence is impossible without speaking, writing or using gestures. People communicate in order to convey certain information, to influence other people or to show their feelings or to help a given person. Communication is a type of interaction that takes place between at least two people, it is the process of transmitting information and reacting to it, it is important not only how people talk, but also how they respond. Thanks to the above information on communication, we can confidently say that interpersonal contact requires reciprocity and cooperation between given people, regardless of how the conversation looks like, i.e. whether it is an ordinary conversation or a quarrel, a misunderstanding. Both the sender and the receiver are equally important because the former transmits important information and the latter reacts and responds to it. The better the relations and communication in the company, the better and more effective the effects of joint work and very good relations with subordinates).

It is worth noting that "universal" communication, contrary to appearances, will never be the best solution, because on the other side there is always a certain group of recipients with specific characteristics. Focusing on the satisfaction of all potential customers misses the point. Therefore, it is necessary to specify the target, i.e. the age of these people, their social status, interests, lifestyle. Many companies use external research agencies for this purpose, which check the current market needs and allow you to adjust the company's external communication



so that it reaches the recipients, and at the same time shows the vision of the organization and does not distort its image (<https://witalni.pl/pojecie/external-communication/15.01.2023>).

There are many types of communication in virtually every enterprise. Thanks to their existence, it is possible to develop levels of information flow in a given company.

5. Selected models of communication in the organization

There are three basic models in interpersonal communication, i.e.:

1. Vertical (up and down),
2. levels,
3. Diagonal.

Vertical communication is between the manager and subordinates. Horizontal communication exists among people in the same organizational position, while diagonal communication concerns managers and employees who are at the same "level", but represent different organizational positions (Serafin, 2013, p. 144).

Upward vertical communication is characterized by employees communicating with their supervisor and vice versa. Upward communication is most often the reporting of duties performed. This type of communication also includes requests addressed to the supervisor, for example, a request for time off, help in completing a task, providing a solution to a problem. In this model of communication, the manager should listen to and understand subordinates and present their comments and arguments. In this model of communication, the ability to empathize, give feedback or confirm the delivery of information is essential (Serafin, 2013, p. 144).

Vertical downward communication concerns the manager and the employee, but this time it flows in the opposite direction from the previously presented one. It consists in motivating employees by the manager or instructions. It is also getting acquainted with the employee's ideas and problems (Serafin, 2013, p.144). For this communication to be effective, the manager must fulfill the role of a good listener.

Horizontal communication occurs between employees in the same position, regular employees or between managers. The essence of this communication model is the division of tasks between employees, establishing a uniform way of communication. For this communication to work in a good way, a friendly atmosphere, the ability to listen, express opinions, cooperation, motivation and the ability to convince others to your opinion are needed (Serafin, 2013, p.144).

The last model of communication is diagonal communication, which is often compared to horizontal communication, because it is almost the same, but it does not take place between people in the same organizational positions, i.e. it will be communication between people performing different functions or superiors in two economic activities. This communication occurs when information needs to be transferred as quickly as possible (Baranowski, 2016, p.7).

6. Theories of communication in an organization

In the literature on the subject, several basic theories of communication in management can be distinguished, i.e.:

1. The theory of group interaction – within this theory, the group is able to provide stability to the individual and is used to achieve goals,
2. K. Lewin's theory of normalizing codes assumes that a group ensures the stability of an organization that can achieve its goals by participating in it. In groups, there are normalizing codes. It often happens that new participants in a given organization have difficulties and resistance to expressing opinions in a group (Ponicka, 2013, p. 49),
3. Theory of non-verbal communication – communication is verbal, but also non-verbal. An important thing, apart from the words spoken by people, are also the associations and beliefs they evoke. The tone of voice, synchronization of gestures, facial expressions are important (Ponicka, 2013, p.49),
4. Leadership theory – one of the most important elements in interpersonal communication in an organization is leadership.

The qualities of an ideal company leader are:

- a. Communication skills,
- b. Very good contacts with other people,
- c. Feeling the need for promotion,
- d. Resistance to stressful situations,
- e. Very good tolerance,
- f. Ability to organize well,
- g. Enthusiasm and lots of energy (Olson, 1995, p.24),



5. Theories of mass communication – it is a form of communication with a wider audience, (Ponicka, 2013, p. 44),

6. Theories of organizational structure – theories related to the construction and organizational structure. Each company contains formal and informal elements that represent its internal culture.

Organizational culture in an organization has a significant impact on the way members of particular groups communicate. Some companies take a form similar to a centralized organizational culture, but there are also those that have a decentralized organizational culture.

Organizations that have a high centralization of power are more likely to be in control than those that have a decentralized culture. M. Weber's model of bureaucracy is the oldest theory presenting a strongly centralized organization. Despite the fact that it is an old model, it dominates many economic entities (Olson, 1995, p. 24).

7. Effectiveness of communication in organization management

Communication is an inseparable element of the development of every human being, including every organization. Managers with the ability and ease of establishing interpersonal contacts will have a much better chance of success, but also of preventing a crisis situation in a given enterprise, than members of the organization who find it difficult to cooperate with each other.

Effective communication in the company allows employees to obtain knowledge about the goals (projects) being pursued, and thus their work is more effective. The effectiveness of communication manifests itself in the ease of making decisions. There is then a more efficient control of the phenomena occurring in the organization. Employee attitudes can be better shaped. The effectiveness of communication is also a situation in which the employer treats the subordinate with respect (and vice versa) and when the employee provides them with clear information, the employee feels more appreciated and willing to work. In addition to internal communication, external communication (public relations) plays an important role in the life and functioning of the company. As part of external communication, the organization takes actions that shape the image in the eyes of stakeholders (suppliers, recipients, customers, competitors, future employees, authorities).

In order to facilitate and improve communication, the following information channels should be used, such as:

1. E-mail is communication with employees and with people from the outside. This is broadly understood e-mailing,
2. Social networking sites, e.g. Facebook, Instagram, Twitter mean quick and convenient communication with employees and people from outside the company, presenting your company on given social networks,
3. Telephone, calls, text messages,
4. Remote, on-line meetings conducted on messengers, e.g. Skype, Messenger, TeamSpeak or Google Meet, Zoom, Microsoft Teams) (<https://asana.com/pl/resources/effective-communication-workplace08.02.2023>).

A manager should not be afraid to speak in front of a large number of people and should be free to communicate. When we are more open, we are able to talk to people and we are not afraid of them, employees and co-workers listen to us with interest and more easily accept the influx of information, take the given tips to themselves.

Technology plays a very important role in the functioning of any enterprise. Thanks to it, the company can develop faster and easier. Technology contributes not only to facilitating the development of an enterprise, but also tends to create and maintain a competitive advantage on the market.

Summary

Endogenous and exogenous (internal and external) communication is a significant process in the development of each enterprise (organization) regardless of the socio-economic system of the state (e.g. centrally planned economy or market economy). Due to the fact that the communication process is so important for the organization (enterprise), its effectiveness should be constantly examined and corrective actions should be taken in a situation where there are significant inaccuracies that may be a barrier to achieving communication goals. The conclusions of the theoretical study clearly indicate that the most important goal of internal and external communication in the enterprise is to provide reliable information, important from the point of view of the functioning of a holistic business entity. A properly informed employee (manager, subordinate) is more strongly motivated to act for the benefit of the organization, participates in the implementation of the strategy and mission with greater commitment and identifies with the values of the organization. The communication system in the company should be transparent, understandable for all employees, which in turn will translate into creating and maintaining a competitive advantage on the market. The conducted theoretical study indicated the fact that the company avoids information asymmetry, i.e. a situation in which employees or groups of employees have an unequal amount of knowledge, which will cause conflicts in the organization. Critical evaluations of the method of communication should encourage the management to improve the system of internal and external communication. It should



be emphasized that communication is the basis for the success of any organization. An efficient and effective communication system translates into employee motivation, company profits and brand image.

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