



CHARACTERISTICS OF GOOD COMMUNICATION IN BUSINESS MANAGEMENT INCLUDE CLARITY WITH GOOD LISTENING AND ACTIVE FEEDBACK WITHIN THE INTER AND INTRA DEPARTMENT

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ABSTRACT

Previously, business management is considered to be more productive with hard work and technical knowledge. In the present century, the productiveness of business management also involves effective communication. Good communication in business is necessary to develop the team members and reach the standard level in business. Good communication is necessary among leaders, employees, shareholders, financial management, customer, and the general public. The current research aims to understand the presence of good communication in business management. The survey research has collected the responses from 90 respondents from U.A.E. The survey responses were collected through online forms and were validate through Cronbach's α and KMO tests. The questioners involved the effect of good communication with clarity and its role on active listening and feedback within and outside the department. The study has found the importance of good communication in business management. In conclusion, the study has suggested that business management must need effective communication to avoid confusion; good communication must need interpersonal skills to enhance the management process's clarity. The speaker must use a different strategy to grab the listeners' attention, and the feedback of the members depends on the understanding. The business process must have inter and intra department communication for effective productivity.

Keywords: Business communication, listening skills, active feedback, inter and intra department communication.

Cite this Article: Sajid Ahmed Mohamed and Kinslin Devaraj, Characteristics of good communication in business management include clarity with good listening and active feedback within the inter and intra department, *International Journal of Management*, 11(10), 2020, pp. 1453-1463.

<https://iaeme.com/Home/issue/IJM?Volume=11&Issue=10>

1. INTRODUCTION

The word communication can be expressed as the lifeblood of the business management system. Communication is the medium through which all the sector of business activates. The success of the organizations depends on the communication process that involves how professionally the company handles the business (Wang et al., 2016). The communication process in management involves interpreting, creating and communicating the ideas, opinions, facts, feeling about the organization's effectiveness, work performance, and efficiency of the business. The leaders must develop effective communication (Bennett & Kane, 2010). It is stated that no organization can succeed or build up a reputation without good communication in business management. Improper communication will ultimately result in poor management and failure in business success (Huczynski, 2012).

Businesses management of 21st century will find it difficult to survive unless they get effective productive from their workers. Productivity does not depend on more challenging work; it depends on good communication skills (Grinig, 2013). Employees who have the potential to take active roles by their effective behavior, and their ability to create and share data about their work, and make effective use of genuine development to shape solutions to fundamental problems are what this means in this century (Dozier et al., 2013). Many organizations realize that better competition will involve more significant dedication, greater empowerment, and more efficient business management learning. Moreover, they recognize that good communication is the key to better performance. Business leaders have been using various communication techniques for 20 years, including institutional surveys, leadership-by-walking-around and focus groups, to express and analyze the necessary data to bring about a difference (Doorley & Garcia, 2020). The standard communication methods appropriately used will inhibit the learning and communication that businesses of the 21st century needs from leaders and every team member. The techniques used by these top management to address simple problems will potentially stop them from obtaining insightful actions, in-depth information, and efficient change to interact with the organizational renewal problem. Today's top-level business management executives focus not only on the organization's profit and market share but also on the effective managing of the workers (Mamabolo et al., 2017). The commitment, motivation and good communication of the workers play a key role in delivering quality services. Good communication is necessary for developing the team members and reaching the hierarchy in the business market. Effective communication is the essential factor for managing the team members that would help in developing the organization's goal, strategy, vision and business policy (Wang et al., 2016).

To improve the effectiveness of productivity, there must be two-way communication that must include leaders, employees, shareholders, financial management, customer and the general public. Mutual communication is one of the best ways to achieve better communication in the setup of business management, which is vital communication. The present ideas of communication can be termed as "mass communicative". The focus of business research and the increase of different "conceptual approaches" in business management seem to transfer from products and services as a central level of observation to people, organizations, and social processes that bind leaders in ongoing relationships together (Bargiela-Chiappini, 2009). In good communication, the effective approach is proper human resource management, good

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organism structure, intrapreneurship, systemic communication system, good leadership quality, strong technical knowledge, strategic planning, social responsibility, and collaborative relation (Arvidsson, 2010). The nature of communication in this interactive relationship is hardly by good communicative skills. Perhaps the simplest way to determine business communication is to consider how businesses have established their function (Charles, 2007).

2. METHODOLOGY

2.1. Survey aim and objectives

As evidence from the literature, good communication plays a crucial role in business management. This current survey aimed to understand the role and proper functioning of communication in business management. This article has found and highlighted the role of good communication for enhancing clarity by avoiding the unclarity with proper listening and feedback system within and outside the department of business management.

2.1.1. Methodology

The survey analysis was achieved by analyzing the literature reviews and through the online questioner collection. The literature review was performed through the eminent research article related to good communication management obtained from the Science Direct and Scopus journals. The literature survey was used to frame the survey questioners. The data was collected from the 90 respondents of the operation and service cooperate of U.A.E. The questionnaire prepared based on the literature survey was circulate to the respondents to their email. The questioner was prepared in the form of google form, for which the respondents are given the freedom to answer or not to answer the questions. The filled-out data were collected and summarized for further analysis.

2.1.2. Questionnaire

The following questions were used to analyze the role of good communication skills in business management. Good Communication process is streamlined through a clearly defined process. Good communication discipline, which avoids cross-communication, which creates confusion and inclarity. Good communication process clearly promotes active listening to all team members. Good official Communication process, which allows active feedback on the decisions made from Managers/Employees before and after the decisions are made. Good Departmental friendly communication throughout the company - Inside the department and with other departments in the same company.

2.1.3. Data Analysis and Interpretation

The collected data were analyzed for adequacy and reliability. Cronbach's α (alpha) tool was used to analyze the reliability of the sample, in which the alpha value was theoretically represented from 0 to 1. The adequacy of the data was analyzed through the KMO test. The SPSS tool was used to analyze the factor for identifying a significant process of the five variables (Appendices 1). The top-ranking of compliance were represented in table 1, and the top ranking of non-compliance was represented in table 2.

Table 1 Top ranking of compliance process variables for good communication

S. No.	Factor	Highest Compliance	Description of survey data feedback
1	Good Departmental friendly communication throughout the company - Inside the department and with other departments in the same company	90.6%	Yes, we have good friendly communication with all departments
2	Good Communication process streamlined through clearly defined process.	87.5%	Yes, we have clear communication process
3	Good communication process, clearly promotes active listening to all team members.	87.5%	Yes, Available
4	Good official Communication process, which allows active feedback on the decisions made from Managers/Employees before and after the decisions are made.	87.4%	Yes Available, Before and after the decision making, we can register our technical opinion
5	Good communication discipline, which avoids cross communication, which creates confusion and in clarity.	85.2%	Yes, Good communication discipline available inside and outside of our team

Table 2 Top ranking of non- compliance process variables for good communication

S. No.	Factor	Highest Non Compliance	Description of survey data feedback
1	Good communication discipline, which avoids cross communication, which creates confusion and unclarity.	14.8%	No, there is a lot to be done by us to achieve communication discipline
2	Good Communication process streamlined through clearly defined process.	12.5%	No, I feel there is a lot to improve in the communication process in my section/department
3	Good official Communication process, which allows active feedback on the decisions made from Managers/Employees before and after the decisions are made.	12.6%	No not available, we cannot give our opinion to our line manager once decision is taken
4	Good communication process, clearly promotes active listening to all team members.	12.5%	No, process not complies with active listening of all team members
5	Good Departmental friendly communication throughout the company - Inside the department and with other departments in the same company	9.4%	No, we have to improve ourselves a lot in achieving good friendly communication

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3. RESULTS AND DISCUSSION

3.1. Good communication define clarity and avoid unclarity

Good communication process streamlined through a clearly defined process; the responses to this question are represented in figure 1. Among 88 responses, 87.5% of respondents stated that they have a clear communication process, and 12.5% of respondents said that their department does not have proper communication, which must be improved. Figure 2 represents the result that highlights the response that good communication will avoid cross-communication, confusion and in clarity. The responses of 85.2% stated that they are having good communication discipline inside and outside the team. Reaming 14.2% said that their team must improve in achieving good communication discipline within their group.

Good Communication process streamlined through clearly defined process.

88 responses

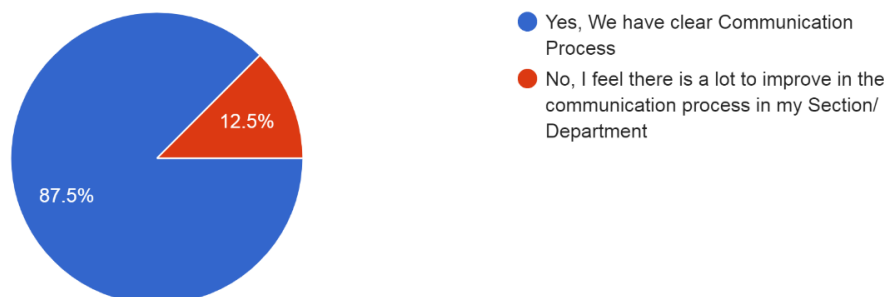


Figure 1 Good communication process with defined process

Good communication discipline, which avoids cross communication, which creates confusion and in clarity.

88 responses

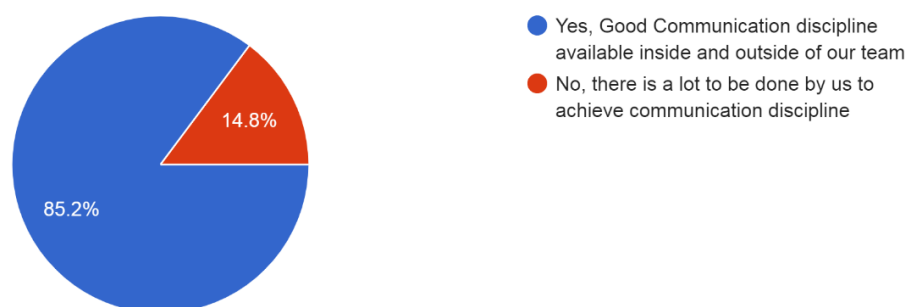


Figure 2 Good communication avoids cross communication, confusion and in clarity

In most business management, inter-office mail, email, postal services, telephones, fax machines, computer applications, and individual databases are used to collect such information from various sources. While these established methods usually provide significant value (Bischof & Eppler, 2011). Communication on the global market with automated processes and clarity is essential. For example, the business's communication must receive and send using the

same technical aspect. Frequently, the same information must be transferred using multiple communication processes to reach all beneficiaries of an organization (Suddaby, 2010). The in clarity of communication would lead to further confusion and cross-communication. In most business management systems, there is no shortage in the communication process. Still, the research report that it leads to miscommunication and confusion (Bang et al., 2010). Effective business management must focus on the communication that could maintain clarity with the top manager, middle-level leaders, subordinates and other employees of the organization. The clarity of the information depends on the significant interpersonal skills of the individuals of the organization. The other role of good communication involves counseling management and formulation of the public policy of the organization (Brohi et al., 2018).

3.2. Good communication promotes active listening and feedback

Among 88 responses, 87.5% of the respondent states that they have good communication, promoting active listening to all team members. 12.5% said that they do not have active listening. Good official communication process creates active feedback on decisions made from managers before and after the decision was represented in figure 4. Among 87 responses, 87.4% of respondents state they have an active feedback system that helps them register their technical opinion. 12.6% of respondents stated they their company does not have the system to give their opinion once the manager takes the decision.

Good communication process, clearly promotes active listening to all team members.
88 responses

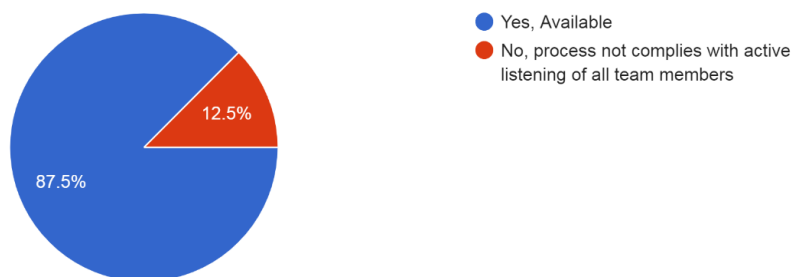


Figure 3 Good communication promotes active listening

Good official Communication process, which allows active feedback on the decisions made from Managers/Employees before and after the decisions are made.
87 responses

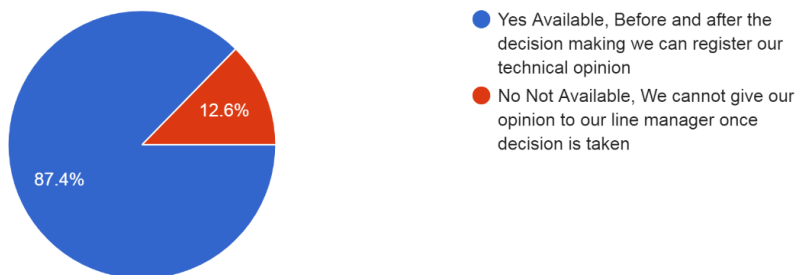


Figure 4 Good communication allows active feedbacks

Characteristics of good communication in business management include clarity with good listening and active feedback within the inter and intra department

Listening is a vital key for proper communication, which helps in avoiding miscommunication and conflicts. The real communication is about how the information is expressed, the attitude, understating the problem from other's points of view, sensing the way it would feel the other team members, and achieving the proper discussion with the reference from other members. Good listening skills are necessary to understand the effectiveness of the member's basics, personality, relationships, and communication with others (Salem, 2017). The significant listening skill has the potential to understand others easily so that the solution and execution can be given with the proper concern. Research reports that effective listening will help in improving the relationship between the leaders and the employee with significant changes in the personality and the way of approaching the problems. If a team could not deliver a proper productivity result, they must improve the members' listening capability (Stone & Lightbody, 2012). The potential listening skills ability will be discussed here. The person must understand the feeling and satisfaction of the speakers that would help grab the potential ideas. The good listener must be able to understand the frame of the speaker and should use the reference of the ideas in their speech. These methods will help in attracting the speaker that provides a potential understanding of the points. Effective listening will help in achieving a reasonable solution in the business management system (Rane, 2011). The researchers had stated some of the aspects that avoid the listening approaches that include lack of courage, heightened emotions, and lack of group. Lack of courage is due to the improper understanding that tends to be formed by avoiding the risk of understanding other views. Improper listening is due to having a judgmental view of the speaker and not willing to understand their perspective of ideas (Yavuz, 2010). The heightened emotion is due to the attitude of having negative emotions during the heated discussion. Rather than thinking in a problem-solving approach, it depends on the self-attitude in bringing the solution (Rahimi et al., 2012). The large group is one of the challenges in having good listening skills; compared to larger group discussions, the small group discussion is useful in the process of listening. The small group discussion is significant for better communication as it involves face to face interaction and interaction within the team members (Nagendra, 2014). The literature has shown the importance of listening skills for good communication, which was evident in our survey article. Getting active feedback is common in all business management to improve the quality and productivity of business management. This also includes the evaluation of the work and proper execution of the decision taken. The active feedback depends on the good communication of the leaders and the employees (Hamidi & Barati, 2011). Effective good communication must evaluate, plan, and execute the overall business management that will help both internal and external departments to achieve the goals (Sangani, 2015). Getting active feedback is also essential in the good communication process that was evident from the current survey result.

3.3. Impact of good communication within the inter and intra department

The result of the good friendly communication inside and outer department in the company was represented in figure 5. 90.6% of the respondent stated that they have good friendly communication with all departments. 9.4% of the respondent refused to have good friendly communication with all departments. They stated that they need improvement among themselves to have good friendly communication with all departments.

Good Departmental friendly communication throughout the company - Inside the department and with other departments in the same company

85 responses

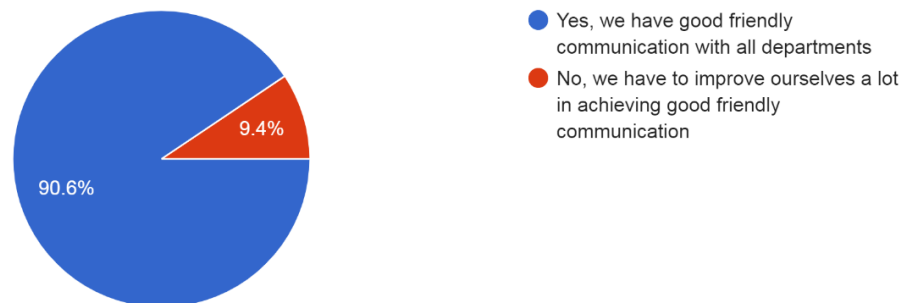


Figure 5 Good communication within inter and intra department

Until the 1980s, the term public relations have been used by experts taking responsibility for communication within their business along with stakeholders. In most companies, these public relations consist primarily of good communication with the team members. When other stakeholders started to demand more information about the company, internal and external communication executives within organizations began to look at communication as more than just public relations (Vukšić et al., 2017). This made a way to develop a new business management strategy that involves corporate design, advertising, media relation, challenges in communication, investor relation, crisis management, issues management, public affairs, and internal communication to develop the relationship within the employee (Bennett & Kane, 2010). An essential aspect of the new communication method was to centralize the expertise in communication into a single department of business affairs. This unit has a single authority that focuses on the entire organization and the important mission of describing an organization to all its key internal and external stakeholders (Cornelissen, 2008). Large global business management, particularly those geographically separated and structurally diverse businesses, face major challenges that require the communication of accurate information in all areas of the business functioning (Bang et al., 2010). As part of business management, such information is mainly needed, but communicating accurate information in a timely manner has generally been an area where a lot of human interaction is needed (Sousa & Rocha, 2019). Research on 50 managers of research, sales, engineering, administration and office has shown the effectiveness of communication between the department. The research stated that the communication between the business is more complicated than the communication with intra department. The profits of the business depend on the harmony between the departments. The harmony between each department will help to increase the productivity of the business and also smooth the function of business management (Boyd, 1966). Improper communication skills cannot achieve coordination between different departments. The business management must have a group discussion with the official of the different departments that will help in analyzing the success and failure. This discussion must come up with innovative ideas for the enhancement of the business (Danks et al., 2017). The studies report that communication must be effective within the department and other departments and between public relations.

3.4. Proposed solution and scope of the study

As per the literature review and the survey research, the proposed solution was formed to highlight the research on the role of communication in business management. This solution

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would help improve the strategy of business management for better development (Table 3). The study's limitation is that it could not analyze different business sectors, and the sample size is limited to a particular region.

Table 3 Proposed solution for the non-compliance

Questionnaire	Solution
Good communication discipline, which avoids cross communication, which creates confusion and unclarity.	The business management must use effective methods of communication to avoid cross-communication, confusion and unclarity
Good Communication process streamlined through clearly defined process.	Good communication must involve interpersonal skills to enhance the clarity of the better management process
Good official Communication process, which allows active feedback on the decisions made from Managers/Employees before and after the decisions are made.	The active feedback depends on the relationship and understating between the manager and employee
Good communication process, clearly promotes active listening to all team members.	The different strategy must be followed by the speaker to capture the listening skills of the members
Good Departmental friendly communication throughout the company - Inside the department and with other departments in the same company	Communication between inter and intra department is essential for the enhancement of the overall business management

4. CONCLUSION

The current research study has identified the role of good communication in business management. The study has highlighted the effectiveness of the communication process on the aspect of clarity, listening and feedback both inside and outside the department. Good friendly communication must be maintained between the inter and intra department to help the members improve the knowledge and help in the effective functioning of the organization with productive output. Literature suggests allotting communication executives for the effective functioning of the communication process. One of the potential aspects of good communication is listening skills. The effective feedback system must be followed in the business management that includes planning, evaluating, and executing the task. This survey has highlighted the essential aspect of communication in business management that will help improve business productivity.

Regarding the management of non-compliance results, the company must educate the workers for improving the communication skills that will eradicate unclarity, confusion and cross-communication. The team members must be given active listening tips, and the speakers must be trained to provide an active speech. The company leaders and managers must recognize the ideas of the employee. The company must come up with new ideas to link friendly communication within and outside the department.

5. DISCLOSURE

Authors declare that they do not have any conflicts of interest.

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APPENDICES

Appendices A - Summary Rank Compliance and Non-Compliance - Creativity and innovating Ideas					
S. L No	FACTOR	Compliance - Highest	Description	Non Compliance Highest	Description
49	Good Communication process streamlined through clearly defined process.	87.5%	Yes, we have clear communication process	12.5%	No, I feel there is a lot to improve in the communication process in my section/department
50	Good communication discipline, which avoids cross communication, which creates confusion and in clarity.	85.2%	Yes, Good communication discipline available inside and outside of our team	14.8%	No, there is a lot to be done by us to achieve communication discipline
51	Good communication process, clearly promotes active listening to all team members.	87.5%	Yes, Available	12.5%	No, process not complies with active listening of all team members
52	Good official Communication process, which allows active feedback on the decisions made from Managers/Employees before and after the decisions are made.	87.4%	Yes Available, Before and after the decision making we can register our technical opinion	12.6%	No not available, We cannot give our opinion to our line manager once decision is taken
53	Good Departmental friendly communication throughout the company - Inside the department and with other departments in the same company	90.6%	Yes, we have good friendly communication with all departments	9.4%	No, we have to improve ourselves a lot in achieving good friendly communication